



PROJECT SUSTAINABILITY
LONG-TERM: 3ECONOMY+

**IMPLEMENTING CASE STUDY
DEVELOPMENT ON THE MOST
DEPRESSED REGIONS**

Co-funded by the
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IO4-Handbook 3Economy+: Case Study depressed regions

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DATES: 2020-2025

1. IDENTIFICATION DATA. Title of the action: Implementing case study development on the most depressed regions

Case study is a research method which allows a person to understand why and how to investigate questions. Here, researcher has no control over variables especially in the situations when the case is current.

Important fact – Case study research method helps in the investigation of educational settings by offering suggestions for practice to the researchers.

Most of the students are beginners rather than balanced reasoners. It results in the better learning with examples when compared with the basic principles like logical development. Therefore, the use of case studies makes it an effective classroom technique

2. DESCRIPTION:

Summary: A case study is a research method that involves a close, in-depth and detailed investigation of a study topic and its related contextual position. It often happens that in territories with little economic development or with peculiarities that are very specific and uncommon to the rest of the country, there are not many researchers who develop case studies on them.

This is the case in the three territories of the 3economy+ project, which do not have this teaching technique available to teachers and therefore certain situations have not arisen which, when examined in a case, could allow discussions to be held that would shed light on the problems raised.

A case study helps to understand a complicated subject or object. It can broaden experience or add strength to existing knowledge through previous research. Its contextual analysis revolves around a limited number of events or conditions and how they are related.

The case study has been used by researchers for a long time and has been applied in different disciplines. It has been widely used in the social sciences as a method of qualitative research to investigate contemporary real-life situations and has provided a basis for the application of ideas and the extension of methods.

The 3economy+ project aims to achieve sustainability of the intellectual product developed by inviting teachers from these universities or those who consider it appropriate to use the case studies developed and even to participate according to the model we propose.

Output: Case studies on regional or local issues

3. APPLICATION

Case studies guidelines should be defined as a strategy or formal research method involving a detailed and concrete examination of a subject of study (the case), and that gets us to make the connections between the theory and a real-world situation.

In doing research, the "case" being studied may be an individual, organization, event, or action, existing in a specific time and place.

In some cases, they allow you to see how a certain organization puts theory into practice.

Case studies come up in most disciplines but are particularly used for studying human behaviour (e.g. in Social Sciences), human development (e.g. in Education), or professional situations (e.g. in Business).

The general purpose of a case study is to:

- Describe in detail an individual situation (case), e.g. person, business, organization or institution.
- Identify the key issues of the case (assignment question should tell what to focus on).
- Analyse the case using relevant theoretical concepts from a discipline.
- Recommend a course of action for that particular case (for problem-solving).

A case study is an in-depth study of a particular research problem rather than a sweeping statistical survey or comprehensive comparative inquiry. It is often used to narrow down a very broad field of research into one or a few easily researchable examples. The case study research design is also useful for testing whether a specific theory and model actually applies to phenomena in the real world.

The purpose of a Case Study is to develop and demonstrate an understanding of a real-life case, and make a decision about it.

Components of the group		
Name and surname	Knowledge	Area Department

Scope of action
Subjects concerned

Name of the subject	Area of Knowledge Degree/s
Public Economics,	Social Sciences
Business Economics,	Social Sciences Business
Business Administration and Organisation	Social Sciences and Business
Financial Systems, Social Sciences,	Business and Human

4. OBJECTIVES (TO SPECIFY WHAT WAS INTENDED BY THE EXPERIENCE)

Description of the experience (Expose in sufficient detail what was done in the experience)

To develop 18 3Economy+ case studies to be used as learning and training material and delivery of the 3Economy + syllabus. The case studies will also be utilised for digital marketing purposes and online learning training material. Thus the case studies will provide examples and practical demonstration of the integration between language, communication, organization and managerial, professional, and digital skills with the rest of curriculum contents.

