



Union for the Mediterranean  
Union pour la Méditerranée  
الإتحاد من أجل المتوسط

# Annual Report 2016



The UfM Secretariat  
is co-funded by the  
EUROPEAN UNION









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*Front collage:*

From left: Launching of the UfM-labelled project EDILE, UfM-labelled project Integrated Programme for the Protection of Lake Bizerte against Pollution, Yousef Bataineh, Hashemite Kingdom of Jordan, Román Escolano, Vice-President of the EIB and Ditmir Bushati, Minister of Foreign Affairs of the Republic of Albania at the second UfM Regional Forum, UfM-labelled project Bouregreg Valley Development Plan, Pietro Grasso, President of the Senate of the Italian Republic, Alfonso María Dastis Quecedo, Minister of Foreign Affairs and Cooperation of Spain and Johannes Hahn, Commissioner for European Neighbourhood Policy and Enlargement Negotiations, European Commission at the second UfM Regional Forum, the UfM at the 71st Session of the UN General Assembly, Students of the Heliopolis University in Egypt, UfM-labelled project Governance & Financing for the Mediterranean Water Sector, Irène Mingasson, Head of Unit, Regional Cooperation Neighbourhood South, European Commission at the third UfM High-level Conference on Women's Empowerment, UfM-labelled YouMatch – Toolbox Project, Experts Meeting on Road Safety in the Euro-Mediterranean Region, third UfM High-level Conference on Women's Empowerment.



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# A message from the Secretary General



The UfM Secretary General, Mr. Fathallah Sijilmassi

## Together for the Mediterranean

This past year has demonstrated once again that the scope and scale of the challenges we face in the Euro-Mediterranean region, relating to security, migration, unemployment, living together in diversity and climate change, require swift collective and concerted responses.

As a Union of over 800 million citizens, our potential is enormous – particularly given the large youth population, the region's most valuable asset and the heart of our common agenda. Young people, in both the North and the South, are true ambassadors of the shared values that we defend and promote; they are the real promise of a better future. In addition to human capital, our region is rich in natural resources, and the potential for further promoting regional integration, and hence economic development, is huge. These are all major assets in our globalised world.

The UfM today embodies the willingness of 43 Member States to strengthen regional cooperation **through a pragmatic and yet ambitious approach** in order to address the three interrelated priorities of the region: regional human development, regional stability and regional integration through interconnectivity and sustainable development.

This approach must be part of an overall strategic vision of the Europe-Mediterranean-Africa axis as a source of growth and competitiveness, and hence peace and stability, in the framework of the global 2030 Agenda for Sustainable Development. The UfM has thus intensified its cooperation with all global, regional and sub-regional initiatives and organisations towards increased institutional synergies in the Mediterranean. The UfM attended for the first time, as observer, the **United Nations General Assembly** in New York in September and the **COP22 Climate Change Conference** in Marrakech in November.



## 2016: a turning point

Under the active leadership of the UfM Co-Presidency, currently assumed by the European Union and the Hashemite Kingdom of Jordan and with the active involvement of our Member States, 2016 has marked a turning point for the institution, both institutionally and operationally.

**Three important Ministerial Meetings** were organised in 2016, establishing a forward-looking political framework for enhanced **Regional Cooperation and Planning, Employment and Labour, and Energy**.

In addition, the different UfM regional policy platforms remained very active. Dozens of high-level meetings and conferences were organised, in 2016, bringing together hundreds of stakeholders from the Euro-Mediterranean region and beyond, including the third High-level Conference on Women's Empowerment "**Women for the Mediterranean: Driving force for development and stability**", held in Barcelona, and the UfM participation in the COP22 in Marrakech, which highlighted a **Mediterranean dimension for global climate action in the new low-carbon era**.

At operational level, **10 new projects were labelled** by the Member States in 2016, aimed at SME development, job creation and matching, women's empowerment, renewable energy and depollution, infrastructure development and education, **bringing the total to 47 UfM-labelled projects**.

Six labelled projects were launched in 2016, including the **Integrated Programme for the Protection of Lake Bizerte against Pollution, Tunisia**, under the EU's Horizon 2020 Initiative for a cleaner Mediterranean, as an integrated model of industrial regional depollution and inclusive sustainable development; and the **SEMed Private Renewable Energy Framework (SPREF) developed with the EBRD**, which aims to encourage the growth of private markets for renewable energy in Egypt, Jordan, Morocco and Tunisia. Project success stories send a strong message of action; the tangible impact from the first wave of projects is already visible, involving **over 200,000 beneficiaries**, mainly women and young people in the region.

## 2017 and beyond: a Roadmap for action

We look forward to another promising year in 2017, and beyond, in which we continue to accelerate and amplify the impact of our regional projects and initiatives.

Building on the first UfM Regional Forum, held in Barcelona on 26 November 2015, the **second UfM Regional Forum "Mediterranean in action: Youth for stability and development"** took place in Barcelona on 23-24 January 2017. The Foreign Affairs Ministers of the UfM Member States and partner institutions gave strong political impulse to the UfM by endorsing a **Roadmap for action: "The Union for the Mediterranean: an action-driven organisation with a common ambition"**, focusing on the following four areas of action: (1) enhancing political dialogue amongst the UfM members; (2) ensuring the contribution of UfM activities to regional stability and human development; (3) strengthening regional integration; (4) consolidating UfM capacity for action.

During 2017, UfM Ministerial conferences are foreseen in the areas of Water, Sustainable Urban Development and Women's Empowerment.

The UfM is an ecosystem. In a collaborative approach, institutions, universities, students, researchers, parliamentarians, local authorities, the private sector, NGOs, social actors and cooperation stakeholders contribute decisively to the effectiveness of regional cooperation, with significant benefit for the overall objective of mutual understanding, development, peace and stability.

Please take this general overview of our activities as an invitation to work with us. The general mobilisation of will and resources which the Mediterranean region requires today may well begin with you.



# An overview



## The UfM: an action-driven organisation with a common ambition

The Union for the Mediterranean is a unique intergovernmental Euro-Mediterranean organisation which brings together all 28 countries of the European Union and 15 countries of the Southern and Eastern Mediterranean.

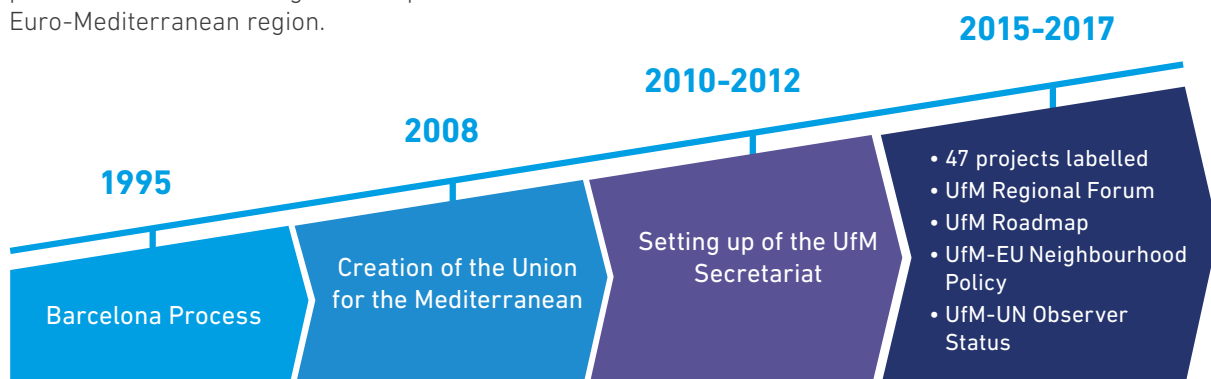
Our mission is to enhance regional cooperation, dialogue and the implementation of concrete projects and initiatives with tangible impact on our citizens, with an emphasis on young people, in order to address the three interrelated priorities of the region: regional stability, regional human development, and regional integration through sustainable interconnectivity and development.

As a direct continuation of the Barcelona Process, the creation of the UfM in July 2008 reaffirmed the political desire to strengthen cooperation in the Euro-Mediterranean region.

A first phase, 2008-2011, under the Co-Presidency of France and Egypt, was dedicated to launching the UfM and setting up the UfM Secretariat in Barcelona.

A second phase, since 2012, under the Co-Presidency of the European Union and the Hashemite Kingdom of Jordan, has witnessed a steady increase in the number of activities and partnerships, growing expertise at the Secretariat and a number of achievements that have given new momentum to Euro-Mediterranean regional cooperation.

## Milestones





With 47 labelled projects and an increased number of regional dialogue platforms, the Union for the Mediterranean is entering a new phase, building on the progress achieved so far. Its increasing and expanding activities demonstrate that windows of opportunity exist for the development of regional cooperation. Keeping up this momentum, we will continue to develop the positive agenda for the Mediterranean through practical, concrete projects and initiatives based on common interests in order to address more effectively the challenges that face us all.

The need to strengthen the UfM as the expression of co-ownership in tackling shared challenges in the Mediterranean was highlighted in the latest review of the EU's European Neighbourhood Policy, which was preceded by high-level consultations with concerned countries in Barcelona in April 2015 and in Beirut in June 2015. **Furthermore, during the second UfM Regional Forum, held in January 2017, Ministers of Foreign Affairs and representatives from the 43 Member States, under the Co-Presidency of the EU and the Hashemite Kingdom of Jordan, reaffirmed their commitment to work together on effective regional cooperation through the UfM, adopting the Roadmap "The Union for the Mediterranean: an action-driven organisation with a common ambition".**

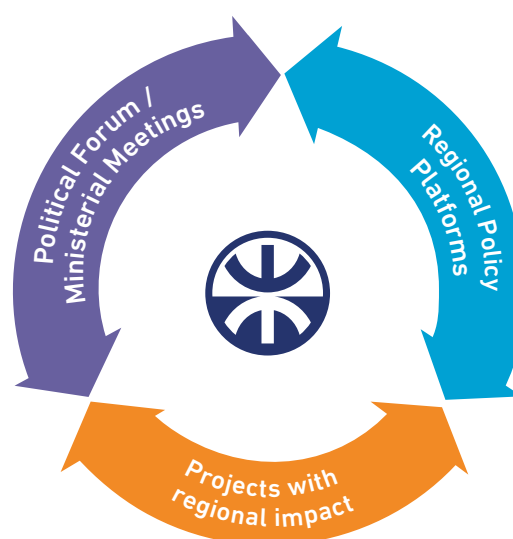
## How we work

The UfM has developed a specific methodology which has yielded concrete positive results and given new momentum to regional cooperation. The

< The UfM Co-Presidents Ms. Federica Mogherini, High Representative of the European Union for Foreign Affairs and Security Policy and Vice-President of the European Commission, and Mr. Ayman Safadi, Minister of Foreign Affairs and Expatriates of the Hashemite Kingdom of Jordan, with the Secretary General of the Union for the Mediterranean, Mr. Fathallah Sijilmassi, at the second UfM Regional Forum "Mediterranean in Action: Youth for Stability and Development"

### METHODOLOGY:

The 3 Ps: Policies in action



main added value of the UfM lies in the interrelation created between the policy dimension and its operational translation into concrete projects on the ground. In turn, project outcomes keep the policies relevant through a multi-stakeholder and inclusive approach.

