Regione Toscana

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Localization of the SDGs:
Experiences and Lessons Learned from Tuscany

Florence, April 2017

Summary and Introduction[1]

The Regional Authority of Tuscany, in its tradition of decentralized and development cooperation, has always prioritized an inclusive approach based on dialogue and experience sharing. This, with the intent of making the key knowledge, public policies and tested mechanisms developed within Tuscany available to other territories for the improvement of their local governance and development systems.

Involved in the international development cooperation scenario, by also supporting the achievement of the MDGs and the Post-2015 process leading to the definition of the new Agenda, the Regional Authority of Tuscany is fully engaged in advancing its commitment to the 2030 Agenda for Sustainable Development and to contribute to the local implementation of the Sustainable Development Goals (SDGs).

With this in mind, based on an internal reflection, in 2015 the Region has started an overall effort of research, analysis and classification of Tuscany's territorial cooperation experiences in view of better structuring and capitalizing on its decentralized cooperation initiatives.

Such an effort has led to the identification of reference standards for monitoring and systematization of information and to the definition of procedures for the description and presentation of good practices.

The present document is the outcome of this process, presenting some of Tuscany's most relevant development experiences in both the Tuscan territory and partners countries, particularly through decentralized cooperation initiatives. It analyses the key components of each initiative, by describing the impact, elements of quality, management, sustainability and replicability, thereby offering a complete overview on the experience. In addition, the document puts the whole set of initiatives presented into the SDG perspective, highlighting the relevance of Tuscany's development knowledge and practices and its potential contribution to an integrated localization of the SDGs.

In this regards, the Tuscany Region considers the United Nations Development Programme (UNDP) through its ART Initiative/Hub for Territorial Partnerships as the global partner of reference to define and share on a broader scale the relevant tools, mechanisms and methodologies developed at territorial level. Both institutions recognize the fundamental role of Local and Regional Governments (LRGs) and other local actors in promoting sustainable development, and cooperate to facilitate their engagement in new partnerships – at all levels – and cooperation initiatives in line with the 2030 Agenda and the SDGs.

Besides aiming at promoting the vast experience of Tuscany in the early stages of the localization of the Agenda 2030, and making it available to other territories, this systematization will feed the Toolbox for Localizing the SDG, an initiative that aims at empowering local governments and other actors by offering a vast set of practical, adaptable mechanisms and instruments to address the most pressing development challenges, thereby facilitating the implementation of the Global Goals. The initiative is being currently facilitated by UNDP, the United Nations Human Settlements Programme (UN-Habitat) and the Global Taskforce of Local and Regional Governments for Post-2015 and Habitat III (GTF).

The document is structured following three main thematic pillars selected for their relevance with regards to the implementation of the SDGs at territorial level, each one presenting the Region's most interesting related policies and practices and some corresponding decentralized cooperation experiences:

1. Citizens' participation in the identification of public policies
2. Youth Policies
3. Organisation and management of local public services

Localizing the Sustainable Development Goals

September 2015, the beginning of a new era for sustainable development was inaugurated by the 193 United Nations Members States through the approval of the 2030 Agenda for Sustainable Development, a new universal plan of action to eradicate poverty, protect the planet and promote equal prosperity for all. To do so, the new Agenda defines an ambitious set of 17 interlinked Sustainable Development Goals – the SDGs – to be achieved by 2030 and to make sure that "no one is left behind".

Considering the major ambitions of the new Agenda, it is widely acknowledged that if the Agenda wants to respect its commitments – an agenda "of the people, for the people, and by the people" – it needs to be fully realized at local level. Local and Regional Governments and their Associations, together with other stakeholders of local relevance, took part in the process leading to the definition of the 2030 Agenda and have an essential role to play in the implementation and monitoring of the SDGs.

Local governance is inherently where the State intersects with the society and the point at which national policies meet local aspirations. The *localization*[2] concept refers to the process of designing, implementing and monitoring all the SDGs at the subnational level. It relates both to how can Local and Regional Governments support the achievement of the SDGs through action from the bottom up and to how the SDGs can provide a framework for local development policies.

LRGs fill a double key role as main development promoters within their territories and active cooperation partners supporting sustainable development pathways in partner countries, particularly through innovative partnership modalities such as Decentralized, South-South and Triangular Cooperation. They are not mere implementers of the Agenda – they are policy makers in their own right, and important catalysts of change. In this respect, while the SDGs are global, their achievement will depend on local action and partnerships, on the ability of local stakeholders to make the Global Goals a reality in cities, regions and all territories. All of the SDGs have targets directly related to the responsibilities of LRGs, and that is why Sub-National Authorities and local development actors must be at the heart of the 2030 Agenda.

The Regional Authority of Tuscany

Tuscany Region was established in 1970 as an autonomous entity with its own power and functions. Its Statute establishes the principles and goals, while it also regulates its organisation.Tuscany is a region with a strong cultural identity, which is also linked to modern and democratic values (Tuscany was the first State abolishing legally the death penalty in 1786). For Tuscans local historic roots (at community and municipality level) are as important as their common regional identity, a sort of middle age heritage that is very strong in most parts of our region. Sociological analysis found a positive influence of these roots on the local development of SMEs clusters and industrial districts (bottom-up development), and also on the social cohesion and solidarity practiced at local level (i.e. the widespread dissemination of voluntary and civil society organizations, which is typical in Tuscany). Contemporary challenges (significant migration, economic crisis, increasing inequality, lack of public finance) are jeopardizing these positive values, but local and regional policies are still definitely oriented toward an inclusive, open and progressive approach, which is applied in the social, economic and cultural public interventions, including in the international decentralized co-operation, always aiming at implementing and diffusing a participatory and bottom-up approach to local development..

In terms of 'basic facts', Tuscany has the following characteristics:

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[2] Localization of Agenda 2030 refers to the process of defining, implementing and monitoring strategies at the local level for achieving global, national and subnational sustainable development goals and targets. This involves facilitating the development of concrete mechanisms, tools, innovations, platforms and processes to effectively translate the development agenda into results at the local level. This is a territorial approach that includes all local actors as well as the local governments, including civil society, traditional leaders, religious organizations, academia, the private sector and others. 'Localizing' development should not be seen as a translation of global policies within local contexts, but rather as a process based on the empowerment of local stakeholders, aimed at making sustainable development more responsive and therefore relevant to local needs, aspirations and lives through sustained exchanges between global, national and local facets.

With a 22,993 square Km. surface, Tuscany is located in the central part of our Peninsula and faces the Tyrrhenian Sea for 663 km., of which 191 are shores. It is divided in 10 Provinces and 287 Municipalities. The Tuscan Provinces are: Arezzo, Florence, Grosseto, Leghorn, Lucca, Massa and Carrara, Pisa, Pistoia, Prato and Siena. Florence is the capital of the Region. Tuscany also includes some islands such as Elba, Capraia, Giannutri, Giglio, Gorgona, Montecristo and Pianosa.

The morphology of Tuscan territory is various: 67% hills, 25% mountains and 8% lowlands.

About 3 million and 700 thousand people live in Tuscany at present. 51.8% and 48.2% of these are women and men respectively. 34.1% of the Tuscan people live in town, 27.8% in industrial areas, 14.8% in rural areas, 9.3% in tourist areas and 14.1% in tourist-industrial areas.

28.8 thousand Euros is the average GDP per capita (year 2013, source Eurostat), versus a national average of about 26,500 Euros and a European average of about 26,600 Euros.