The collection of case studies will entail a range of examples from selected curricula. This should demonstrate how curricula can deliver benefits to the students and companies where the students practice their internship. The Case Study Ranges include:

- 6 Curricula in Economics & Business
- 6 Curricula in Marketing
- 6 Curricula in Tourism.

5. MATERIAL AND METHODS (DESCRIBE THE METHODOLOGY FOLLOWED AND, WHERE APPROPRIATE, THE MATERIAL USED)

GUIDELINES EXPLAINED

Voice and Style

A case study is usually presented as a kind of report where sections deal with specific.

Case studies are formal pieces of academic (or professional) writing. They should be formal, impersonal, technical, and abstract. However, because a case study often has practical outcomes in terms of actions that might be taken in that particular situation, certain sections may use more concrete language.

- Formal: Being formal doesn't necessarily mean being complicated or hard to read, but you do need to take care with your word choice and expression. To make your language sound as formal as possible, you should avoid using language features that are characteristic of spoken casual conversation, such as: colloquial or slang words (e.g. use 'children' instead of 'kids'); contractions (e.g. use 'is not' instead of 'isn't'); abbreviations (e.g. use the word 'maximum' instead of 'max');
- Impersonal: as the researcher, you are also part of the situation that you are researching, but you should still do this in a formal way. Analysis of the situation/problem and the recommendations need to be presented in impersonal terms.
- Technical. One of the purposes of a case study is to apply theory to a practical situation, so you need to show that you know how to use the relevant technical terms to discuss the theoretical issues of the case: key terms, glossary, acronym, etc.
- Abstract Case study report is about a real-world situation or problem, so you will use some concrete terms to refer to the people involved and what they do. The nouns should mostly be abstract nouns: qualities and concepts, things that you can't see or touch and many of these are related to verbs (e.g. economic growth, growth comes from the verb 'grow').

Template

A case study report may have the elements shown in the following table.

Element	Explanation
Summary	An abstracts the major aspects of the entire paper that includes: 1) the overall purpose of the study and the research problem(s); 2) the basic design of the study; 3) major findings found as a result of your analysis; and, 4) a brief summary of your interpretations and conclusions.
Introduction	Introduces the case, including the background and any previous studies of the issue. This section outlines the purpose of the case study, context, main questions that the project sought to answer.
Aims	Describes the purpose of the study and the specific questions you are trying to answer.
Literature Review	Locate your own research within the context of existing literature. The literature review should always place your case study within the larger domain of prior research about the problem and about synthesized prior studies in the context of explaining the relevance of the case in addressing the research problem.
Method	Explains how the study was carried out, e.g. what research methods did you

	use to collect data: interviews, observations, questionnaires, etc.? What were the circumstances of your data collection? In this section, you explain why you selected a particular subject of analysis to study and the strategy you used to identify and ultimately decide that your case was appropriate in addressing the research problem. The way you describe the methods used varies depending on the type of subject of analysis that frames your case study. If the subject of analysis is an incident or event, a person, a place, a phenomenon.
Results	Describes what found through the investigations, e.g. the main themes that came out in significant observations.
Discussion	Explains the significance of the study and what can be learned from it. Note that a case study is a study of a particular situation so you can't generalize the results to all other situations. State the Major Findings, explain the meaning of the findings and why they are important, relate the findings to similar studies, consider alternative explanations of the findings, acknowledge the study's limitations and suggest areas for further research.
Recommendations	Provides proposals for future action to solve the problem or improve the situation, e.g. by applying a particular kind of treatment or intervention. Provide one specific and realistic solution. What should be done and who should do it?
Conclusions	Recommendations / implementation plan (for problem oriented case study)
Reference list	List all the reports, journal articles or other sources you referenced in your case study here. Format: "APA referencing"
Appendices	Here you can include any additional information that does not need to be in the main body of your case study,

Common mistakes and Problems to avoid

- Ignoring certain facts/ events /factors which affect the overall 'picture.
- Failing to provide an explanation for the causes or implications of the problem.
- Making unsupported assumptions, which simplify the case (but omit valuable information).
- Presenting causes/solutions as generic rather than case-specific
- Relying too much on own experience / common sense rather than theory and data
- Overgeneralization
- Failure to Document Limitations
- Failure to Extrapolate All Possible Implications

INTELLECTUAL OUTPUT 4. CASE STUDIES IO4– Template

[Title] Example:

[Subtitle] Example: Strengthening our school community

[Subtitle] Example: Strengthening our school community

[Your name]

[Your email]

Summary

A brief summary of your case study including the initiative or situation you are looking at, the main question(s) you sought to answer, how you went about this, and what you found out.