The UfM Secretariat implements decisions taken at political level through regional and sub-regional sectorial dialogues fora and follow-up activities thereby following through on Ministerial commitments and promoting initiatives to foster regional cooperation.

Thanks to its multi-stakeholder approach and the principle of variable geometry, the UfM helps seize opportunities through the development of regional and sub-regional networks and policy platforms, by exchanging best practices, sharing experiences and identifying innovative approaches to lasting challenges. Based on these exchanges and in close cooperation with all relevant players and in alignment with regionally agreed priorities, it identifies and promotes projects of regional impact, which, in turn, inform the political decision-making.



The UfM methodology has yielded the following outcomes to date: political forums and Ministerial Meetings: **12 Ministerial Conferences** and numerous high-level meetings in recent years.

## MINISTERIAL CONFERENCES

**II UfM Regional Forum – Ministers of Foreign Affairs** (Barcelona, Jan. 2017)

**Energy** (Rome, Dec. 2016)

**Employment and Labour** (Dead Sea, Jordan, Sept. 2016)

**Regional Cooperation and Planning** (Dead Sea, Jordan, Sept. 2016)

**I UfM Regional Forum – Ministers of Foreign Affairs** (Barcelona, Nov. 2015)

**Blue Economy** (Brussels, Nov. 2015)

**Digital Economy** (Barcelona, Sept. 2014)

**Environment and Climate Change** (Athens, May 2014)

**Industrial Cooperation** (Brussels, Feb. 2014)

**Energy** (Brussels, Dec. 2013)

**Transport** (Brussels, Nov. 2013)

**Strengthening the Role of Women in Society** (Paris, Sept. 2013)

## Regional policy platforms

Structured regional dialogues fora have involved over **20,000 stakeholders from around the Mediterranean**, including parliamentarians and representatives of international organisations, NGOs, civil society organisations, international financial institutions, development agencies, industry and the private sector, universities as well as think tanks.

## Projects of regional dimension

**47 regional cooperation projects** with a **budget of €5.3 billion** have been accorded the UfM label, through the unanimous support of the 43 Member States.

As regards the projects, implementation is accelerating and has already produced positive results on the ground, with a clear potential to develop further over the years to come.

### FOR REGIONAL HUMAN DEVELOPMENT

**26 PROJECTS** HAVE BEEN LABELLED



which are expected to positively impact on close to 200,000 people in the fields of youth employability, inclusive growth and women's empowerment

### FOR REGIONAL SUSTAINABLE DEVELOPMENT

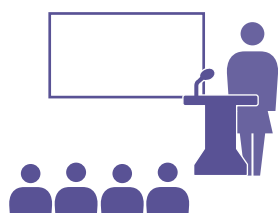
**21 PROJECTS** HAVE BEEN LABELLED



with an important socio-economic impact across the region, including on climate action, renewable energy, transport, urban development, water, the blue economy and environment

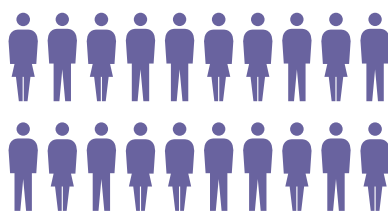
## Platform for dialogue and cooperation

**20 + MINISTERIAL and HIGH-LEVEL CONFERENCES**



**20 + SENIOR OFFICIALS' MEETINGS**

with representatives from the 43 Members



**200 + EXPERT**

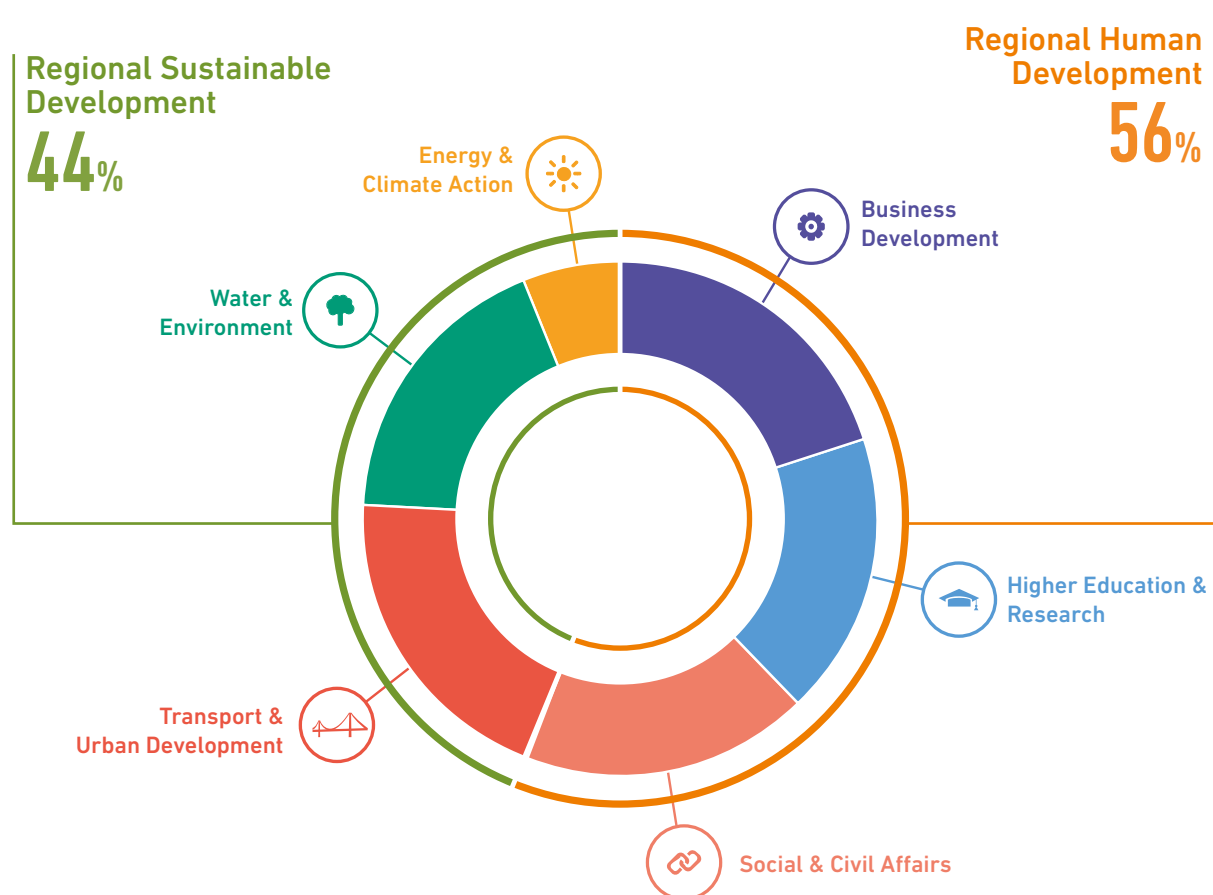
forums & round tables gathering over 20,000 stakeholders



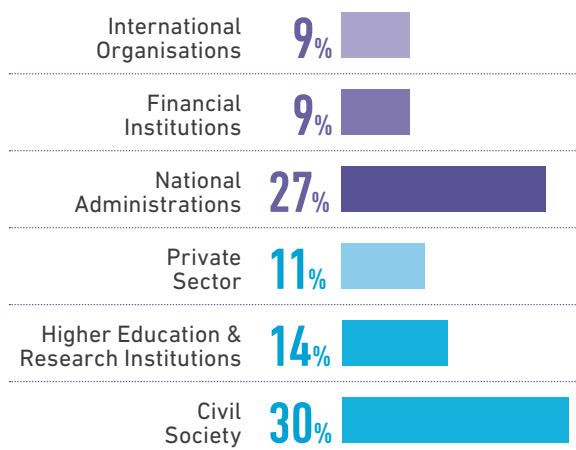
# 47 LABELLED PROJECTS

The UfM activities tackle three strategic objectives of the region: Human Development, Stability and Integration

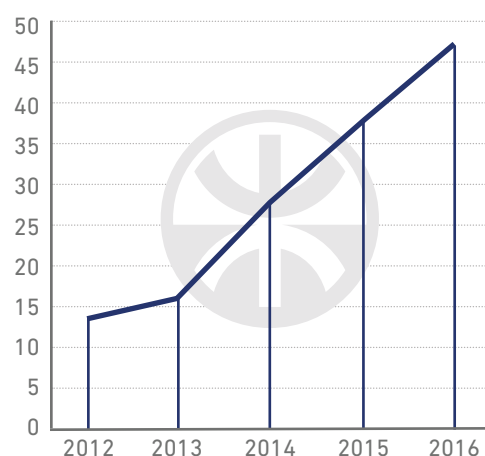
## PER AREA



## PER PROMOTER



## SIGNIFICANT INCREASE OF UfM-LABELLED PROJECTS







# UfM 2016 highlights

## First Ministerial Meeting for Regional Cooperation and Planning in Jordan

2 June

Ministers of International Cooperation and Planning from the 43 Member countries of the Union for the Mediterranean define key steps to enhance the impact of regional cooperation at the first Ministerial Meeting for Regional Cooperation and Planning in Jordan.



## MedCOP Climate 2016 – Strengthening regional cooperation

11 & 18–19 July

The UfM and Morocco's Tangier-Tétouan-Al Hoceima Regional Council co-organised the MedCOP Climate 2016 with the objective of strengthening regional cooperation in the Mediterranean. The UfM supports the creation of the Mediterranean Youth Climate Network, strengthens cooperation on climate finance and launches the UfM Energy University by Schneider Electric at the event.



## UfM participation to in 71st Session of the United Nations General Assembly and UN Summit for Refugees and Migrants

19 & 20 September

## Third UfM Ministerial Conference on Employment and Labour

27 September

Ministers reaffirm their commitment to fighting structural unemployment, especially where it concerns young people and women, at the third UfM Ministerial Conference on Employment and Labour, in Jordan.