In the last years economic growth suffered and slowed down (+1.1% GDP growth in 2015, source Irpet), as in the rest of Italy, also because of fiscal stabilization policies, but Tuscany somehow faced better this crisis with its exporting capacity (with its traditional orientation to North-America) and its SMEs-based development pattern. Tuscany Region also had a very good performance in managing European Funds (i.e. ERDFand ESF).

The industrial sector contributes to about 30% of the Tuscan economy, in terms of value added, and slightly less in terms of employment.

The typical manufacturing sectors (i.e. fashion industry, textile, clothing, leather and shoe-manufacturing, but also food, wine, jewelry, stone/marble), organized in clusters and districts, sometimes linked to internationally known brands and to quality productions, still play a significant industrial role, though industrial machinery and pharmaceutical sector have become the most important part of the Tuscan industry. Also emerging new clusters such as ICT and research-related activies are growing.

1. THE CITIZENS PARTICIPATION IN THE IDENTIFICATION OF PUBLIC POLICIES

1A. Good practice in Tuscany

The Regional Authority for Participation (APP)

Experimentation, Application and Development

In terms of participation, the regional legislation serves as an example (almost unique on an international scale, when one considers an "intermediate" institutional level, as the regional level is in Italy) of standards that promote institutional experimentation of participatory and deliberative procedures and practices. Law No. 46 of 2013, which reformed the previous Regional Law No. 69 of 2007, is based on two main axes:

Axis A support to local participatory processes: the law defines a set of procedures through which the Regional Authority offers support, especially financial, to a number of entities and actors (local authorities, private citizens, schools, businesses) who require the opening of a participatory process on a well determined subject. The approval of the submitted projects to regional support is handled by an independent body known as the Regional Authority for Participation, which is also responsible for methodological guidance and counselling.

The themes on which the Regional Authority promotes public participation are classified into three categories:

1) Social cohesion and common good; 2) Regional Planning; 3) Programming and participatory governance tools.

Axis B support to Public Debate processes, defined by law as "a process of information, public de-bate and participation on works, projects or interventions that take on particular importance for the regional community, for matters regarding the environment, land, landscape, society, culture and economics". The Public Debate may take place in the early stages of the design of a project or a work, and in some cases also in the later stages, but never beyond the start of the final design. The Tuscan model is an adaptation of the French "Débat Public" model.

Results and Impact

• Introduction of procedures for the regulation and development of the Public Debate process: two of them have been approved so far.

• Formalisation of rules, procedures and criteria for the evaluation and approval of participatory processes.

• Adoption of financial support tools.

• Reform of the APP, which was converted from monocratic to collective and had its functions extended, adding tasks of orientation and counselling for those who intend to submit projects.

• Support for the participation projects promoted by Local Authorities, companies, educational Institutes and residents (106 projects submitted and 54 approved from April 2014 to May 2015).

Elements of Quality

• Guidelines renovated to help applicants, and on-line sharing of the evaluation criteria.

• Forms and sheets for the presentation of renewed and leaner projects, divided into two stages.

• Facilitation Tools for dialogue and debate and greater information sharing on projects.

• Improved partnership and dialogue between the APP and regional institutional bodies (Council, Governing Body, Communications Authority), national and international institutions, networks for the promotion of citizen participation (PARTICIPEDIA) and UNCEM[31] Tuscany Youth Area.

• Using social media tools and online platforms for sharing information and promoting the participatory projects already started: a Facebook page of the APP.

• The "PartecipaToscana" [2] section on the "OpenToscana" portal where "rooms" are created for each promoted project, where you can find information on videos and schedules of the initiative.

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[3]See (Unione Comuni Comunità Enti Montani) (Union of Municipalities, Communities and Mountain Bodies) **http://www.uncemtoscana.it/attivita/progetti-e-attivita-per-lo-sviluppo/area-giovani/area-giovani** **and** **also** **http://open.toscana.it/web/partecipa**.

• The "rooms" of the portal are a further participation tool and a bridge between direct and online participation.

Management of Human, Material and Organisational Resources
The implementation of the law for the promotion of participation of course requires an allocation of human and financial resources to be devoted in part to the financing of projects and initiatives proposed by the entitled subjects and partly to the Regional Authority's promotion and dissemination activities.
Providing easily accessible and user-friendly online tools and platforms is essential. Equally important are the promotion of dialogue with institutional and civil representative bodies which support the participatory processes.

Sustainability and Replicability
The component of the Regional Law for the Promotion of Public Debate processes is an adaptation of the French model. The results achieved (106 projects submitted of which 54 funded since Law 46/2013 has been in force) demonstrate the effectiveness of the instruments adopted and the very intense demand for participation, two factors that stimulate the discussion and debate to identify replicable models. Tuscany's regional law may in fact represent a normative reference for other regions (or similar bodies) that need a medium-level regulatory framework, which will make available to the public clear and effective procedures for exercising the rights/duties of active citizenship and dialogue with their local institutional, social and economic actors.

Key concepts
• Institutional strengthening
• Citizen participation
• Technological innovation
• Multi-actor and multi-territorial collaboration

Sustainable Development Goals

1B. Tuscany's good practice in decentralised cooperation

1.B.1 - Participatory Urban Planning

Project: Support for decentralisation processes, supporting the development of local economies and food sovereignty.
Implementing body: Medina
Partners: Municipality of Pontedera, Empolese Valdelsa District, COSPE, University of Florence, Alcaldia Municipal de Leon, (Nicaragua), Centro de Desarrollo Local y Comunitario (CEDEL), Unidos por el Bien Comun, Municipalidad de La Antigua
Location: Central America - Nicaragua and Guatemala.

Experimentation, Application and Development
Participatory territorial planning is based on implementing sustainable region management models through consultation and participation tools involving the local actors and civil society. The institutions and the public are both involved in dealing with the dynamics of development affecting their own areas, the tension factors and the effects of human presence: the result is "bottom-up" planning, thanks to the dialogue between policy makers and citizens, that respects the "genius loci" of an area and promotes its identity and history. The adoption of a gender approach in participatory processes also allows us to work on other issues, such as gender discrimination and urban safety.

Results and Impact
• Creation of workshops and opportunities for public consultation and participation, within which the citizens are informed about the political decisions and can promote demands and planning orientations.
• Development of procedures, protocols and tools that are institutionalised and formalised, triggering a process of change within the government sector and the relationship between the public and the institutions.
• Finalisation of plans for urban and rural development that promote sustainable socio-economic development and enhance the level of services and the quality of living spaces, while respecting the historical, natural and cultural heritage of the area.

Elements of Quality
• The introduction of new tools and specific methods of implementation of participatory land use planning processes (GIS; GIS-P; Web-GIS, etc.).
• Capitalisation and development of innovative methodologies for the study and resolution of social and territorial conflicts (in particular the conflict matrix tested in projects funded by the Urbal-AI Programme and repeated in subsequent interventions).

Management of Human, Material and Organisational Resources
The project requires professionals with technical skills in the field of territorial planning and the use of specific technologies, whose task is to provide technical assistance and training. Another important component consists of the mediators/tutors who promote dialogue among groups and between civil society and institutions.
The beneficiaries of the project are: (i) local governments (including technicians and political executives and ad-ministrators); (ii) the local citizens; (iii) other local institutions interested in participating in the management of development dynamics.