Introduction

This section outlines the:

- purpose of the case study
- context, for example if it is a school community describe the school (size, rural/ urban, decile, strengths/ challenges, history of the project etc)
- main questions that the project sought to answer.

Remember to reference any work you are quoting from other sources.

Aims

The goal of case study research is to understand the complexity of a case in the most complete way possible.

Objectives, wherever possible, should be SMART i.e: **S**pecific, clear and easy to understand; **M**easurable, i.e. able to be quantified; **A**chievable - possible to be attained; **R**ealistic - not 'pie in the sky'; **T**ime bound - associated with a specific time period.

Literature review

This section shares the literature or existing evidence relevant to the case study. You may have reports or articles already that you want to summarise here, or you may do a literature search specifically for the case study and include your findings here. While this section may be longer than others it does not have to be, maybe a few paragraphs are all that is needed.

This section presents the context of your case study including: the background to the initiative or situation the case study describes, any other initiatives that have been run in this setting with a similar focus and any relevant statistics, local trends or events that have contributed to where things are at

Method

This section describes how you went about answering your key questions. You need to say what methods or techniques you used to answer your questions for example surveys, focus groups, discussions. Say how much of this you did and who with, describe the groups and/ or individuals.

According to its design, case studies research can be divided into three categories: explanatory, descriptive and exploratory.

Explanatory case studies aim to answer 'how' or 'why' questions with little control on behalf of researcher over occurrence of events.

Descriptive case studies aim to analyze the sequence of interpersonal events after a certain amount of time has passed

Exploratory case studies aim to find answers to the questions of 'what' or 'who'.

Results

This section shares what you found out during the course of your case study. If you completed interviews what were the themes? If you ran a survey report the data. You could use images, tables and graphs if they support your observations.

Discussion

This is the heart of your case analysis. You should carefully and concisely identify both the pros and cons for each alternative that you identify.

Conclusion

This is where you say what the findings meant and what answers you have to the questions you asked. You should refer back to the original question that you stated in the Introduction. Do the results answer the question? If they don't give the full answer what will you have to investigate further? Do the results make sense? Were there any unexpected findings?

References

List all the reports, journal articles or other sources you referenced in your case study here. Make sure they are all in the same format. "APA referencing"

Appendices and acknowledgements

Here you can include any additional information that does not need to be in the main body of your case study, eg the survey or discussion guide you used, maps etc.

6. RESULTS OBTAINED AND AVAILABILITY FOR USE (SPECIFY AND DISCUSS THE RESULTS OBTAINED AND THOSE NOT ACHIEVED, INCLUDING THE MATERIAL PRODUCED AND ITS DEGREE OF AVAILABILITY)

1. Case study. Closure of Morocco's commercial border with Melilla: Trade in Melilla is drowning

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Key words: Import-export, Melilla, Morocco, Border Closure.

1.1. Summary

This case study analyses the changing scenario that is taking place in cross-border relations between Melilla and northern Morocco, with the implementation of the closure of commercial customs by the Kingdom of Morocco. Morocco's sovereign decision to close its commercial border with Melilla and direct all commercial and container traffic to the nearby port of Beni-Ensar or Aït-Nsar is weakening the city's economy.

The closure could be the event for trade to stop being the main economic activity of the private sector of the city. The EU-Morocco Euro-Mediterranean Agreement, the US-Morocco Free Trade Agreement and the development of the commercial port of Nador and its corresponding free zone are making the trade of Melilla lose competitiveness.