## 3 MINISTERIAL MEETINGS

2 June | Dead Sea, Jordan

First Union for the Mediterranean Ministerial Meeting for **Regional Cooperation and Planning**

26–27 September | Dead Sea, Jordan

UfM Ministerial Conference on **Employment and Labour**

1 December | Rome

UfM Ministerial Meeting on **Energy**

## 5 SENIOR OFFICIALS' MEETINGS

16 February | Brussels, Belgium

7–8 April | Barcelona, Spain

1 June | Dead Sea, Jordan

14 October | Brussels, Belgium

5 December | Barcelona, Spain

## 6 LAUNCHED PROJECTS

23/02/2016

BlueGreen Med-CS Networking Civil Society in the Mediterranean through environment and water issues

14/03/2016

EUROMED Invest Promotion & Observatory (EMIPO)

Economic Development through Inclusive and Local Empowerment (EDILE)

20/07/2016

Elaboration and implementation of a demand-driven toolbox for youth-orientated, innovative labour market services in the MENA region – "Toolbox Project"

01/11/2016

Integrated Programme for the Protection of Lake Bizerte against Pollution

14/11/2016

SEMed Private Renewable Energy Framework (SPREF)

### Third UfM High-level Conference on Women's Empowerment

10 & 11 October

Participants call for a common vision and a regional framework to allow women to reach their full potential at the third UfM High-level Conference on Women's Empowerment in Barcelona.



### Launch of UfM-labelled Integrated Programme for the Protection of Lake Bizerte against Pollution

1 November

Launch of the €90 million UfM-labelled project to clean up Lake Bizerte in Northern Tunisia and reduce the pollution of the Mediterranean Sea, directly impacting the local community of over 400,000 people. The project is funded by the Government of Tunisia, the EC, EIB and EBRD.



### UfM at the COP22

10-17 November

The UfM Secretariat officially became observer to the United Nations Framework Convention on Climate Change (UNFCCC) during the COP22 and was an active participant of this important milestone, launching:

- with the EBRD, a major programme to stimulate the growth of private renewable energy markets in the region – the SEMed Private Renewable Energy Framework (SPREF), worth €834 million;
- the UfM Renewable Energy and Energy Efficiency (REEE) Platform to promote progressive deployment of renewable energy and energy efficiency measures;
- a new publication, "Key players' perspective on climate change in the Mediterranean".



## 10 LABELLED PROJECTS: unanimously approved by UfM Member States

16/02/2016

Plastic Busters for a Mediterranean free from litter

Women's Right to Health

MoS – Design and implementation of "Motorways of the Sea" services between the ports of Izmir (Turkey), ports of Bari, Brindisi and Taranto (Italy) and the ports of La Goulette and Radès (Tunisia)

SEMed Private Renewable Energy Framework (SPREF)

01/06/2016

Eastern Mediterranean International School (EMIS)

MoS OPTIMED IMPLEMENTATION – Towards a new Mediterranean Corridor: from South-Eastern to North-Western ports

UPFI Multi-Site Urban Regeneration Project in Jericho

Elaboration and implementation of a demand-driven toolbox for youth-orientated, innovative labour market services in the MENA region – "Toolbox Project"

14/10/2016

Fostering SME competitiveness and trade in the Agadir Agreement member countries

UPFI Izmir Urban Integrated Waste Management Project



# The Mediterranean in action

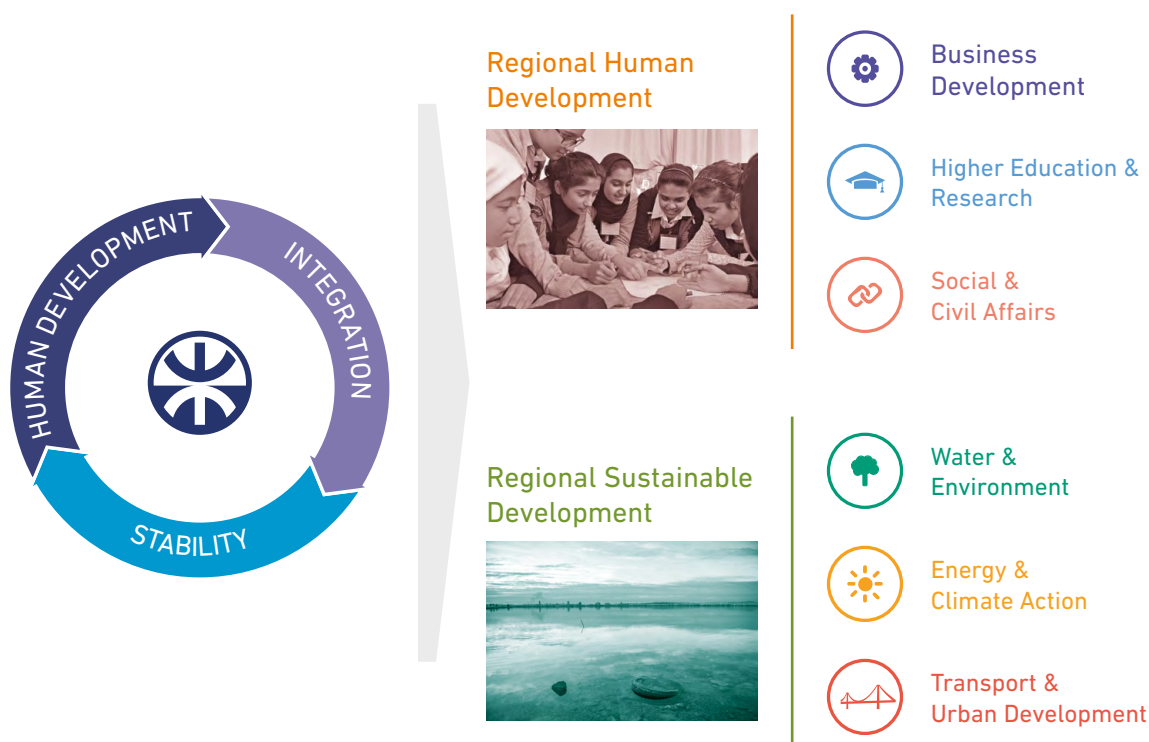




## How does the UfM contribute to regional stability, human development and integration?

**There is no development without security and no security without development.** It is crucial to strengthen the security-development nexus in order to create the appropriate environment conducive to socio-economic development and to address in a comprehensive and balanced manner the challenges of the region. Because of its geographical composition, institutional governance and working methodology, the UfM is the ideal organisation for taking into account the priorities of both the EU – as reflected in the reviewed ENP and the Global Strategy on Foreign and Security Policy – and the Southern and Eastern Mediterranean countries.

The impact of UfM activities on regional stability through their connection with the development dimension are an important parameter of the region's overall well-being. By concentrating all efforts on two main pillars of action, **fostering human development and promoting regional sustainable development**, UfM projects and initiatives contribute to regional stability and regional integration, be it, for example, through the cross-sectorial flagship on job creation initiative Med4Jobs or as a result of the socio-economic impact of strategic infrastructure and innovative urban development projects through the Urban Projects Finance Initiative (UPFI).



## Ministerial Meetings and regional policy platforms

Following its specific methodology of implementing decisions taken at political level through regional and sub-regional sectorial dialogue and follow-up activities, and concrete projects, the UfM brought together Ministers and other key stakeholders

to discuss fundamental regional issues such as employment, women's empowerment and regional cooperation and planning. In providing guidance and endorsement at the highest political level, Ministerial Meetings reinforce the current work of the UfM and



its Secretariat, paving the way for the labelling and development of new initiatives and programmes.

As part of its role as a regional platform for dialogue and consensus building, the UfM organised several high-level events during 2016 including the first UfM Ministerial Meeting on Regional Cooperation and Planning (Jordan) in June, the third UfM Ministerial Conference on Employment and Labour (Jordan) in September and the UfM Ministerial Conference on Energy (Italy) held in December.

In addition to the Ministerial Meetings, the UfM Secretariat organised and participated in major events and conferences bringing together key players and stakeholders from the Euro-Mediterranean region and beyond. Among the highlights were the third High-level Conference on Women's Empowerment, held in Barcelona in October, and the UfM's input to the COP22 in Morocco in November, which included the launch of a new renewable energy project, platform and publication, among other activities on the UfM's agenda for action on climate change.

## Projects with a regional impact

During 2016, **10 new projects** were approved by UfM Senior Officials at their regular meetings, increasing the number of UfM-labelled projects from 37 at the end of 2015 to **a total of 47, worth €5.3 billion**, at the end of 2016.

The new projects will contribute to strengthening regional cooperation in the areas of women's empowerment, youth employability and sustainable development, and bring the organisation closer to reaching the overarching goals of regional stability, human development and integration. Concretely, these projects will aim to stimulate private investments for renewable energies, address the challenges of marine litter, improve shipping services, raise awareness of and better women's health, foster SME development, job creation and matching as well as enhance education and stimulate infrastructure development.

### SUCCESS STORIES FROM THE FIRST GENERATION OF PROJECTS, REACHING

 **200,000**  
**BENEFICIARIES**

#### INCLUDING

 **+50,000**  
**WOMEN**


 **+100,000**  
**YOUNG PEOPLE**

“

There is not only lack of jobs but the lack of good jobs that can answer the aspirations of talented youngsters. We are all facing similar problems (...). And none of us will go and prosper in a way that will allow us to solve these issues if we don't work together. The Union for the Mediterranean is the natural forum for us to get together to take action.

**Johannes Hahn,**  
EU Commissioner for European Neighbourhood Policy and  
Enlargement Negotiations



A young man and woman are looking at a document together. The man, on the left, has dark curly hair and is wearing a light blue button-down shirt. He is looking down at the document. The woman, on the right, has long dark hair and is wearing a dark blue button-down shirt. She is looking up and to the right, smiling. The background is a warm, orange-toned outdoor setting with some greenery.

## Investing in people – human development in the region

Human development is a key driver for stability and security in the Mediterranean, more specifically through **youth employability**, **higher education** and **women's empowerment**, which are at the very heart of current challenges, be they economic growth, social cohesion, migration or efforts to counter radicalisation. The UfM Secretariat has amplified initiatives targeting, in particular, young people's and women's involvement in socio-economic life, education and research, further developing the UfM "**Med4Jobs initiative**", which currently includes 12 projects on the southern and northern shores of the Mediterranean. In addition, intercultural and interfaith dialogue in the Mediterranean is an important underlying dimension of all regional cooperation activities in the framework of the UfM.



## Ministerial Meetings and regional policy platforms

### A UfM Ministerial Mandate: Common approach to boost job creation for young people

Almost 60% of the regional population is currently under the age of 30, and the number of under-15s is expected to increase by over 18% by 2020. 2.8 million young people enter the job market each year in the MENA region. With an average of about 30% youth unemployment, the Middle East and North Africa region has one of the highest youth unemployment rates in the world. The International Labour Organization has estimated that the region's Gross Domestic Product (GDP) could increase by \$25 billion by 2018 if the youth unemployment rate is reduced by half.