Sustainability and Replicability
When applied successfully, participatory land use planning increases the awareness and capacity for action of local administrators and civil society, thereby producing a multiplication and consolidation process of the effects generated by the project.
There are no contexts that cannot be subject, *a priori*, to the replication of interventions of this nature; even more crucial is the ability of local institutions and civil society to become involved and represented.

Key concepts
• Institutional strengthening
• Citizen participation
• Technological innovation
• Multi-actor and multi-territorial collaboration

Sustainable Development Goals

1.B.2 - Participatory Mapping

Project: Project ANADIA - Adaptation to climate change, disaster prevention and agricultural development for food security.
Implementing body: Istituto di Biometeorologia (Ibimet) del Consiglio Nazionale delle Ricerche (CNR) (Institute of Biometeorology of the National Research Council).
Partners: Interuniversity Department of Science, Planning and Territorial Policies (DIST) of the Polytechnic of Turin, the National Directorate of Meteorology (NDM) of Niger, Italian Ministry of Foreign Affairs. **Location**: Sub-Saharan Africa - Niger.

Experimentation, Application and Development
From the 90s onwards, a new awareness of international cooperation has been developing that one cannot aspire to the realisation of a region's sustainable development without the consent and involvement of the people who live in it. Participatory mapping is one of the basic tools of the Accelerated Participatory Research Method (APRM); contrary to the official mapping - based on an encoding system imposed by Western culture - participatory mapping takes into account the symbolic aspects that underpin the organisation of rural societies in the world's South.
Participatory cards allow for the retrieval of information that is then used for specific analyses and to map the area (in some cases, by entering the information from the participatory maps in the GIS map-ping production tools).

Results and Impact
• Analysis of the context (representation of the land area and its functional values; identification of changes over time).
• Diagnostics of the problems (reconstruction of past events and their impact; risk management actions or measures put in place).
• Analysis of identity and definition of legitimacy criteria (assertion of rights to use land resources; identification and management of conflicts).

Elements of Quality
• The participatory map uses mapping icons which represent each group and also express its identity values with respect to the area it belongs to.
• Development topics focused on the promotion of the cultural identity of places as anthropic spaces, and on the active participation of the local communities in the conception, implementation and evalu-ation of interventions.
• Through the participatory map, one can recognise the fundamental characteristics of the territorial organisation of a social group that uses the map to communicate their roots, history and behavioural patterns.
• The community is made aware of and involved in reaching targets.

Management of Human, Material and Organisational Resources
Making the participatory maps is usually the last aspect of the ground surveys; this is why it can be combined with other methods of investigation (swot analysis, stakeholder analysis, satellite geo-referencing, etc.). A participatory map is not just an information gathering tool, but rather a means to bring out the social values of the community being analysed through discussion among its members, creating a basis on which to build a dialogue for conflict resolution. The human resources to be deployed are science and technology technicians and experts of geo-referencing, computer science, geology, climate change, among others, as well as conflict mediators and other actors in charge of encouraging dialogue among groups.

Sustainability and Replicability
There seem to be no limits or restrictions on the possibility of reproposing this methodology, which appears to enjoy a first recognition in the scientific world. The real challenge is to integrate the information provided by the participatory maps with the geo-referencing technology systems while respecting their symbolic and narrative value; this way, participatory maps become an instrument capable of revealing the "knowledge" of the community and the qualifying aspects of a territory.

Key concepts
• Narrative and dialogue
• Symbolism
• Promotion of the identity of a community and its territory
• Going beyond traditional geo-referencing

Sustainable Development Goals

1.B.3 Decentralisation and Participation in the Dominican Republic and Haiti

Project: RE-TI: Decentralisation, participatory democracy and decent work for citizen based development in the Dominican Republic and Haiti.
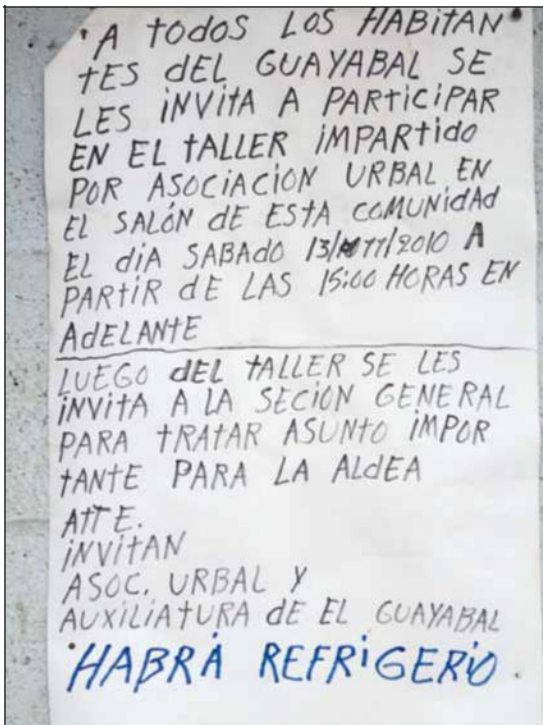**Implementing body**: Oxfam Italia.
Partners: Arci Toscana, Noi per l'Africa Association and il Mondo NGO, Province of Siena, ControRadio Srl, ASOMURE - Association of Municipalities of the Enriquillo Region (Dominican Rep.), REDONGRE - Association of the Enriquillo Region NGOs (Dominican Rep.).
Location: Central America - Haiti and Dominican Republic.

Experimentation, Application and Development
The strategy of the project is based on the belief that sustainable development processes can be trig-gered in cross-border areas by promoting joint planning procedures and participatory local development plans.

In the Dominican Republic and Haiti, the development processes of the territorial economic systems were promoted through a continuous and constructive dialogue between the civilian population and local institutions.

Empowering the active citizenship in fact requires the creation of spaces and tools for dialogue that allow citizens to become actors in their own development; in this sense, the Territorial Management Budget Committees and the micro-projects financed through public tenders represent promotion practices of multi-level dialogue and active citizenship that involve civil society as well as public officials and institutions.

Results and Impact
• Creation of Regional Management Committees as opportunities for consultation and civic participa-tion within which citizenship is informed on policy decisions and can promote demands and planning orientations.
• Development of procedures, protocols and tools that are institutionalised and formalised, triggering a process of change within the government sector and the relations between citizens and institutions.
• Definition of an integrated inter-municipal development plan for Cabral Lagoon.
• Financing of 4 micro-projects in the Cabral Lagoon area, through a tender run by the Social Economic Committees in consultation with local governments.
• Production of a systematisation and capitalisation document that retraces the 4 pilot project experiences and the results achieved.

Elements of Quality
• The Territorial Management Committees are innovative experiences promoting multi-territorial dialogue.
• The co-financing of pilot projects gives responsibility to and consolidates the skills of the administration (that shall manage the tender) of the civil society representatives (who indicate needs and priorities) and of the implementing bodies (who perform the intervention and manage the project).
• The dissemination and information activities directed towards the citizens, which were regularly informed on the progress of the project and on other relevant issues, created a more conscious and responsible social fabric.
• Local networks both of public bodies (ASOMURE) and of NGOs (REDONGRE) are involved.
• Exchanges are promoted between border municipalities.

Management of Human, Material and Organisational Resources
The project requires professionals with technical skills in participatory planning and the management of tenders for funding, whose task is to provide technical assistance and training. Another important component consists of mediators/tutors that promote multi-level dialogue. The projects are co-funded by the Project Committee and by local governments, with money made available from own funds or from ministry or international cooperation funds. The beneficiaries of the project are: (i) local governments (in-cluding technicians and political executives and adminis-trators); (ii) citizens; (iii) other local institutions interest-ed in participating in the management of the development dynamics.