The most important recommendation made in this case study is that Spain should denounce the EU or the World Trade Organization for the illegality of such closure.

1.2. Introduction

Historically, there have always been commercial relations between Melilla and Morocco. However, the Spanish character of Melilla has never been recognized (Garrido, 2014 and Mir, 1978). However, since the decision taken by the Moroccan administration, there are conflicting positions both from business people and public authorities in both territories, some concerned about the closure and others recommending its application.

The rules of international trade regulate the freedom of operations and not the closure of borders, but Morocco has considered the latter because it believes it is necessary to divert supplies from Melilla to its port in Nador. Moreover, it does so in order to continue with its development policies: strengthening its trade, improving the management of its ports with the collaboration of the mayor of Rotterdam (of Berber origin), expanding and inaugurating a new port, contracting maritime lines for the transport of containers.

Statistical data on imports into Melilla, both from the Autonomous City's collection office, the State Tax Administration Agency (AEAT) and the Melilla port authority, show that since the closure mentioned above, its economy is suffering significant measured falls in tonnes of goods, in the economic valuation of imports and in the collection of the indirect local tax typical of autonomous cities that taxes consumption and imports (IPSI) and that it is one of the main sources of income for the Autonomous Administrative Organism (Pérez-Castro, 2007)

Relations could be affected both socially and economically on both sides of the border, but we will focus on the import and export trade aspect and its relationship with the financing of the Autonomous City, through its local indirect.

Generally, border movements of goods are not performed by recording customs documents. They carried out through the so-called atypical trade whose procedure of passage of goods can apply according to the regulations of the travellers' regime.



Source: El Faro de Melilla



Source: Europapress

The analysis of this case study is done in two phases: The first phase focuses on the legislative aspects, the economic framework and the historical, socio-economic relations that have existed between Melilla and northern Morocco; and the second phase focuses on the analysis and variations in the volumes of import and export trade between these territories.

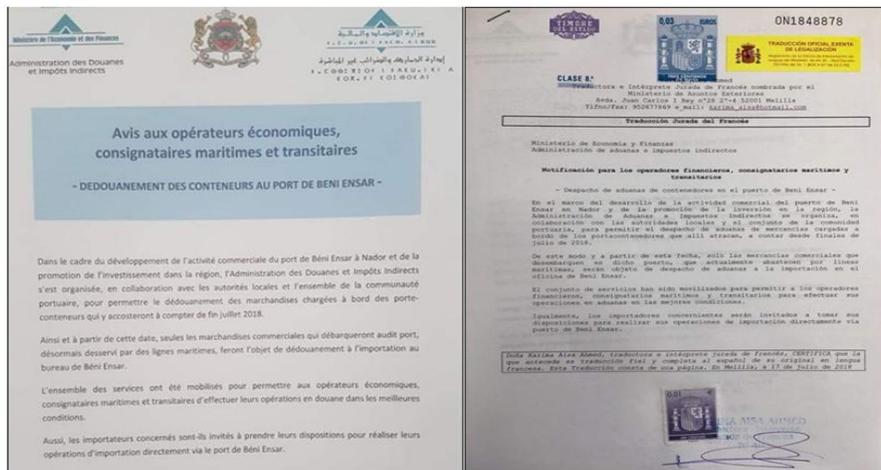
The importance that trade has in any border city has been thoroughly studied (Anderson, 2003, Jim and Patrick, 2001 and Stoddard 1991); also that the creation of obstacles has never been convenient since they affect the exchange of products generated by comparative advantages, or the reasons for labour mobility caused by the difference of existing incomes, among other reasons.

Exist numerous international regulations that supports and promotes the commercial relations between Spain and Morocco (and that by way of example we can say that the fourth round of the free-trade agreement (FTA) between Morocco and the EU, 2014, placed 2017 year as the gradual integration of markets in several areas, including competition, customs, and trade facilitation policies and trade defence). However, Morocco has always stated that it does not recognize the Spanishness of the territories that make up the autonomous cities located in North Africa, and therefore this country does not want to recognize any agreement about these territories. Hence, the circular issued in early August 2018 by the Moroccan government does not mention the closure of the border with Melilla but diverts import operations to its port of Beni Enzar. Therefore, Spain must file a claim for closure to the EU or the World Trade Organization for the illegality of such closure.