In the Declaration of the third UfM Ministerial Conference on Employment, held in Jordan on 26-27 September 2016, the Ministers from the 43 Member States welcomed the UfM Secretariat's contribution to implementing the UfM framework action plan on employment, coordinating among donors and enhancing policy dialogue by labelling and promoting cooperation projects in the area of youth employability and inclusive growth, under its regional Med4Jobs initiative.

They called on the UfM Secretariat to continue its active contribution to improving the employment situation in the region to promote projects in line

with employment, employability and decent work priorities and to enhance, in cooperation with relevant actors, visibility, ownership and access to finance.



The UfM is an excellent forum to learn from each other, to inspire each other and, last but not least, support each other in what we do. This is why we are here today, and this is what I mean by "giving a new impetus" to our cooperation.



**Marianne Thyssen,**  
EU Commissioner for Employment, Social Affairs, Skills  
and Labour Mobility

UfM-labelled project Skills for Success  
under the Med4Jobs initiative



## Southern Mediterranean region

Almost

**60%**

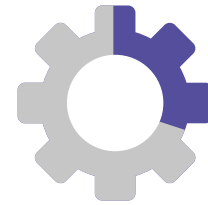
of the REGIONAL  
POPULATION  
is currently under  
the age of 30



**30%**

**YOUTH UNEMPLOYMENT**

one of the **HIGHEST YOUTH UNEMPLOYMENT  
RATES IN THE WORLD**



### Reaping the benefits of the digital economy

Some 50 stakeholders, including 21 official representatives of UfM countries, attended the second Meeting of the Digital Economy and Internet Access Expert Working Group in Barcelona on 19-20 April 2016. Set up as a result of the 2014 Ministerial Declaration by Ministers in charge of digital economy, the Working Group is made up of government officials, representatives of the private sector, NGOs, international organisations and

development banks. It reflects on how UfM members can work together to reap the benefits of the digital economy for the whole Euro-Mediterranean region.

During the Meeting, delegates discussed how to implement the work plan and made several revisions and improvements. The work plan for 2016 covers areas such as facilitating connection to research and education networks, enhancing cooperation on eHealth, drafting a charter on open data as well as ensuring cybersecurity and combatting violent extremism.



Second Meeting of the Digital Economy and Internet Access Expert Working Group, Barcelona



## A bigger role for women has benefits for all

Women must be at the heart of any solutions to economic, security or social challenges, working alongside men as full actors and leaders, according to delegates at the **third UfM High-level Conference on Women's Empowerment** in Barcelona, Spain on 10-11 October. Stronger political engagement is needed to make this happen and this means women must be consulted and invited to participate at every turn – and as a priority not as an afterthought.

The event, attended by over 250 participants involved in promoting gender equality and women's empowerment in the Mediterranean region, served to underline the UfM's commitment to improving the role of women in society. It stressed the need to invest in their contribution to society as part of the response to current challenges in the region such as migration, extremism, radicalisation or achieving inclusive growth.



## New working groups of the regional dialogue on women's empowerment take off

The regional dialogue process on women's empowerment, a structured ongoing platform bringing together governments and key stakeholders in the region including civil society, set up four new working group meetings during 2016. These were on the participation of women in economic life, combatting violence against women, women's leadership and changing gender stereotypes. A regional report assessing the

progress made on gender equality and women's empowerment was produced and will feed into the fourth Regional Ministerial Declaration on Strengthening the Role of Women in Society, scheduled for 2017.

The regional dialogue aims to establish a sustainable follow-up mechanism to monitor the implementation of commitments made by the Ministerial Declaration and to coordinate efforts to help implement them.

The region is making significant progress on the rights of women and girls. All countries participating

“

We are in a region that suffers extremism, terrorism and violence. These are problems suffered by women more than any other party, and this is why I believe we have a big role in addressing this issue on both shores of the Mediterranean.

**Wajih Azaizeh,**  
Minister of Social Development, Jordan



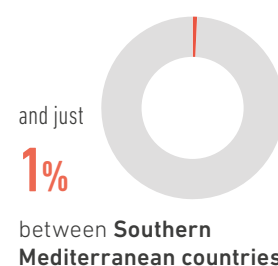
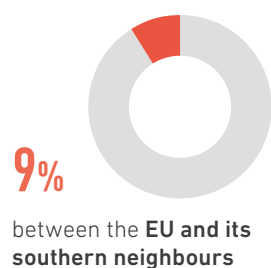
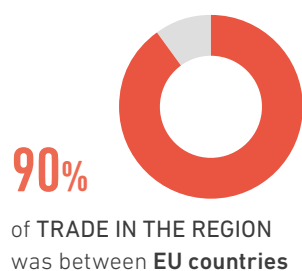


Ms. Mariya Gabriel, Member of the European Parliament and Vice-Chair of the EPP Group, and Ms. Khadija Idrissi Janati, Network for Gender Equality in the Mediterranean and beneficiary of the UfM-labelled project WOMED Next Generation of Leaders at the third UfM High-level Conference on Women's Empowerment, Barcelona

in the dialogue have made commitments to gender equality in their legal and constitutional frameworks, but a clear gap divides the legislative efforts from actual implementation. Discriminatory practices continue to limit women's progress. It is necessary to accelerate the effective implementation of existing legislation and to bring in new legislation to combat discrimination to meet the prescribed objectives.

### Much remains to be done

A recent study by the UfM Secretariat found that



## Projects and initiatives with regional impact

### New initiatives for investment and a stronger private sector

The UfM took advantage of the March 2016 workshop on promoting inclusive investment in the Mediterranean in Barcelona, Spain to launch **EDILE** and **EMIPO** – two projects aimed at promoting investment and the development of a stronger private sector in the Mediterranean region. These are joint projects with ANIMA Investment Network, the cooperation platform for economic development in the Mediterranean.

**Economic Development through Inclusive and Local Empowerment (EDILE)**, financed through CBC-Med, aims to build the capacity of national and local authorities to select the best public and private investment projects, ones which will have a positive local impact in terms of job creation, opportunities for subcontracting and respect for the environment.

**EMIPO** – EUROMED Invest Promotion & Observatory, financed by the EC and PACA region, aims to strengthen the private sector in the Mediterranean region by encouraging investment and business partnerships, promoting the region to foreign investors and providing training and technical assistance to entrepreneurs. The ultimate aim is stronger integration of the region's economies.

#### PARTNERS

**EDILE:** ANIMA Investment Network (promoter); CCIA-BML (Chamber of Commerce, Industry and Agriculture of Beirut and Mount Lebanon); Agence de Promotion de l'Industrie, Tunisia; iesMed, Spain; Toscana Promozione, Italy; Office de coopération économique pour la Méditerranée et l'Orient, France; Classe M, France; Palestinian Investment Promotion Agency.

**EMIPO:** ANIMA Investment Network (promoter); MEDAlliance networks.



## YouMatch – making employment services really serve young people

Tailoring labour market services to the needs of young people is the aim of **YouMatch**, a regional project involving Algeria, Egypt, Jordan, Morocco, Palestine and Tunisia, which gained its UfM label and support in June 2016, and set to work one month later.

Led and fully funded by German cooperation agency GIZ and Germany's Federal Ministry for Economic Cooperation and Development, the initiative brings policymakers and people from labour ministries, employment offices, business associations and civil society together to think about how to improve employment services for young jobseekers. The result, a demand-driven toolbox, will help assess and improve existing labour market tools and will encourage peer learning and the exchange of expertise and best practice between the six countries in the field of youth employment.

### PARTNERS

GIZ (promoter), Federal Ministry for Economic Cooperation and Development of Germany (BMZ).

## Agadir SME Programme for competitiveness gets UfM label

The UfM has given its official stamp of approval to the **Agadir SME Programme**, which aims to enhance the competitiveness of SMEs in the four members of the Agadir Free Trade Zone, namely Egypt, Jordan, Morocco and Tunisia. The project, due to begin with a pilot phase in January 2017, aims to increase economic integration and contribute to economic development and prosperity by encouraging SME-led growth.

More specifically, it strives to boost competitiveness and help SMEs improve their supply capacity and their ability to take advantage of trade cumulation. Also known as cumulative rules of origin, this allows products from one country of a free trade area to be further processed or added to products from another member as if they had originated in the second country. Broadening the concept of where products come from can give producers more choice in sourcing their materials.

The beneficiaries will be exporting or export-ready SMEs, with priority given to businesses owned by



UfM-labelled YouMatch – Toolbox Project under the Med4Jobs initiative, Jordan



We need to see what we can do about supporting or, in any case, facilitating young and not-so-young entrepreneurs' access to finance; this is an important lever if we want to create a virtuous circle creating jobs and prosperity.

**Tarek Cherif,**  
President of CONECT, Tunisia

women. It is hoped this will intensify trade between the four Agadir countries and help attract direct foreign investment.

### PARTNERS

Agadir Technical Unit (promoter);  
International Trade Centre.



### Eastern Mediterranean International School gets UfM label

September 2016 saw 129 students starting their studies for their **International Baccalaureate (IB)** at the **Eastern Mediterranean International School (EMIS)** in Hakfar Hayarok, Israel. The EMIS, which describes itself as a school for change, offers a two-year course to 16 and 17 year olds leading to the IB diploma. Using innovative course design and teaching methods, it aims to provide a unique educational experience, while boosting young people's employability, entrepreneurial skills and environmental awareness. Courses are delivered in English, while Arabic and Hebrew are taught as second languages.

During 2016-2017, 28% of students were from Israel, 35% from other UfM countries and 37% from the rest of the world. Scholarships are avail-

UfM-labelled project Eastern >  
Mediterranean International School  
(EMIS), Israel



Thanks to this two-year experience I have learnt so much; have become more open-minded and started seeing the world from a more critical point of view. Much of what I am now, I owe to my education in the EMIS. Now, I am studying Economics and Business at Erasmus University Rotterdam, one of the top universities in Europe for my subject. The course is tough, but, thanks to the skills that I acquired in the EMIS, I am now able to handle it relatively well.



**Emma Scandolo,**  
former student at EMIS, Italy

lable on merit and financial need. With this strong intercultural mix, the EMIS will not only provide young people with a high-quality education but also promote mobility and contribute to regional integration and understanding between cultures.

By 2019, the EMIS will have benefitted 600 students from **Israel**, UfM countries and further afield; 800 teachers and educators interested in innovative pedagogy, and 2,000 young people, teachers and professionals **from partner institutions** who have participated in EMIS conferences and extra-curricular activities.