Sustainability and Replicability
Many contexts can be appropriate for the replication of interventions of this nature; what is crucial is the presence of a participatory civil society able to represent itself and a political class that knows how to dialogue with it. After an initial phase in which, necessarily, there is a transfer of skills and knowledge from external parties, skills can be diffused in a relatively inexpensive way with the locally trained technicians in turn transferring their knowledge. Once trained, local radio operators too can carry on independently with their public information services.
The involvement of local government and NGO networks (or of other actors of territorial development) allows one to structure and consolidate procedures, protocols and practices in the representation and consultation of the Committees.
The realization of micro-projects in collaboration with the institutions ensures their economic, social and environmental sustainability; they are community services managed and reproduced by the community. From the point of view of institutional sustainability, the different results from the two territories on which the project was activated show that a regulatory and organizational system conducive to decen-tralization improves the effectiveness of the project.

Sustainable Development Goals

2. YOUTH POLICIES

2A. The good practice in Tuscany

Giovanisì, the project promoted by the Tuscany Region to help young people become independent

Experimentation, Application and Development

Giovanisì is the project promoted by the Tuscany Region to help young people become independent. Funded with national, regional and community resources, the project is divided into six main areas: Internships, Housing, Civil Service, Entrepreneurship, Employment, Education and Training.

In addition, there is Giovanisì+, which includes projects and initiatives in fields such as participation, culture, sport, social activities. Giovanisì+ involves cross-cutting initiatives that affect new spheres of young people's needs. Through this initiative, the Region of Tuscany has systematized and integrated regional youth policies in place and allocated new resources to support the autonomy of young people. The project is aimed at young people up to 40 years old, although age restrictions may vary according to the different areas to which the project is applied.

Since 2014 the project has been integrated with the Youth Guarantee action, a measure promoted by a European recommendation to improve youth employability and financed with European and national funds. Youth Guarantee's target are NEET aged between 18 and 29 who enter into a "Service Agreement" with the Employment Centre that provides the candidate with specific integration and training plans, defined according to the young person's aptitudes and profile.

Results and Impact
• more than 40 measures.
• resources: 690 millions of euros (regional, national and European funds).
• Young people involved: 197.000.
• Communication: implementation of web site, social media, blogs, events.
• 2.5 millions of visitors of web tools, 13 millions contacts of the web site and blogs, more than 9,000 participants to the events, 25.882 e mails message and 61,990 phone calls.

Ojectives of the project:
• enhancement and promotion of opportunities related to the right to education and training (either vocational or university)
• support for work placement of young people
• support to start-up initiatives (also in agriculture)

Elements of Quality
• It is an action that integrates multiple intervention assets.
• Integrated and cross-cutting governance managed by the presidency of the Region of Tuscany sup-ported by the Office of Giovanisi.
• The Office of Giovanisi manages information and communication of the projects in an integrated way.
• Direct relationship with young people through information and communication tools.
• Direct participation of young people and stakeholders (Tavolo Giovani **http://giovanisi.it/2012/12/13/giovanisi-lab-tavolo-giovani/** and widespread services to the whole area of Tuscany.
• Variety and quantity of the types of local actors involved.

Management of Human, Material and Organisational Resources
The Giovanisì Project is managed and coordinated by a dedicated office based at the Presidency of Regione Toscana.
The Office of Giovanisi manages information and communication tools and coordinates the strategy of communication of the project.

Sustainability and Replicability

The project is implemented by taking advantage of regional funds, indirect EU funds and national funds.

Key concepts
• Youth autonomy
• Job training
• Material support
• Youth entrepreneurship
• Integrated youth policy

Sustainable Development Goals

2B. The Good Tuscan practice in decentralised cooperation

2.B.1 MedNet - youth networks in the Mediterranean basin

Project: Med-Net: Networking for the Inclusion of the Young People of the Mediterranean Basin.
Implementing body: Oxfam Italia.
Partners: Rondine the "Citadella" of Peace, COSPE, Municipalities and Associations in all the countries involved.
Location: Italy, France, Spain, Greece, Portugal, Palestine, Lebanon, Morocco, Tunisia, Egypt, Israel and Bosnia and Herzegovina.

Experimentation, Application and Development

The Project "MedNet - Networking for the Inclusion of Young People of the Mediterranean Basin" promotes the active participation of the students, teachers and civil society of the countries of the North and South shores of the Mediterranean in promotion and awareness-raising activities on human rights (civil, economic and social). The Project supports research on subjects of interest and shared issues, with the aim of raising awareness in youth associations and promoting their active role in understanding and managing processes of cultural, economic, political and social change. The ultimate intent is in fact to promote innovation, exchange and networking among young people.

The online socio-educational platform Oxfam "Oxfam Edu" was used to foster dialogue and exchange; on this platform, the themed dossiers produced by funded research are disseminated, exchanges and discussions are facilitated, proposals are discussed and awareness raising and communication initiatives are promoted.

Results and Impact

• Confirmed, strengthened and enlarged the co-operation between the younger generations of the Mediterranean (youth associations, NGOs, schools and local agencies) in the context of human rights ethics through the achievement of common objectives.

- Improved and expanded the knowledge of the various contexts and best practices.
- Encouraged the transition from awareness of one's rights to action, participation and involvement, recognizing and developing the interdependence between local and global dimension.
- Improved the quality, European dimension, sustainability and visibility of the MEDNET network and of the strategies of common interest.

Elements of Quality
- Network of partners on both shores of the Mediterranean
- Innovative tools (Oxfam Edu platform) for non-formal dissemination and education
- Created a synergy between participation-research-knowledge-information-good practices-action
- Possibility to develop research reports and debates on issues and priorities reported by young people

Management of Human, Material and Organisational Resources
Project MedNet is designed with the intention of creating "a network of young people for young people" through digital tools and online platforms for sharing and exchanging reports and best practices. We need to devote resources to the coordination of local networks and the management of sharing and exchanging materials, using formats and languages that can be accessible to all. Project MedNet involves students, teachers, representatives of youth associations and policy makers.

Sustainability and Replicability
One of the keys to promoting a youth network aimed at the dissemination of reports and the exchange of good practice is the use of a simple, yet comprehensive, online platform; in the case of MedNet, one of the proponents made available its own already active platform (Oxfam Edu) reducing costs and avoiding the issues arising from the development and management of an ad hoc tool. However, it is possible to adopt different solutions for formats and information sharing and organisation methods. The youth networks can develop partnerships to implement pilot projects and good practices, using national and regional funds as well as EU funds from direct funding and territorial cooperation programmes.

Key concepts
- Innovation
- Exchange and Networking
- Online platforms for exchange, debate, raising awareness and for non-formal education
- Thematic research
- Future workshops

Sustainable Development Goals

2.B.2 Promoting human rights among young people

Project: Do The Right(s) Thing.
Implementing body: Oxfam Italia.
Partners: University of Florence (Political Science Department), the Lower Normandy Region, International Institute for Peace and Human Rights, the Istria Region.
Location: Mediterranean Area and the Tuscany Region - Annual event in Florence.

Experimentation, Application and Development
Project "Do The Right(s) Thing" comes from the experience of the Meeting of Human Rights, a festival that began 19 years ago at the behest of Regione Toscana with the aim of celebrating every year the Universal Declaration of Human Rights that each year engages 10,000 children from Tuscan schools. Over the years, the experience of the Meeting has evolved from a celebratory occasion to an actual training and education programme that ends every year with the Meeting on Human Rights, held in Florence on December 10.