Notice to economic operators, forwarding agents and shipping agents:

"In the context of the development of the commercial activity of the port of Beni Enzar in Nador and the promotion of investment in the region, the Customs and Excise Administration was organized, in collaboration with the local authorities and the entire port community, to allow the customs clearance of goods loaded on the container ships that will dock there since the end of July 2018. Therefore, and from that date, only commercial goods that will land at the port, now served by the shipping lines, will be authorized for import at the office in Beni Enzar. All services have been mobilised to enable economic operators, transport agents and freight forwarders to carry out their customs operations under the best possible conditions. Besides, interested importers are invited to make their arrangements to carry out their import operations directly through the Port of Beni Enzar".

Figure 4.1. Notice to economic operators, circular August 2018



Sources: El faro de Melilla

1.3. Aims

The purpose of the study and the specific questions that must be answered are follows:

- For over a year now, Morocco decided to close its commercial borders with Melilla in order to fight smuggling and tax evasion?
- Is the reason for the closure to help carry out the development policies of northern Morocco?

1.4. Method

A case study is a study of a particular situation. The question formation of the study determines the methodology that is the best one for the empirical part of the study in question. In order to give an opinion supported by quantitative data on how the closing of the border, which is the objective of the study, maybe affecting it, the appropriate methodology for data collection and processing techniques (sources) should be used to carry out the analysis.

The type of study carried out is exploratory and begins with the search for information and statistical data since we consider that although there are antecedents in the literature researched, these are not updated. It also is descriptive, where a series of concepts or variables are selected, and each one of them is measured independently from the others, with the purpose, precisely, of describing them (trade indicators and variables independently without trying to establish at this stage the form of relationship between them). Finally, it is explanatory since it tries to find out the reasons why this phenomenon occurs, and why two or more variables are related.

1.5. Results

The empirical analysis provides us with sufficient information on the economic impact that the closure is having on Melilla's economy.

Imports of goods through the port of Melilla (tonnes), in the period 2000-2018, has only grown by 8%. This data is despite even though the population and GDP have grown by 31% and 70%, respectively.

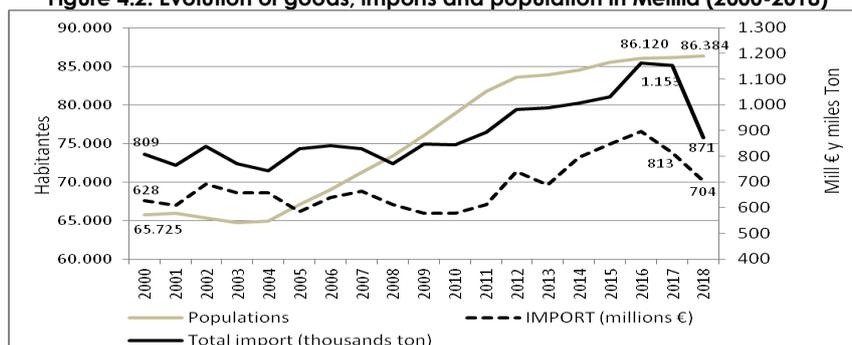
In terms of their economic valuation, imports increased by only 12% in current Euros, but the tax on these imports (IPSI) fell by 1% (table 4.1 and figure 4.2).