## Euro-Mediterranean University of Fes aiming for regional excellence

On the occasion of the start of the 2016-2017 academic year, the Euro-Mediterranean University of Fes (UEMF) welcomed around 300 students to a new ecofriendly 26-hectare campus, **under construction**, on the outskirts of the Moroccan city of Fes in **September-October 2016**. This is another milestone in the consolidation of this new institution which, under the UfM umbrella, has been implementing its programmes since 2014.

The UEMF **University** envisages attracting 7,000 students from across the region and Sub-Saharan Africa by 2024 **when it will reach its full capacity**. It offers high-standard multi-lingual and multi-dimensional programmes focusing on priority topics for the development of the Mediterranean, in partnership with well-known higher education institutions from several Euro-Mediterranean countries. Both the promotion of international student mobility and the reinforcement of graduate employability and entrepreneurial skills are key priorities of this **regional** University.

In summary, the UEMF aims at becoming a regional centre of excellence and a driver of regional integration and stability by forging a generation of young people with a unique Euro-Mediterranean profile who can help transform the region from their future positions.



Field visit of UfM delegation to the construction site of UfM-labelled project Euro-Mediterranean University of Fes under the Med4Jobs initiative, Morocco



The UEMF offered me a unique educational experience thanks to which I was better able to understand and discover other peoples of the Mediterranean within an international environment.



Kiliam Pierre Rey,  
UEMF beneficiary, France

## Success of MedNC on youth employability attracts new countries

Following its successful implementation in Algeria, France, Morocco and Tunisia, the UfM-labelled project New Chance Mediterranean Network (MedNC) was extended to Spain and Egypt in 2016. The project, aimed at fostering employability of young people who have dropped out of school before obtaining a degree and unemployed graduates, promotes an innovative shared pedagogical model comparable to that of the Second Chance Schools (E2C) of France. Alongside this, MedNC has set up a regional network of Mediterranean centres sharing knowledge and exchanging best practices in this field. Preliminary contacts for extending the project to Cyprus, Italy and Palestine have begun.

The pedagogical model of the E2C is based on three main approaches:

- The training approach supports the improvement of soft skills in communication & languages, mathematics and information technology.
- The corporate approach offers young trainees a programme that alternates between training and professional experience in a partner company.
- The social approach handles all social, family and health issues that trainees may encounter.

The UfM Secretariat launched a call for tender to support the MedNC network in the definition of

the criteria and procedures for the development of a transnational accreditation to be recognised at regional level along with the reflection on the sustainability of the project.

#### PARTNERS

Office of Economic Cooperation for the Mediterranean and the Middle East (main promoter); Second Chance School of Marseille (E2C) (technical partner); French Development Agency (financial partner). OCP Foundation and Association Al Jisr, Morocco; *Asociación Escuelas de Segunda Oportunidad*, Spain; *Institut Supérieur de Comptabilité et d'Administration des Entreprises*, *Institut Supérieur de Gestion de Tunis* and *Institut Supérieur d'Enseignement Technique Charguia et Bizerte*, Tunisia; French Chamber of Commerce in Egypt; Algerian Chamber of Commerce and Industry (local partners).



#### EMUNI diploma will help entrepreneurs go from idea to start-up

October 2016 saw the start of the **EMUNI Entrepreneurship and Innovation Programme** with 26 students from 6 countries, namely Egypt, Palestine, Morocco, Algeria, Tunisia and Ghana, enrolled for the one-year professional upgrading certificate. Using a blended learning approach to accommodate the needs of working students, the course aims to equip would-be entrepreneurs with the skills they need to turn a bright idea into an innovative and sustainable business.

Based at the EMUNI University in Piran (Slovenia), the programme was designed and will be run in collaboration with universities from Egypt, Italy and Morocco. It is aimed at people under the age of 40 with a background in science, maths, engineering or business, who are asked to come up with a promising idea for a business as part of their application to join the course.



Thanks to the MedNC programme I was able to improve my competences and abilities with regard to languages, ITC, personal development and entrepreneurship. This programme lasted five months, combining training and internships. Each student benefitted from individual support and personal follow-up.



Islem Ben Ali,  
Tunisian beneficiary of MedNC



Launching of the EMUNI Entrepreneurship and Innovation Programme in the presence of the President of EMUNI, Prof. Dr. Abdelhamid El-Zoheiry

December 2016 saw the launch of a new regional dialogue process related to higher education internationalisation and academic mobility in the **Euro-Mediterranean area** involving relevant experts from UfM Member States, the European Commission and stakeholders. The participants of the first meeting agreed on **adopting** a comprehensive approach on **mobility issues** and a clear methodological framework which will be developed under the auspices of the UfM Secretariat over the coming months. The meeting provided an opportunity to debate the impact and sustainability of university partnerships as well as the issues of governance and capacity-building, **migrant and refugee students credit recognition**, visas, brain drain and youth employability.



## UfM projects promote women as leaders and entrepreneurs

2016 saw the launch of the first phase of the UfM-UNIDO project “**Promoting Women’s Empowerment for Inclusive and Sustainable Industrial Development**” in Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia. Results in 2016 include 192 business projects led by women, 61 women coached throughout their growth process and formulation of their business plans, 300 B2B meetings held between 65 MENA entrepreneurs, 45 European companies forming 20 business partnerships and the creation of a Mediterranean consortium of women business associations, WE’AM. Over the coming years, this project, counting on a financial contribution by the Italian government, will work to increase women entrepreneurs’ access to investment, business partnerships and finance. The matchmaking of potential partners needs to be improved to increase the opportunities. To this end, a catalogue of the formulated MENA women-led investment opportunities is under preparation in order to be widely distributed among potential European/regional investors. The project will also facilitate the policy dialogue necessary to provide an enabling environment for women starting businesses. At the end, the project will have benefitted 2,000 female entrepreneurs and helped to develop around 500 promising business projects as well as create 800 new jobs.

The **WOMED Next Generation of Leaders** project gained its UfM label in 2015. Run by the Paris Institute of Political Studies since 2015 and financed by the French government, this project, aimed at promoting women’s leadership, will start training its third promotion of young women leaders in May 2017. In addition to training activities, the project has created Gemed, the Network for Gender Equality in the Mediterranean, a platform enabling young women to share information and work together. By bringing together the WOMED graduates, Gemed aims to act as a springboard for new initiatives and ideas, including publications, research and fundraising for field actions.

### PARTNERS

**Promoting Women’s Empowerment for Inclusive and Sustainable Industrial Development:** United Nations Industrial Development Organization (promoter); Association for Women’s Total Advancement and Development, Egypt; Business & Professional Women Association – Amman, Jordan; Lebanese League for Women in Business, Lebanon; *Association des Femmes Chefs d’Entreprises du Maroc*, Morocco; Business Women Forum, Palestine; *Femmes et Leadership*, Tunisia.

**WOMED Next Generation of Leaders:** Paris Institute of Political Studies (promoter).



The WOMED programme marks the beginning of a more global and targeted involvement. It gave me the very good idea to launch training sessions for young journalists, especially women, including those who have never studied journalism. I hope this will give them the confidence to report on relevant and complex issues.



**Faten Hayed,**  
WOMED Next Generation of Leaders beneficiary and the winner of the CNN MultiChoice African Journalist Award 2016, Algeria



### Promoting Women’s Empowerment for Inclusive and Sustainable Industrial Development

#### BENEFITTING

**+2,000  
FEMALE  
ENTREPRENEURS**

#### DEVELOPING

**500 promising  
BUSINESS  
PROJECTS**

as well as **CREATING  
800 NEW JOBS**





UfM-labelled project Promoting Women's Empowerment for Inclusive and Sustainable Industrial Development in the MENA region under the Med4Jobs initiative, Jordan



This project gave us the opportunity to think as professional business developers, not as university students, and to put our first step on the right track. Also, it taught us how to work as a team and how to have a team work spirit.



**Luma Sukarieh,**  
Young Women as Job Creators beneficiary, Jordan

UfM-labelled project Forming Responsible Citizens, Tunisia



## Regional women's empowerment project develops local clusters

The “**Developing Women's Empowerment**” project, labelled in 2013, has been active setting up nine local clusters for gender equality in seven Mediterranean countries, namely Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia. These clusters act as focal points for facilitating policy dialogues at the local level on gender-related topics, ensuring grass roots input for better policymaking and facilitating pilot actions in the field. With regard to promoting research and knowledge on gender equality, the project organised several research seminars that brought together more than 200 researchers and doctoral students from Algeria, Lebanon, Morocco, Tunisia, Spain and France with the objective to strengthen and encourage academic research and scientific training on women and gender in the region.

The project, with a financial contribution by the French government, has also launched a trilingual online platform to publicise its work and share knowledge on gender, including legislation and academic studies.

### PARTNERS

**Euro-Mediterranean Women's Foundation;** European Institute of the Mediterranean (IEMed); *Forum Femmes Méditerranée (FFM); Réseau Universitaire et Scientifique Euro-Méditerranéen sur le Genre et les Femmes (RUSEMEG); Fédération de la Ligue Démocratique des Droits des Femmes (FLDDF);* Center of Arab Women for Training and Research (CAWTAR); *Délégation Interministérielle à la Méditerranée (DiMed).*





# Promoting regional sustainable development

In coherence with and full implementation of the **UN Sustainable Development Goals** and relevant **UfM Ministerial Meetings and Declarations**, the UfM Secretariat is amplifying its action and using its multi-partner approach to **promote the regional agenda on sustainable development**, through the sharing of experiences, exchanges of best practices, regional and sub-regional networks, and developing concrete projects and initiatives aimed at **reinforcing infrastructures and interconnectivity**. Special emphasis is placed on the multiplier effects of infrastructure transport networks, sustainable urban development and digital economy, fostering regional cooperation in the fields of energy, environment and water and relying on the climate action agenda as a **driver for innovation, job creation and green growth**.