Results and Impact
• Networking of youth, teachers and schools
• Drafting of Dossier on Human Rights
• Participation in the Meeting on Human Rights and related training and educational activities
• Activation of research workshops on the subject of rights

Elements of Quality
• Teacher training activities
• Teacher led classroom training activities
• Development and use of Oxfam-Edu platform for exchanging and sharing experiences, studies and knowledge
• Interaction between young people with different education and geographic origin
• A dissemination event, internationally known and able to attract the attention of public opinion, the world of culture and politics

Management of Human, Material and Organisational Resources
Every year the project experience ends with a big event, the Meeting on Human Rights, held in Florence on December 10 on the occasion of the international Human Rights Day. It is an event that requires a lot of effort in terms of economic and organizational resources but which yields relevant results in terms of visibility and dissemination. Policy makers, opinion leaders, journalists and 'show business' figures are involved. The event promotion through social networks can reduce costs and achieve greater outreach among young people. In addition, the Oxfam-Edu platform is a reliable low-cost tool for the sharing and exchange of good practices. Important successful conditions are: the commitment and involvement of teachers and schools, as well as of trainers and experts in the dialogue with young people and in the communication and promotion of rights.

Sustainability and Replicability
The Meeting on Human Rights is now in its nineteenth edition: the number of schools and young people involved increases from year to year, as well as the public importance of the event.

Key concepts
• Dissemination and communication
• Promotion of rights
• Education, training, dialogue
• Knowledge and experience sharing
• Workshops and future workshops

Sustainable Development Goals

2.B.3 Exchange networks between schools Italy-China

Project: Young people on the move.
Implementing body: Tangram - exchanges between world schools to develop an awareness of the right to education in a global context.
Partners: University for Foreigners of Siena, Cooperative Intercultura - Oxfam Italy, Italian Cultural Interchange Association - China, Network of Albanians in Tuscany - RAT, Agorà Association (Albania), Priroda Association (Bosnia and Herzegovina).
Location: China, Zhejiang Region.

Experimentation, Application and Development

In recent years, Regione Toscana has supported the establishment of international school exchange networks through Global Citizenship Education and Development Cooperation projects. In particular, the Project "Young People on the Move" coordinated by the Tangram Cooperative has been supporting a specific type of educational exchange between Italy and China that conveys the knowledge of the places of origin of migrants, promoting at the same time the Italian culture and language.

The approach aims to "bring Tuscany closer" to the places of origin of immigrant families, increasing the knowledge of the various linguistic and cultural backgrounds and raising the awareness of the Tuscan civil society on issues of intercultural dialogue.

Results and Impact

• Promoted a network among schools that activated relationship projects with schools and other elements of civil society in Tuscany and of the non-EU countries involved.
• Promoted multilingualism in Tuscany and in third countries.
• Promoted relationships between students, teachers and university students interested in language teaching and intercultural matters.
• Increased the number of students (>1200) and teachers (>200) involved in exchange activities.
• Inclusion of intercultural elements in school curricula.
• Promotion of internationalisation of curricula.

Elements of Quality

• Promotion of migrant associations in Tuscany and in non-EU countries.
• Activation of curricular internship courses in the Chinese language for university students at primary and middle schools in China.
• Annual detachment of teachers from Zhejiang to Tuscany.
• Use of online platforms (Oxfam Edu) and digital communication media (Skype, email) to enrich and enhance the sharing, exchange and dialogue experiences.

Management of Human, Material and Organisational Resources

The good practice presented here requires a challenging work of coordinating trips and meetings for sharing and exchange. In addition, the students' families must support them in this highly formative experience, providing them with moral support, covering the expenses for the trip and, if possible, offering to receive a guest in turn.

In addition to migrant associations, with their fundamental role in mediating and interacting, also schools and families play a very important function for the success of the initiatives, because they provide economic and logistical resources, while supporting part of the Project's costs.

Sustainability and Replicability

The exchange procedures activated by Tangram had a good development in China, supported by the activism of associations of Chinese immigrants in Tuscany and the interest of the Chinese people towards our region and Italian culture in general. Considering always the Tuscan context, the practice could be replicated by involving EU or non-EU countries where there is a high incidence of migrants to our region.

More generally, the practice is likely to be introduced and replicated in any context characterized by immigrant communities or interests and relations with a foreign country or one of its regions.

It is indeed necessary that, in the community that welcomes immigrants and migrants, there is a mutual interest to deepen the knowledge of the culture, language and traditions of the other group.

Key concepts
• Reciprocity
• Network
• Internationalisation of curricula
• Multilingualism
• Intercultural dialogue

Sustainable Development Goals

3. ORGANIZATION AND MANAGEMENT OF LOCAL PUBLIC SERVICES

3A. Good pratice in Tuscany

Regional policies on local public services

Experimentation, Application and Development

In application of the national law, the regional legislation on local public services has focused on the definition of ATOs in the water service (single regional area), in the municipal waste management (three areas) and local public transport by road (single regional lot for the tender). Tuscany was the first region that consistently and effectively exceeded municipal management to organize services over the vast area scale, achieving significant economies of scale. The Area Authorities are entities established by the municipalities that combine regulatory and service management functions also becoming important competency centres on the individual sectors. A success story of modern governance, decentralized but effective and able to overcome fragmentation. As for the entrustments, there are 7 water service operators in Tuscany and the three waste ATOs entrusted or are entrusting the tendered service, as well as in local public transport by road. Tuscany Region adopted a regional waste management plan, a plan for water protection and a regional mobility plan. For the waste issue, it created a Regional Agency for recovery and recycling policies (ARRR).

There have been important results in recent years: the water waste collection and purification programme was completed for the entire region, the quality of drinking water was improved, by spreading the public drinking fountain experience, we reached about 50% of separate waste collection and recycling and more than 70% of the hazardous waste gets started on recovery. The replacement of the bus fleet in the whole Region was started along with advanced mobile information (electronic signposts and bus stops) and integrated and electronic ticketing (texting, apps). Tuscany boasts an important industrial history in the recycling sector: the Prato textile centre, the paper centre in Lucca (with the only plant in Italy that recycles Tetra Pak), the Pontedera plastic recovery centre (Revet and Revet Recycling), the large number (600) of companies that recover different plastics, the recovery of aggregates, glass and metals (Piombino). In the organic waste management sector, Tuscany presents a case of excellence, with active composting plants (ten), a compost and soil conditioner (Valcofert) promotion company that markets Tuscan products in quality agricultural chains and with fertilizer production industries.

Many Tuscan municipalities have reached over 80% separate collection levels, mainly medium to small municipalities, but also the big cities starting with Florence performed better than the great Italian and European cities. In the city of Florence and the Florentine metropolitan area excellent results are being achieved with the smart bins system, which will soon be used to apply the exact emptying tariff with container access by electronic key.

In conformity with the next directive on waste and the circular economy package of the European Commission, the new regional waste management plan sets a target of 70% recycling, 20% energy recovery and reducing landfill to 10% of the total waste. Tuscany has selection and composting plants, some waste-to-energy plants (the one in the area of Florence is under construction) and regional landfills considered to be models (as in Peccioli). The Region has adopted a regional waste prevention and reduction plan.