Table 4.1. Evolution goods ports Melilla, GDP and population (2000-2018)

MELILLA	2000	2007	2012	2018	% 00-18	% 00-07	% 07-12	% 12-18	% 17-18
Liquid bulks (thousands tons)	86	68	72	76	-11%	-21%	5%	6%	-3%
Dry bulks (thousands tons)	64	52	21	5	-92%	-19%	-60%	-75%	-29%
General cargo (thousands tons)	633	683	862	785	24%	8%	26%	-9%	-26%
Total import (thousands tons)	809	829	983	871	8%	3%	19%	-11%	-24%
Population (thousands)	66	71	84	86	31%	8%	17%	3%	0%
GDP (€ million currents prices)	922	1.361	1.378	1.564	70%	48%	1%	14%	2%
GDP per capita (thousands €)	14	19	16	18	29%	36%	-14%	10%	2%
IPSI import (million)	42	45	44	42	-1%	7%	-0%	-7%	-18%
Import (million €)	628	664	741	704	12%	6%	12%	-5%	-13%

Sources: Port Authority, State Port and National Institute of Statistic

Figure 4.2. Evolution of goods, imports and population in Melilla (2000-2018)



Sources: Port Authority, State Port and National Institute of Statistics

If we do not focus on the last two years, 2017 and 2018, the influence is evident as imports in Melilla have fallen by 24%, from 1.1 to 0.8 million tonnes, its economic valuation from 813 to 704 million euros, and lower IPSI revenue by 18%, maintaining the population and GDP. On the other hand, in Nador, it has increased by 40% in tonnes. Melilla's documented exports to Morocco, which we recall are not those corresponding to atypical trade, have decreased by 45% in 2018 compared to 2017 (table 4.2).

Table 4.2. Import volumes for the ports of Melilla and Nador (2017-2018)

MELILLA	2017	2018	% 17-18
Liquid bulks (thousands tons)	79	76	-3,1%
Dry bulks (thousands tons)	7	5	-28,8%
General cargo (thousands tons)	1.061	785	-26,1%
Total imports (thousands tons)	1.153	871	-24,4%
Population (thousands)	85	85	0,3%
GDP (thousands euros)	1.527	1.564	2,4%
Import (thousands euros)	813	704	-13%
IPSI (thousands euros)	51	42	-18%
Export documented ¹ (million €)	50	27	-45%
NADOR	2017	2018	% 17-18
Liquid bulks (thousands tons)	504	713	109%
Dry bulks (thousands tons)	1.024	1.448	23%
General cargo (thousands tons)	144	204	20%
Total imports (thousands tons)	1.672	2.365	40%

Sources: State Port, National Institute of Statistics and Haut Commissariat Morocco

Taking data from the last five months of 2017 and 2018 (August-December), port movements in Melilla have decreased by 25% (table 4.3).

Table 4.3. Import volumes for Melilla Aug-Dec 17 and Aug-Dec 18

MELILLA	Aug-Dec 2017	Aug-Dec 2018	%
Liquid bulks (thousands tons)	33	32	-2,5%
Dry bulks (thousands tons)	1	1	0,1%
General cargo (thousands tons)	415	312	-24,8%
Total imports (thousands tons)	700	523	-25,3%

Sources: State Port

The latest data published (table 4.4), those corresponding to the first quarter of 2019 compared to 2018, show that Nador increased its imports by 6%, compared to a fall of 3% in Melilla.

Table 4.4. Quarterly data before and after closing (2018 and 2019)

NADOR	1 Qtr 2018	1 Qtr 2019	% 18/19
Total imports (thousands tons)	591	628	6,2%
MELILLA	1 Qtr 2018	1 Qtr 2019	% 18/19
Liquid bulks (thousands tons)	18	18	-0,8%
Dry bulks (thousands tons)	2	3	14,6%
General cargo (thousands tons)	194	188	-3,1%
Total imports (thousands tons)	216	210	-2,7%

Sources: Spain State Port and Port of Morocco

1.6. Discussion

¹ Documented exports are minimal volumes compared to the volume of undocumented exports through the atypical trade (travellers' regime)

Historically there have always been essential reasons, from the origins of the city, to demonstrate the existence of commercial exchanges between Melilla and its north-African environment.

The border has been recognised by the various Alawi authorities since the 13th century.