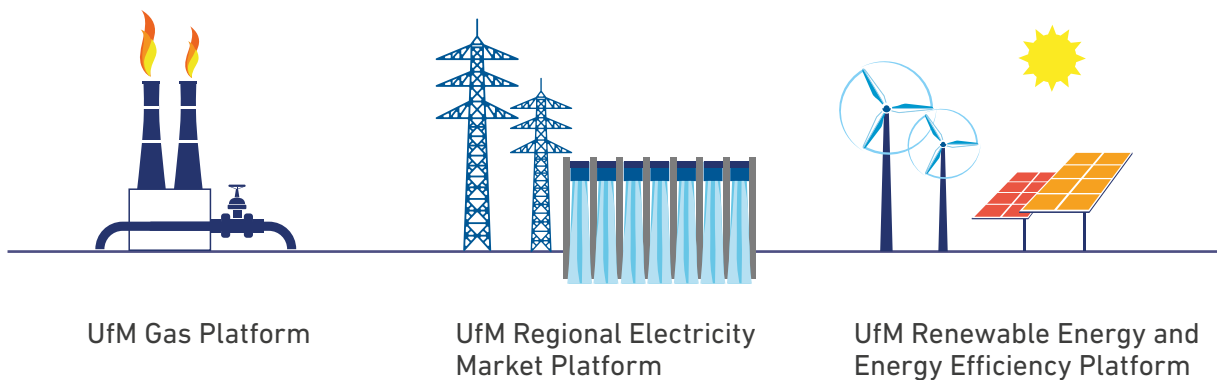
## Ministerial Meetings and regional policy platforms

### Ministerial Conference endorses three new energy platforms

UfM energy Ministers agreed on new dynamics for an enhanced regional energy framework at a **Ministerial Conference in Rome** on 1 December 2016. The platforms will organise and support dialogue among UfM members, financial institutions, experts, regional organisations and

the industry. Ministers recognised the need to step up regional cooperation to ensure a secure, affordable and sustainable supply of energy as one of the foundations of a stable and prosperous Euro-Mediterranean region.

This framework will be channelled via **three platforms** set up by the UfM and **covering policy priority areas**, namely:





## ☀ The UfM and the International Energy Agency to join forces for climate action

The UfM and the **International Energy Agency** pledged to undertake joint initiatives that can effectively contribute towards sustainable development in the Euro-Mediterranean region through a memorandum of understanding signed in Paris, France on 18 February 2016. This will mean closer cooperation between the two organisations on energy projects of mutual interest. This could include joint research and technical assistance, publications, sharing data, training and capacity-building, regional cooperation on energy efficiency and renewable energy as well as sharing knowledge on a range of subjects including climate change, how to integrate regional energy markets and the links between water, energy and food.

## ☀ Regional Mediterranean agenda on climate action takes shape at MedCOP Climate 2016

As an institutional partner at **MedCOP Climate 2016**, the UfM was one of the many helping to shape a climate agenda for the Mediterranean at this event, held in Tangier, Morocco on 18-19 July 2016. The UfM held its third Meeting of the Regional Committee for Cooperation on Climate Finance at the event, bringing together the main funders of climate initiatives in the region. The Committee aims to make funding for climate action more efficient for cities by sharing information and experiences.



This memorandum of understanding is in line with the IEA's objective of expanding bilateral energy programmes both with individual partner countries and inter-governmental organisations such as the UfM. Together, we will identify the challenges and opportunities that I am certain can best be addressed through joint action and collective responsibility.



**Fatih Birol**,  
Executive Director, International Energy Agency

MedCOP Climate also saw the launch of the UfM-labelled project UfM Energy University by Schneider Electric, which will provide free online training for professionals in UfM countries on renewable energy and energy efficiency. The UfM also supported the creation of a Mediterranean Youth Climate Network (see below COP22).



MedCOP Climate 2016 gathered more than 2,000 participants from the Euro-Mediterranean region

## Driving the Mediterranean agenda on climate action at the COP22

The UfM contributed to the **22nd Conference of Parties (COP22) to the United Nations Framework Convention on Climate Change (UNFCCC)** in Marrakech, Morocco on 7-18 November 2016 with several major initiatives. These included the launch, together with the European Commission, of the UfM Renewable Energy and Energy Efficiency Platform to promote greater energy efficiency and the use of renewables as part of the drive to facilitate climate change mitigation and adaptation in the Euro-Mediterranean region.

Also with the European Commission, the UfM organised a high-level discussion on the potential of tackling climate change for the stability of the region. The shift to a low-carbon development of the Mediterranean could prove a tremendous source of opportunity for the region by encouraging new activities, and should offer its inhabitants greater resilience to climate change.

Falling under the umbrella of the UfM Regional Dialogue Platform on Renewable Energy and Energy Efficiency, the European Bank for Reconstruction and Development (EBRD) and the UfM launched a joint programme aimed at the development of private renewable energy markets in Egypt, Jordan, Morocco and Tunisia. The SEMED Private Renewable Energy Framework (SPREF), an €834 million financing framework, will help the region reduce its heavy dependence on imports of hydrocarbons.

The UfM Secretariat also attended the signing ceremony of the Charter of the Mediterranean Youth Climate Network, a network of youth associations deeply concerned about the effects of climate change in the Mediterranean region and strongly



More than anywhere else, the Mediterranean climate emergency is forcing us to reinvent the model of production and consumption of low-carbon goods. It is this that makes it the ideal laboratory for the global energy transformation that involves the implementation of the Sustainable Development Goals and the Paris Agreement.



**Hakima El Haite,**  
Moroccan Minister of the Environment, climate champion,  
member of the COP22 Steering Committee

involved and engaged to take action and make it a priority while contributing to international and regional climate fora.

Finally, this was backed up by further evidence in the shape of a new UfM publication, "Key players' perspective on climate change in the Mediterranean", providing insights from key stakeholders and influencers on how this transition will take place.



High-level Business Forum at the COP22 in Marrakech, Morocco



## MoU with UN-Habitat to address the challenges of urban areas in the Mediterranean

The UfM and the **UN Human Settlements Programme** (UN-Habitat) are joining forces to work on areas including water management, resilience and reducing the risk of disasters under a new memorandum of understanding on sustainable urban development signed in April 2016. They will look for joint responses to the challenges facing urban areas in the Mediterranean region and are looking forward to developing strategies, initiatives and projects in UfM countries to promote an integrated and cooperative approach to urban development.

In addition to the priority areas above, the agreement includes existing work under the Urban Projects Finance Initiative and supporting capacity-building activities in the region.

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### PARTNERS

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UN Human Settlements Programme (UN-Habitat).

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The effects of climate change and the phenomenal shift towards urbanisation – 6 out of every 10 people in the world are expected to reside in urban areas by 2030 – are already being felt and are bound to intensify in the coming years. There is thus a need to mobilise all actors [...] to ensure the growth of cities is turned into opportunities. The UfM has a central role in furthering these goals in the Mediterranean region.



**Joan Clos,**  
Executive Director, UN-Habitat

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 UfM-labelled project Governance & Financing for the Mediterranean Water Sector, Wastewater Treatment Plant in Zarqa, Jordan



## UfM-UPFI networking event provides input to New Urban Agenda

The UfM organised the networking event **Towards a New Urban Agenda for the Mediterranean Region** at the **UN Conference on Housing and Sustainable Urban Development** (Habitat III) in Quito, Ecuador on 18 October 2016. The event gathered more than 100 participants, including several Ministers from UfM Member States, as well as representatives of international and regional organisations and leaders of international financial institutions. It provided a useful opportunity to take stock of the success of the Initiative, fully financed by the European Commission, one of the main deliverables of the first UfM Ministerial Conference on Sustainable Urban Development, held in Strasbourg, France in 2011.

Participants also discussed the prospects for future programmes and projects, as well as which tools are needed to implement a New Urban Agenda for the Mediterranean Region.

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### PARTNERS (co-organisers of the event)

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UN Human Settlements Programme (UN-Habitat); French Development Agency; the European Investment Bank (EIB).

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## Moving forward on making cities more sustainable

Senior Officials and government representatives from across the UfM countries came to Barcelona for the **first Ad Hoc Senior Officials' Meeting on Sustainable Urban Development** on 24 November 2016. The participants discussed the new sustainable urban priorities for the Mediterranean and how these can address the region's demographic and environmental challenges, thus contributing to achieving the new Sustainable Development Goals.

More specifically, they discussed the proposed elements of a New UfM Urban Agenda, a document which will be expected to act as a comprehensive and integrated action plan for building more sustainable cities, and explored which tools would be needed to achieve this. The Meeting was held in preparation of the **second UfM Ministerial Conference on Sustainable Urban Development**, due to be held in Cairo, Egypt on 21-22 May 2017.



First Ad Hoc Senior Officials' Meeting on Sustainable Urban Development, Barcelona



## Working on better ways of managing the water supply

This year's work on improving the way the water sector is run in Mediterranean countries through a UfM-labelled project has culminated in a regional conference, bringing together key stakeholders in Tunis, Tunisia on 5-6 December 2016. This followed the completion of a national dialogue on water policy in Palestine in May 2016, building in similar processes in Jordan and Tunisia during the previous two years.

The project, **Governance & Financing for the Mediterranean Water Sector**, is building consensus and capacity for public private partnership, or PPP, initiatives in the relevant public bodies in Mediterranean countries and supporting consultation with the private sector and other stakeholders. It aims to give the authorities more ability to prepare, regulate and monitor PPP projects, while priming utilities and private partners for greater involvement. It is also engaging stakeholders from civil society, including water users, to make sure their voices are heard.



## Blue Economy

Healthy seas and oceans hold a great potential for innovation and sustainable growth. An increasing number of countries around the world recognise the added value of a more structured approach and systematic collaboration on maritime affairs. In recent years, efforts have intensified to strengthen marine and maritime co-operation in the Mediterranean Sea basin, to explore the potential for a sustainable blue economy and to reap the benefits associated to a thriving maritime economy whilst safeguarding the health of the sea.

The UfM Ministerial Conference on Blue Economy, adopted in Brussels in November 2015 by all 43 Union for the Mediterranean countries, has brought the political mandate to improve maritime governance and provided guidance to create an environment conducive to job creation, innovation and knowledge-based business opportunities through the development of key marine and maritime sectors. Furthermore, the Ministerial Declaration on Blue Economy has entrusted the

UfM Secretariat of the Union for the Mediterranean to play a major role in facilitating the policy dialogue on blue economy as well as in helping countries in shaping the regional agenda of priorities and the related portfolio of actions such as initiatives, programmes and projects.

2016, in particular, marked the launch of the implementation of the above-mentioned Ministerial Declaration via the setting-up of the **UfM Blue Economy Forum**, an integrated and coordinated process made up of the UfM Blue Economy Working Group, the Regional Technical Seminars, the UfM Stakeholder Conferences and the Virtual Knowledge Centre; and the advancement of the first set of associated **priority actions**:

- the **Initiative for the Sustainable Development of the Blue Economy** in the Western Mediterranean – three meetings held and the creation of a Task Force;
- **maritime training academies**;
- the **BLUEMED** Initiative for Blue Growth and Jobs.