Results and Impact
• Urban waste management service organization by optimal regional area (3 ATOs)
• Integrated water service organization on a single regional ATO and transport by road service organization on a regional scale
• Use of tenders to select operators (tender for concession and tender for private partner).
• ATO as a form of cooperation between municipalities that combines the functions
• Achievement of the separate collection targets also thanks to the Region's financial support of the projects
• Development of a modern recycling industry (Revet, Lucart, Valcofert, Rimateria)
• Reduction of landfill use
• Modernization of WTE plants
• Completion of purification throughout the Region
• Improved drinking water quality and overcoming local crises

• Improved ability to cope with water crises (resilience) thanks to investments on resources and interconnections
• Bus fleet improvement and spread of mobile information systems
Water reuse and industrial aqueducts

Elements of Quality
• Evolved separate collection models (door to door, smart bins)
• Spread of drinking fountains
• Development of the recycling industry and the various sectors
• Advanced mobile information and integration systems (electronic signposts and bus stops, tickets via texting or app) +
• Modernization of the bus fleet (euro 6/7, electric vehicles)
• Efficient and effective management of the plants (landfills/incinerators)
• Regional separate collection data accounting model (ARRR)
• Evolved biowaste management policy (compost marketing, anaerobic digestion plants), biogas, the challenge of bio-based products.

Management of Human, Material and Organisational Resources
The Region decided to separate the regulatory tools (Region, ATO) from the operators (public or private companies selected by tender), defining a modern local governance and regulation structure, in conjunction with the national authorities in the sector.
The operators of the various services possess (technical, organizational and managerial) skills and expertise that may be useful for international projects, as experienced in many projects abroad in recent years. The companies also have major infrastructure facilities (hardware and software), which are just as useful.

Sustainability and Replicability
Regional measures on local public services have to do strictly with environmental policies (waste, energy, water), the green economy, circular economy and smart cities. The objectives achieved in Tuscany are important in terms of reduced water pollution and waste, increased recycling and reduced use of landfills, energetic use of waste and bio-methane, reduced greenhouse gas emissions and improved urban pollution. Models of governance (public entities/business, citizens) and technical projects are widely replicable in different contexts.

Key concepts
1. Organization of services at local level
2. Tenders and service regulation
3. High environmental objectives
4. Quality of services
5. Industrial management form (public/private partnerships)
6. Technological innovation and smart logic
7. Green economy and circular economy
8. Distinction between regulation and management
9. Citizen participation and involvement of consumers

Sustainable Development Goals

3B. Good Tuscan practice in cooperation projects

3.B.1 Integrated management of urban solid waste in South America

Project: La Basura Sirve [Rubbish is useful]
Implementing body: Municipality of Arezzo and Oxfam Italia.
Partners: Municipality of Arezzo (lead), Municipalities of Lago Agrio and Cuenca (Ecuador), Arica (Chile), General Pico and Tres de Febrero (Argentina), Province of Buenos Aires (Argentina) Santiago de Surco (Peru). Technical partners: Cispel Toscana, IRPET, AISA SpA (Waste Management Company from Arezzo), University of Siena.
Location: South America: Lago Agrio and Cuenca (Ecuador), Arica (Chile), General Pico, Tres de Febrero, Province of Buenos Aires (Argentina), Santiago de Surco (Peru) and Arica (Chile). The municipality of Cáceres (Brazil) participated in the first phase of the programme only.

Experimentation, Application and Development

Project "La Basura Sirve", concluded in 2012, was implemented during the last phase of a development cooperation process on the issue of integrated waste management developed within the European Programme Urb-Al. This programme aimed to promote and consolidate social and territorial cohesion processes in regional and local communities in Latin America. The Municipality of Arezzo and Oxfam Italia (or Ucodep, as it was called in 2004, when the first phase of this long process was launched) were later partners on three more projects regarding the development of urban policies and good practices to improve the integrated management of urban solid waste.

Through a multi-country and multi-stakeholder approach, the exchange of good practices and technical and managerial skills was promoted, which allowed the strengthening of local administrations in charge of the municipal solid waste (MSW) recovery cycle as well as the stimulation of civil society participation. This second aspect was achieved through the establishment of networks and cooperatives of "waste pickers" and awareness raising and environmental education activities in the different areas.

The logic of this process has always been to identify, promote and adapt to different contexts the good MSW management practices identified and evaluated during the first phase of the Urb-Al programme, between 2004 and 2006. Two cities in South America, Santiago de Surco in Peru and Cuenca in Ecuador, were carriers of two innovative and successful models. Santiago de Surco is one of the first Latin American cities to go to a direct execution model of the service, and above all to launch a widespread civic education campaign, promoting the concept that "La Basura Sirve" and that the commitment of all citizens is needed to make the service sustainable, by separating the garbage using different coloured bags.

Cuenca made another great innovation: to consider waste pickers as possible allies of the integrated management system, and not as mere subjects of social interventions, or even as a real problem of decorum. Another innovative inspiration brought from Cuenca regards the so-called "regionalization" of the service, i.e. the coordination between various local authorities for greater service efficiency (e.g. consortia among municipalities, or between municipalities and upper and lower administrative levels).

Results and Impact

• Improved social cohesion, through the employment and social integration of the people working in the sector. Strengthened 3 existing waste pickers associations (two in Cuenca and one in General Pico), formalized and legalized 4 cooperatives of waste pickers previously employed informally in the urban waste sector (3 in Cuenca and 1 in Lago Agrio). The inclusion of 230 waste pickers in municipal waste management systems was achieved overall.

• Improved the quality of working life of more than 200 "recicladores informales" and consequent increase in the quantity of recovered recyclable solid waste. It is important to emphasize how, starting from the experience in Cuenca (Ecuador), waste pickers are no longer mere subjects of social interventions, but real institutional and institutionalized actors, through specific agreements with municipal enterprises or the Municipality itself, to work with the system, dealing with disposal and recycling.

• Strengthened the waste management skills and organization of municipalities.

• Made technical improvements to waste management facilities, in particular for the recovery and recycling phase (pressing machines, shredders) and supplied recyclers with improved work tools (tricycles, gloves, protection, tables and equipment to facilitate separation and commercialization).
• Improved the technical level, effectiveness and efficiency of the waste management cycle, through the transfer of quality tools and standards to all phases of the cycle.
• Active citizenship: increased the citizens' waste awareness and education level.

Elements of Quality
• Development of processes for the acquisition of practices and methodologies through experimentation and adaptation of experiences already realized.
• Multi-country and multi-stakeholder approach.
• Thematic clusters for the exchange and sharing of good practices.
• Involvement in the exchange and sharing activities of Tuscan operators of public services and specialized stakeholders in the urban waste sector; AISA SpA from Arezzo and South Tuscany ATO consortium played a critical role. Tools were provided to facilitate planning and management, such as specific soft-ware based on the needs of the Latin American partners, and designed for the users' technical and IT level.
Each administration was stimulated and supported in the development of its own Strategic Integrated Waste Management Plan, with a homogeneous approach but implemented according to the characteristics and the specific needs of each area. For example, the city of Lago Agrio entered the partnership for real interest, but without a public policy. Today, thanks to the interest and motivation reinforced by participation in the Ur-Bal network, Lago Agrio has adopted a "Ciudad Limpia" [clean city] public policy, with specific orders, progressive pricing mechanisms, education campaigns and no more uncontrolled landfills. This was possible thanks to funding to which the Municipality had access (in one case by working with Oxfam on a EU-funded project, in another case by accessing government funds for the renovation of the municipal landfill, which now meets health criteria).
• The topic of waste recycling has been linked to strategies of environmental safeguard and education, institutional strengthening, urban development and in particular social inclusion.