For such an affirmation, we highlight three significant facts. The first is that in November 1861, the trade treaty between Ceuta and Melilla with the Moroccan territory signed, and allowing citizens from both sides of the border to carry out commercial transactions. The second, the Agreement for the establishment of a land customs office between Melilla and Morocco was signed (1866) and therefore allowing the passage of goods. And third, by the formal Agreement reached in 1956, shortly after the decolonisation of Morocco, which, in response to the request of this nation to continue exporting the minerals of the Rif through the port of Melilla, was accepted by Spain and thus remained open to mutual satisfaction for 60 years (Bravo and Fernandez, 2005).

Morocco has always expressed its non-recognition of the Spanish nature of the territories of the autonomous cities of North Africa (Bataller and Jordan, 1995) and therefore does not wish to recognize any agreement, despite the existence of numerous international regulations that support and encourage trade relations between Spain and Morocco.

Hence, in the circular issued in early August 2018, it never mentions the closure of the border with Melilla but diverts import operations to its port of Beni Enzar. Therefore, we believe that Spain must complain to the EU or the World Trade Organization about the illegality of this closure.

The closure of the commercial customs could be the event for trade to stop being the main economic activity of the private sector of the city. The EU-Morocco Euro-Mediterranean Agreement, the US-Morocco Free Trade Agreement, and the development of the commercial port of Nador and its corresponding free zone are making the trade of Melilla lose competitiveness.

At the same time, they are also contributing to the decrease in financial autonomy due to lower revenues from the most important sources of local income, such as the import tax (IPSI) and the Supplementary Hydrocarbons and Tobacco Taxes.

1.7. Conclusions and Recommendations

There are enough journalistic references that show concern about the closure of the border. This reference not only of the business community and the Spanish authorities but also of the businessmen and traders of the province of Nador, who consider this closure necessary to promote the economic development of the Eastern region of Morocco.

Although only the closure is influencing the documented exports, we have to stress that these are minimal concerning the total volume of goods destined for Morocco (carried out through the so-called atypical trade), but we believe that this will be the next step to be taken by the authorities of the neighbouring country.

There is a decrease in the volume of goods imported into Melilla due to increasing competition from the attached port of Nador, causing a loss of financial autonomy for lower tax collection of local indirect taxes (IPSI) and complementary taxes.

Development plans of Morocco which justify the closure of the border are four mainly:

- Agreement of Industrial Association in Nador (RAWAJ trade development and distribution strategy) to help boost and develop their economy.
- Agreement between the mayors of Nador city and the mayors of Rotterdam city (native to northern Morocco) in the field of consultancy and port cooperation (2016).
- Agreement between Med Shipping Company Morocco (MSC) and the Council of the Eastern Region.
- Opening and improvement of two ports in the province of Nador (Nador Med West and Beni Enzar), among other infrastructures.

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7. USEFULNESS OF THE EXPERIENCE (COMMENT ON WHAT THE EXPERIENCE HAS BEEN USED FOR AND TO WHOM OR IN WHAT CONTEXTS IT COULD BE USEFUL)

The experience of using the case studies among the students of the project has been useful because many of them did not know this technique of researching current issues directly related to real and nearby events or situations.

They have understood how they can be able to synthesize events, taking a scientific script of exposition of the fact that they want to study,

We believe that it is beneficial to present it to teachers in the areas of knowledge we have dealt with so that they can see if it can be useful as teaching material in their classes and even encourage them to continue with the elaboration of cases following the methodology we propose.

It can be useful to society in general, mainly to the sectors that may be related to the subject matter of the case, and are involved in its management or suffer the consequences of the event analyzed.

8. OBSERVATIONS AND COMMENTS (COMMENT ON ASPECTS NOT INCLUDED IN THE OTHER SECTIONS)

It is essential to be able to offer the educational community and the society it serves another simple formula to learn more about specific events that occur in regions or geographical areas that are not very important because they are far from the centres of decision.

We believe that enhancing the practice of the use of case studies allows the project to be sustainable by helping universities (students and teachers) to put the theory taught into practice.