### A BLUE ECONOMY AND A BRIGHT FUTURE

The UfM was given a grant of €360,000 from the European Commission to help take full advantage of the potential of the blue economy in the Mediterranean Sea basin. The grant will help the UfM deliver on several fronts as it continues to promote regional dialogue on an integrated maritime policy, to implement specific actions such as further developing the Virtual Knowledge Centre on marine and maritime affairs and supporting networks of marine and maritime education and training organisations. Focussing on the blue economy, a concept at the very heart of the region and common to everyone, promises great hope for future economic growth and job creation.



Second Meeting of the UfM Working Group on Blue Economy, Brussels

## Projects and initiatives with regional impact

### New UfM-labelled project on private renewable energy sees first fruits



Joint event with International Energy Agency (IEA) on Sustainable Energy Systems during the COP22 in Marrakech, Morocco

The UfM and the European Bank for Reconstruction and Development launched a programme to encourage the growth of private markets for renewable energy in Egypt, Jordan, Morocco and Tunisia at the COP22 international climate conference in Morocco in November 2016. The **SEMed Private Renewable Energy Framework (SPREF)** aims to help wean the region off its dependence on imported hydrocarbons, part of the UfM Renewable Energy and Energy Efficiency Platform, a regional dialogue platform also unveiled at the COP22.

Endowed with an initial €227.5 million of funding, the Framework hopes to mobilise additional investment from other organisations of up to €834 million. Financial support will be accompanied by technical advice to promote renewable energy projects in the region, with the goal of reducing emission of CO<sub>2</sub> by 780,000 tonnes per year. The first such project will be the 120MW Khalladi wind farm near Tangier, one of Morocco's first private projects for producing renewable energy.



UfM-labelled project SEMed Private Renewable Energy Framework (SPREF), Khalladi wind farm near Tangier, Morocco



## LOGISMED-TA prepares to upgrade skills of logistics staff

Preparations to train logistics staff in five UfM countries under LOGISMED Training Activities (or LOGISMED-TA) moved ahead during 2016. Algeria, Egypt, Jordan, Morocco and Tunisia signed agreements with the European Investment Bank. GOPA Consultants won the contract to provide these services and started working on the diagnosis of training as well as action plans for each country.

Project beneficiaries will include civil servants and logistics staff including transport regulators, freight forwarders, transport operators and customs, border and port officials. The training will start in early 2017.

Upgrading their skills through tailored courses will help reduce costs and streamline the flow of goods between countries. The project is part of a broader initiative fully financed by the European Commission, LOGISMED, which is aimed at creating a network of logistics platforms meeting recognised quality standards in the Mediterranean region which can help create a regional free trade area.



UfM-labelled Motorways of the Sea (MoS) Turkey-Italy-Tunisia Project, Tunisia

The estimated figures concerning people to be trained within the **framework of LOGISMED-TA** are:

### Raise awareness within the administration

 **300** civil servants in total

 **60** people per country

will receive a **ONE-DAY TRAINING SESSION**

### ELA certification

 **300** people in total

 **60** people per country

will receive **ELA certification**

### Train the trainers

 **50** trainers in total

 **10** trainers per country

### Logistics platforms

 **500** workers in total

 **100** workers per platform

### PARTNERS

European Investment Bank (promoter); Governments of Algeria, Egypt, Morocco, Jordan and Tunisia.

### FINANCIAL PARTNERS

Deauville Partnership MENA Transition Fund; European Commission; Governments of Egypt, Morocco and Tunisia.

Studies for the design of the Jordan National Railway Project – a 509 km railway which will link Amman and other Jordanian industrial centres with the port of Aqaba on the Red Sea by 2020 – continued during 2016.



The port association Intermed Gateways and the UfM Secretariat organised the first Mediterranean Ports Forum in Marseille, France on 29-30 November 2016 with the aim of facilitating maritime transport, promoting shipping, logistics and transport connections and fostering cooperation amongst the ports of the Euro-Mediterranean region and further afield.

The UfM Motorways of the Sea activities are aimed at making the maritime connections of the Mediterranean more efficient and reliable and encouraging more sustainable and profitable trade links. Once established, these new trade routes will be able to act as a catalyst for socio-economic development and further regional integration.

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#### **PARTNERS** [first activity]

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Turkish Chamber of Commerce in Italy (promoter); the Italian College of Railway Engineers (CIFI); Titi Shipping, under the patronage of the Honorary General Consulate of Turkey in Brindisi.

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#### **PARTNERS** [second activity]

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Autonomous Region of Sardinia (promoter); CIREM – University of Cagliari; North Sardinia Port Authority, Italy; Association of Mediterranean Chambers of Commerce & European Short Sea Shipping School, Spain; Chamber of Commerce, Industry and Agriculture of Beirut and Mount Lebanon, Lebanon (partners).

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### Work begins on seamless sea connections across the Mediterranean

The UfM moved a step closer to the vision of making the Mediterranean a sea that joins, not separates, its people, with the labelling in 2016 of the first two projects under the UfM-labelled project Motorways of the Sea (MoS) activities.

The first Motorways of the Sea will see new seamless intermodal services for transporting goods established between the port of Izmir, Turkey, those of Bari, Brindisi and Taranto in Italy and those of La Goulette and Radès in Tunisia. It will combine short sea shipping with road and rail to provide a door-to-door roll-on roll-off (or Ro-Ro) service. Not only will the shift from road to sea and rail bring environmental benefits, it will also help optimise freight transport and logistics chains and expand trade.

The second Motorways of the Sea project will help establish a new transport corridor in the Mediterranean by piloting a new interhub connection from the port of Porto Torres in Italy to the port of Beirut in Lebanon. This will entail reorganising both port areas to accommodate new hub-port facilities and the design of a new container and Ro-Ro vessel to deliver the new interhub service.



### Progress on filling in the Maghreb's missing road links

Work continued apace on designing two sections of the Trans-Maghreb Motorway during 2016. These comprise 22 km of dual carriageway from Oujda in Morocco to the Algerian border, due to be finished in 2020, and 80 km of dual carriageway from Bou Salem in Tunisia to the Algerian border, due for completion in 2021.

Once built, the project will complete a continuous motorway corridor all the way from Agadir in Morocco to Ras Jedir in Tunisia with the aim of connecting all Maghreb countries from Mauritania to Libya. It will link the major cities of the three Maghreb countries and stands to benefit more than 80 million people by reducing travel time and improving transport conditions and road safety. Of clear strategic importance to the region, it has the potential to boost trade and advance the UfM's long-term goal of regional integration.

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#### **PARTNERS**

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Technical Secretariat of the Group of Transport Ministers of the Western Mediterranean (CETMO) (promoter); Algerian Ministry of Transport; Moroccan Ministry of Equipment and Transport; Tunisian Ministry of Equipment; African Development Bank; Arab Maghreb Union; European Bank for Reconstruction and Development; European Investment Bank; International Road Transport Union; Islamic Development Bank; World Bank; World Customs Organization (partners).

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## Clean-up of Tunisia's Lake Bizerte begins in earnest

November 2016 saw the official launch of the UfM-labelled project for the environmental clean-up of Lake Bizerte in Northern Tunisia, which is integrated into the Euro-Mediterranean Horizon 2020 Initiative for a cleaner Mediterranean Sea. This project, implemented with the Governorate of Bizerte, aims to prevent the main sources of pollution contaminating the Lake and, in the process, improve conditions for the estimated 400,000 people who live nearby. In order to do so, it will work with three large state-owned companies and around 20 other local businesses in sectors such as cement, steel and petroleum production to improve production processes and make them

more environmentally friendly. 10,000 people living in urban areas and a further 26,000 in rural areas will be given access to sanitation. Areas of the shoreline will be cleaned and landscaped and local fishing harbours will be extended.

All of this activity will provide new employment and business opportunities in areas such as sewerage and waste management, agriculture and fisheries. Local actors will gain new knowledge, and there will be opportunities for local NGOs to get involved.

### FINANCIAL PARTNERS

Tunisian Ministry of Local Affairs and Environment (promoter); European Union; European Investment Bank; European Bank for Reconstruction and Development.



^  
Launching of the UfM-labelled project Integrated Programme for the Protection of Lake Bizerte against Pollution, in the presence of the Head of Government of Tunisia, Mr. Youssef Chahed, the UfM Co-Presidents, the UfM Secretary General and local authorities

“

The Lake Bizerte project is not only a model of industrial decontamination but a model of sustainable development which will have social impact on the local populations by improving their living and working conditions, and also on young people by creating new jobs.



**Najwa Bourawi,**  
President of the Association for the Protection of the Environment and Sustainable Development of Bizerte (APEDDUB)

## Reducing plastic pollution in the Mediterranean Sea

A project which could be vital for the health of the whole Mediterranean kicked off in Siena in April 2016. Plastic Busters aims to measure the impact of plastic marine litter on the Mediterranean and put forward some practical suggestions for preventing and reducing this form of pollution.

Marine litter is a growing problem and much of it originates from land-based activities, especially inadequate handling of urban solid waste. But while awareness of the problem is also growing, little is known about the effects of plastic litter on the marine food chain, fishing and fisheries or human health.

Over the next four years, Plastic Busters will carry out a systematic evaluation of the nature of the problem and undertake a wide range of actions to raise awareness and encourage a change in thinking and attitudes to waste.

These will include a comprehensive assessment of marine litter, feeding into a GIS database developed in synergy with other international initiatives, involving 50-60 experts in monitoring efforts, recommendations to policymakers, demonstration projects on ways to prevent, reduce or remove marine litter and awareness campaigns in at least 15 countries of the Mediterranean.



H.E. Mazen Ghunaim, Minister, Head of the Palestinian Water Authority, Michael A. Köhler, Director Neighbourhood, Directorate-General for Development Cooperation, EC and the UfM Secretary General at the meeting of the "Desalination Facility for the Gaza Strip" project, October 2016



The construction of a desalination plant responds to dire humanitarian need in Gaza, especially in the water sector, with reports indicating that, if we remain passive, this area will become unlivable by 2020. I thank the UfM for its contribution to dialogue and cooperation.



**H. E. Mazen Ghunaim,**  
Minister, Head of the Palestinian Water Authority



## Progress made on major desalination plant in Gaza Strip

Efforts to build a desalination plant in the Gaza Strip in Palestine took a big step forward during 2016. On the technical side, the feasibility study and environmental impact assessment have both been completed by the EIB, paving the way for launching a public tender for building the plant in early- or mid-2017. The question of how to power the plant has been resolved, with a mixed solution, including a strong component of renewable energy, now approved.

Advances have also been made in terms of project management and funding, including a framework for governance, a specific funding mechanism comprising two trust funds and pledges from major donors including the Islamic Development Bank and the European Commission. The main political actors, including the Palestinian and the Israeli Governments, have given their written support for the project.