Management of Human, Material and Organisational Resources
The Urb-Al programme experience saw the involvement of public institutions, the private sector and intermediaries that facilitated dialogue with the waste pickers and the citizenry; this made it possible to define collection and sale procedures of recyclable material, assigning picking areas and formalizing the activity of individual pickers inside associations or cooperatives, and especially raising the social role and, therefore, the self-esteem of informal recyclers, from carriers of social disadvantage to institutional actors of integral waste management. As for the development of public policies and the promotion of virtuous behaviour that will reduce the production of waste and encourage recycling, awareness raising and sharing activities represented the basic components for the exchange of good practices and the sharing of experiences between the municipalities involved. A share of the project budget was therefore set aside to organize local seminars, workshops and meetings.

Sustainability and Replicability
The activities that were carried out embraced a multi-dimensional and multi-level logic that allowed for the triggering of changes in public policies and behaviours with medium to long term effects, even beyond the end of the project initiative. The improvement of public policies and of the regulatory framework, better efficiency of the competent bodies, the strengthening of local partnerships and international cooperation networks, the transfer of skills and the recognition of the waste sector operators are results that combine to create an environment conducive to the definition and development of integrated policies for the management of municipal services in which the actors of civil society can play an important role. The introduction of mechanisms for computing and collecting charges represents a more problem-atic aspect, which needs to be addressed and solved by promoting the principles of transparency and accountability, progressiveness and effectiveness. It is an unpopular choice, and many administrators are resistant to go along for fear of losing electoral support. It is however essential to get out of this vicious circle, also working on the population's sense of citizenship and civic awareness; a clean city, well set in order, requires everybody's effort and contribution, each for his part and within his possibilities.

Key concepts
• Exchange of good practices and their adaptation to different contexts
• Design of public policies and their improvement
• Multi-country and multi-stakeholder approach

- Integrated management
- Social inclusion
- Active citizenship

Sustainable Development Goals

3.B.2 Integrated management of urban solid waste in South Africa

Project: Get Answer - Greening Economy Through the Adoption of New Solutions in the Waste and Energy Recovery Sectors.

Implementing body: Cispel Toscana and Oxfam Italia.

Partners: Cispel Toscana, Oxfam Italia, Metropolitan Municipality of Ekurhuleni (EMM), the Ministry for Cooperative Governance and Traditional Affairs (COGTA).

Location: South-Africa, Gauteng Province, Municipality of Ekurhuleni, Tembisa area. **Clarification**: The "waste" programme consists of two projects funded by two different donors:

• Get Answer - Greening Economy Through the Adoption of New Solutions in the Waste and Energy Recovery Sectors. Donor: European Union. Leading company: Oxfam Italia. Partners: Cispel; Municipality of Ekurhuleni. Duration is 3 years (2014-17). The Ministry of DCoG (Department of Cooperative Governance) decentralization holds an associate role and ensures national level representation and continuity with Netsafrica.

• Action to support waste management service in Ekurhuleni, South Africa. Donor: Regione Toscana. Leading company: Cispel. Partners: Oxfam Italia, Municipality of Florence, Ministry of decentralization, Municipality of Ekurhuleni. Duration is 2 years (coinciding with the last two of the previous programme).

All entities involved had already been in the NETSAFRICA programme.

Experimentation, Application and Development

Since 2008, Tuscany Region has promoted a broad project plan focused on strengthening local gover-nance in the management of urban solid waste in some areas of South Africa. Oxfam Italia gave continuity to initiatives to: (i) improve the expertise of local authorities; (ii) increase the participation of local actors (in particular, cooperatives and groups of waste pickers) in the process of collection, disposal and recovery of recyclable materials, creating new job opportunities; (iii) implement an integrated plan for waste management; (Iv) identify waste storage and disposal areas; (V) promote the development of the green economy and processes of recovery and transformation of waste into energy (biogas), compost for agriculture and recycling materials to be reintroduced in the construction, crafts and design markets. In doing

so Oxfam Italia, in agreement with Regione Toscana, activated Tuscan individuals representing excellence in the sectors identified. Cispel Tuscany was identified and involved in the implementation of actions aimed at separate waste management collection, in accordance with decentralized cooperation procedures.

The starting point of the Tuscan experience on the topic of waste in South Africa is the bilateral programme NETSAFRICA, which

from 2008 to 2012 supported projects aimed at promoting institutional decentralization in the Republic of South Africa by strengthening democratic participation and the role of local institutions. As part of NETSAFRICA, the action "Waste Community Based Organisation(CBOs)/Coops In Ekurhuleni Areas Of Wattwille And Actonville" was activated in the Erukhuleni metropolitan area, promoted by Regione Toscana with the technical support of Cispel Toscana e Oxfam Italia. After that, the actions undertaken with NETSAFRICA found continuity in the project "GET ANSWERS - Greening Economy Through the Adoption of New Solutions in the Waste and Energy Recovery Sectors": sustainability was ensured with the identification of a programme in accordance with the local counterparts, at both national and local levels, which was funded through two main channels, the EU and the RT. The strategy promoted by those involved sought to revive and expand the positive effects reported in the districts affected by the previous planning phase.

A specific action was promoted within the project Get Answer to support the integrated waste management service in the Tembisa area, in the Municipality of Ekurhuleni; this action proposes the strategies and guidelines already adopted in the other projects and provides training and awareness raising activities concerning the local institutions cooperatives and citizenry.
The underlying theme of the various initiatives over the years has been the goal of developing an integrated solid waste management system promoting participatory processes to define models and procedures to be adopted as well as local human resources (local authority staff, picker communities, cooperatives) in the implementation of what was agreed upon.

Results and Impact
• Strengthened the waste management skills and organization of municipalities;
• Made technical improvements to waste management and storage facilities, in particular for the recovery and recycling phase;
• Transferred to recyclers adequate work tools (Trycicle Cargo – lightweight support truck for the collection and transportation of materials; presses, industrial scales, work desks, high-visibility clothing, etc.);
• Designed a collection model with optimization of routes and specific performance;
• Designed an organization management system for the collection, selection, storage and transport phases;
• Designed a system of organization of cooperatives for the division of roles and work to be performed;
• Hypothesised a three-year plan to achieve operational and financial targets;
• Started and followed the procedures for the construction of 3 new recycling stations: one of the expected results of NETSAFRICA included in the programme supported by Regione Toscana was to encourage public-private partnerships in service management, especially between the municipalities and cooperatives. The project has supported the legal process to arrive at the definition and adoption of a framework agreement between the two parties under which the municipality can entrust the service to cooperatives of disadvantaged people.
• Improved the partnerships between the Municipality and the cooperatives of waste pickers: the cooperatives involved in the project are 27 in total. Members are about 60% women and come from disadvantaged areas of Tembisa.
• Improved the technical level, effectiveness and efficiency in the waste management cycle, through the transfer of quality tools and standards throughout all phases of the cycle.
• Active citizenship: increased the level of awareness and education of citizens on the topics of waste and climate change.
• Improved social cohesion, through the employment and social integration of the people working in the sector: this expected result, to date, has been only partially achieved, mainly because the level of wages of cooperative members in some cases is still low; it is in any case awaiting the formalization of a framework agreement with the municipality that will also improve the wage situation.

Elements of Quality
• During the program "NETSAFRICA" the project management and organization was based on a multi-level co-ordination of the partners involved that effectively supported the project managers, the project representatives and the parties who implemented activities and tasks.
• Temporal, territorial and methodological continuity of the initiatives undertaken.
• On-site staff of Italian partners for coordination, management and consolidation of relations between the technical partners and local governments receiving training.
• Promotion of local cooperatives, which acted as facilitators in the dialogue between Italian partners, municipalities, administrative staff and local communities.
• Drafting of baseline surveys and analysis of stakeholders in the preliminary design phase of the project and identification of needs and resources.
• Development of processes for the acquisition of practices and methodologies through experimentation and adaptation of previously realized experiences.
• Support to the drafting of public tender offers aimed at companies and/or cooperatives to activate public-private partnerships.
• Development of participatory processes to identify areas where to build recycling stations.
• Involvement in exchange and sharing activities of Tuscan operators managing and planning public services and specialized entities operating in the urban waste sector.
• The topic of waste recycling was linked to the strategies of environmental safeguard and education, institutional strengthening, urban development and social inclusion in particular.

Management of Human, Material and Organisational Resources
The "NETSAFRICA" programme experience and the subsequent waste management cooperation projects saw the involvement of public institutions, the private sector and local networks both with regard to the development of integrated models and of local development policies that promote the green economy and to the implementation of awareness raising campaigns to promote virtuous behaviours that will reduce waste production and encourage recycling; information, exchange and sharing activities have been fundamental components in the dissemination of good practices and experiences between the participating municipalities.

The territorial continuity of the various project initiatives improved and strengthened the capacity for action of local actors, progressively more independent decision-makers of their own development. Temporal continuity instead allowed the partnership to be consolidated; the partners were able to get to know each other well, resulting in reciprocity and trust.
The cooperatives were identified by the municipality as the counterpart to strengthen on the basis of a national professional promotion policy that adopts extensively the cooperatives tool. Precisely for this reason, the project played an important role in strengthening the cooperatives. We need to specify that the cooperatives in the country are very weak and suffer from lack of managerial skills.

Sustainability and Replicability
The activities that were carried out embraced a multi-dimensional and multi-level logic that allowed for the triggering of changes in public policies and behaviours with medium to long term effects, even beyond the end of the project initiative. Beyond the creation of recycling centres and the launch of the separate collection of dry waste (paper, glass, cans, plastic) by the cooperatives of waste pickers, all the necessary basic training was provided to local officials and politicians to launch a waste recycling strategy, aimed at maximum recovery of materials and energy, with the project of separate collection of the organic waste fraction and with the identification of an optimal plant model for the area to be served.
From a point of view of "replicability", the various project experiences implemented over the years represented a reproduction, with scale and procedure adaptations, of what was initially experienced in the "NETSAFRICA" programme.
There are critical issues related to the institutional and economic sustainability of the methodology adopted.
In legal terms, in fact, standardization and formalization of procedures that regulate public-private partnerships are not yet acquired and normalized; this objective can however be achieved in the near future.
From an economic point of view, the sustainability of the proposed waste management model is linked to a strengthening of governance and management skills, which can increase the volume of waste recovered and the profits resulting from recycling and conversion into energy or reusable materials.
Environmental sustainability is rather an implicit component of the entire project, aimed at improving awareness of the damage caused by climate change and introducing waste management and recovery models.

We can also mention the fact that the project design is in line with local programmes (both urban and environmental) on the development of waste collection and disposal.

Key concepts
• Exchange and sharing of good practices
• Public/private synergy
• Integrated management
• Social inclusion
• Active citizenship

Sustainable Development Goals

Concluding Remarks: Tuscany and the Localization of the SDGs

The previous sections have identified and analysed some of the Tuscany Region's most valuable experiences in fostering sustainable development at territorial level. Each initiative has been aligned and observed through the SDGs lens, proving insights on the importance of local action and territorial partnerships as key elements promoting a sustainable and efficient implementation of the SDGs. In addition, in line with what affirmed at the beginning of this document, such experiences have shown how Local and Regional Governments, by filling the double key role of development actors within their territories and of cooperation partners worldwide, are placed at the very heart of the 2030 Agenda, essential actors to ensure its overall success.

Fostering citizens' participation, understood as the interaction between public administrations and citizens for the identification, planning, monitoring and evaluation of public policies, is key for an integrated implementation of the SDGs at local level. As the policies and mechanisms adopted in Tuscany – such as the APP – clearly indicate, promoting participation means improving transparency, which in turn makes public administrations more accountable vis-à-vis the population. Participation helps to strengthen the social contract and to enhance citizens trust towards institutions; it is therefore an opportunity to deepen democracy, an occasion for public authorities to take better decisions and to design better policies and services responsive to people's needs and priorities.

Participation cuts across the SDG spectrum by helping to reduce inequalities, facilitating inclusion and social cohesion and contributing to effective planning (Goals 5;10;11). It is particularly relevant to Goal 16 on promoting peaceful societies and strong and inclusive institutions, often considered as the enabling Goal, the building block from which to start to ensure an effective and integrated delivery of the SDGs across all countries and territories.

"We need to make sure that we are able to strongly invest in new generations […] and it is essential that when Governments plan their economic activities, when the international community develops forms of cooperation, it is essential to put youth employment, youth skills [at] the centre of all priorities, [at] the centre of all projects"[4]

As stated by the UN Secretary General, youth policies and, more generally, the reflection of youth priorities within public policies is vital. The experience of Tuscany, through territorial initiatives such as GiovaniSi, the project of the Region aimed at supporting young people to become independent, is a clear example of how investing in youth means investing in development, through a long term and sustainable perspective. This by fostering income, economic growth and decent jobs creation at local level (Goal 1; 2; 8; 9; 10; 12), while improving public institutions capacities in delivering public services such as housing and education (Goal 4; 6; 11; 16). In the Italian context, where at present days the youth unemployment rate is 37%, these observations become even more relevant. Following the Tuscan example, Local and Regional Authorities – in Italy, Europe as well as in partner countries – are at the forefront of this process and should be supported in providing young people the right opportunities for employment, training and skills development, thereby contributing to the localization of the SDGs.

Effective organization, management and delivery of public services at local level is the primary responsibility of Local and Regional Governments. Strongly linked to Goal 16, while cutting across the target of all SDGs, effective LRGs and an efficient public service delivery become a sine qua non for the localization of the SDGs and the overall success of the 2030 Agenda. The experience of Tuscany, in both its territory and partner countries, and particularly in relation to waste management, demonstrates how strengthening public service delivery improves institutional coordination (among governance levels) and stakeholders' engagement and articulation (among actors of different nature, public and private). This by also improving the overall capacities of Local and Regional Governments; fostering inclusiveness and citizens' participation; by providing new opportunities for income and jobs; by protecting the environment and promoting the green economy; while capitalizing and better managing the endogenous resources available in the territory.

Localizing the SDGs is a challenging process, and the path towards its achievement has just begun. As the efforts of the Region of Tuscany demonstrate, for the definition of sustainable policies and practices, it is essential to capitalize on the existing experiences and on the lessons learned, while avoiding repeating the same mistakes. Moreover, the documents implicitly underline that an efficient implementation of the SDGs requires better structured and stronger partnerships, putting LRGs and local stakeholders at the center of development. There is the need for actors of different nature (public and private) and at different levels (local; regional; national; and global) to convene and to forge innovative alliances, pulling their competences and resources towards an effective implementation of the SDG at local level.

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[4] United Nations, *United Nations Secretary General Remarks at Cairo University*, Cairo, Egypt, February 2017