The desalination plant, which will be the largest infrastructure project to be built in the territory, will provide more than 1.8 million people living in the Gaza Strip with drinking water when it begins operations in 2020. This will have a big positive impact on public health, but the benefits do not stop there. By reducing overpumping, the plant will take the pressure off Gaza's coastal aquifer and contribute to its regeneration. Building and operating the new installation will mean new jobs, while more water available will mean more opportunities in agro-industries and tourism.



Field visit to the Gaza Strip for the UfM-labelled "Desalination Facility for the Gaza Strip" project by the DSG for Water and Environment, Mr. Miguel García-Herraz



# Together for the Mediterranean: Building Strategic Partnerships



The UfM has a clear objective to expand and consolidate its role as a regional platform for dialogue and for cooperation between key stakeholders involved in the region. In an effort to increase visibility and impact of UfM activities in the region, the UfM Secretariat engages in strategic partnerships with global, regional and sub-regional organisations and initiatives. These partnerships focus mainly on institutional relations and reinforcing strategic partnerships with relevant actors involved in regional cooperation, especially with project promoters, financial institutions and donors and associated stakeholders.

## Enhanced partnerships with Euro-Mediterranean institutions

During 2016, the UfM Secretariat continued building relationships and cooperation with all the members of the UfM family and other relevant stakeholders. This multi-stakeholder approach and the various key partnerships are an essential tool to consolidate and expand UfM activities and to give leverage to regional cooperation and develop effective interactions between actors:

- The Secretariat worked very closely with the **Parliamentary Assembly of the Union for the Mediterranean (PA-UfM)**, the **European Parliament**, and national parliaments of UfM countries and their respective committees in order to ensure more visibility for UfM work and reinforce synergies.
- In March 2016, a delegation from the European Parliament, headed by Vice-President of the **European People's Party (EPP)** group Mariya Gabriel, paid a working visit to the UfM Secretariat. Later the same month, UfM Secretary General Fathallah Sijilmassi visited Germany to hold talks with German authorities and parliamentarians on the state of play of Euro-Mediterranean cooperation.
- In April 2016, the Secretary General visited Brussels to present the UfM's activities and initiatives during 2015 to the **European Parliament's Committee on Foreign Affairs**. At the meeting, also attended by members of the European Parliament's delegation to the PA-UfM, the Secretary General gave an overview of the 2016 work programme as well.
- May 2016 saw the 12th Plenary Session of the PA-UfM, held in Tangiers, Morocco, with the participation of the UfM Secretary General, who stressed the Secretariat's determination to work in close cooperation with members of the Assembly, including the newly elected bureau and its respective committees.
- In July, another delegation from the European Parliament, headed by Group of the Progressive Alliance of Socialists & Democrats (S&D) coordinator for the Mediterranean Gilles Pargneaux, visited the Secretariat in Barcelona for a detailed overview of its initiatives and projects.
- Close interaction with the **Anna Lindh Foundation** was further developed, including the meeting of



From left: UN Women and other partners, ASCAME, PA-UfM, ARLEM

focal points of international organisations working in the area of intercultural and interfaith dialogue in the Mediterranean, hosted by the **Ministry of Foreign Affairs and Cooperation of Spain**, in July in Madrid, and the Med Forum held in La Valletta in October.

- The UfM Secretariat continued to cooperate very closely with the **Euro-Mediterranean Regional and Local Assembly (ARLEM)** in order to develop the territorial dimension of the UfM. They are aiming to finalise the first joint capacity-building

project in 2017. May 2016 saw UfM Secretary General Fathallah Sijilmassi in Murcia, Spain to attend the 17th meeting of ARLEM, hosted by the Autonomous Region of Murcia. As part of the UfM Secretariat's efforts to strengthen relations with the region's regional and local governments, the visit also allowed Mr. Sijilmassi to discuss areas of common interest, such as trade relations, higher education, research and innovation and environmental matters, with the President of the Autonomous Region of Murcia Pedro Sánchez López.

## Cooperation with international organisations and initiatives

- The UfM Secretariat and the **Council of Europe (CoE)** sought to jointly develop their regional cooperation through participation in respective relevant events such as the Women's Conference and civil society forums. The UfM Secretariat will continue to partner with the North-South Centre of the CoE and to closely accompany the works of the Parliamentary Assembly of the CoE.
- The UfM Secretariat has worked to develop close relations with the **Economic and Social Councils** in order to build strong networks, increase inclusiveness and identify ways of cooperation, following up on constructive interaction initiated in 2016 through the UfM Secretariat's participation in the Economic and Social Councils 2016 Euromed Summit held in Vravrona, Greece,

to promote employment and decent work. Representatives from the entire region recognised the role of the UfM as an important platform for socio-economic dialogue.

- Working relations were further strengthened with other important partners including the **League of Arab States**, the **OECD**, the **G7 Deauville Partnership**, the **International Labour Organization**, the **Food and Agriculture Organization of the United Nations**, **UNESCO**, **UNIDO** and the **European Training Foundation**. To provide just one example, in October 2016 Sudqi Al-Omouch, the UfM's Deputy Secretary General for Business Development, represented the UfM at the launch of the EU-OECD joint Programme on Promoting Investment in the Mediterranean in Gammarth, Tunisia.



- Following the granting of observer status to the UfM Secretariat in December 2015, in 2016, a delegation headed by UfM Secretary General Fathallah Sijilmassi attended the 71st Session of the **United Nations** General Assembly on 20 September 2016 and participated in the UN Summit for Refugees and Migrants on 19 September 2016.
- The UfM Secretariat also strengthened its cooperation with the **Organization for Security and Co-operation in Europe (OSCE)**, notably in the fields of intercultural dialogue and regional cooperation, as well as in the fields of energy, security and climate and environmental threats in the Mediterranean.
- The OSCE 2016 Mediterranean Conference, held in Vienna, Austria on 5-6 October 2016, focused on young people. The region faces security and other challenges including violent extremism, radicalisation and current migration trends, and young people are the group most affected by this. Delegates, including a UfM delegation, discussed the best way to shape new opportunities for young people and shared best practices on countering violent extremism. At a high-level meeting on the second day, Ministers and other officials discussed the nexus between young people and comprehensive security in the Mediterranean region.

## Developing synergies with regional and sub-regional initiatives

### 5+5 Dialogue Ministers discuss challenges facing the Mediterranean

Foreign Affairs Ministers from the **5+5 Dialogue** discussed the challenges facing the Euro-Mediterranean region, including young people and employment, and the prospects for further social and economic cooperation, at a meeting hosted by France, in Marseille, on 28 October 2016. The grouping, which brings together five countries from

each of the northern and southern shores of the Mediterranean, issued a declaration stressing their intent to deepen Euro-Mediterranean cooperation via the 5+5 Dialogue, the UfM, the Anna Lindh Foundation, the **European Union** and the **Arab Maghreb Union**.

The UfM has continued to actively participate in all of the 5+5 Dialogue sectorial dialogues and meetings, including water, higher education, research and innovation.

## Public diplomacy with non-governmental actors and specialised organisations

The Secretariat continued to seek a more inclusive partnership with non-governmental actors, either as partners in the regional policy dialogue fora, as participants in its technical platforms, or as promoters and partners of the UfM-labelled projects at the operational level.

Another example of this way of working in action is the many meetings and conferences with the participation of civil society where the UfM is able to play a useful role. On 30-31 May, the UfM participated in the **first International Conference on Preventive Diplomacy in the Mediterranean**

at *Casa Mediterráneo* in Alicante, Spain, hosted by the **Ministry of Foreign Affairs and Cooperation of Spain**, on the theme of conflict prevention and the UN Agenda, where Ministers of Foreign Affairs, experts, private sector and civil society discussed ways of strengthening preventive diplomacy in North Africa and the Middle East.

On 18-20 October, the UfM was able to lend its support to people leading social and environmental innovation in the Mediterranean at **SwitchMed Connect** in Barcelona, Spain. The meeting, part of the broader EU-funded SwitchMed programme, brought

together more than 350 participants including green entrepreneurs and policymakers or those representing SMEs, civil society organisations, financing institutions and business networks to discuss green innovations developed in the Mediterranean. It was organised by **UNIDO**, the **Regional Activity Centre**

**for Sustainable Consumption and Production (SCP/RAC) of the United Nations Environment Programme/Mediterranean Action Plan (UNEP/MAP)** and the **European Bank for Reconstruction and Development (EBRD)**, all of whom are UfM partners.

The UfM Secretariat continued to widen and deepen its network of institutional and public affairs partnerships with organisations, associations, think tanks and initiatives throughout the region, many of which are promoters of UfM-labelled projects and initiatives, such as: the **European Institute of the Mediterranean (IEMed)**, **Euro-Mediterranean network of think-tanks (EuroMeSCo)**, the **Association of the Mediterranean Chambers of Commerce and Industry (ASCAME)**, **BUSINESSMED**, **IPEMED**, *Casa Árabe*, *Casa Mediterráneo*, the **Marseille Center for Mediterranean Integration**, the **Intermediterranean Commission of the Conference of Peripheral Maritime Regions (CPMR)**, the **International Road Transport Union (IRU)**, **OCEMO**, Marseille's *Villa Méditerranée*, the **European Energy Observatory**, the **Regional Center for Renewable Energy and Energy Efficiency**, and the *Istituto Affari Internazionali*.

## Partnerships with financial stakeholders

The UfM aims to move gradually from raising funds for individual projects to a more structured long-term relationship with some of the major donors and international financial institutions active in the region. Therefore during 2016, the UfM focused its efforts on strengthening its strategic partnerships with key potential donors of UfM activities and projects.

It continued to work closely with the **European Investment Bank** and the **European Bank for Reconstruction and Development** to create synergies around regional projects and initiatives. It worked to consolidate the private sector UfM community for a better involvement of the private sector in financing and developing projects.

### Strengthening the G7 Deauville Partnership

The Secretariat intensified its cooperation with this initiative to develop synergies and hosted the **second Deauville Partnership Senior Officials' Meeting**, at its headquarters in Barcelona, Spain on 22 November 2016. Organised under the Japanese Presidency of the G7, the Meeting examined progress made on economic governance and support to SMEs and reviewed future activities. Ensuring favourable conditions in which to grow for SMEs in Southern Mediterranean countries in transition is an important pillar of the Partnership due to their potential for creating jobs and stability in the region.

### EIB MED Conference on climate change in the Mediterranean

Climate change is expected to have a severe impact on the MENA region, and so tackling climate change is therefore a key priority for governments and

their international partners. This well-attended event, held on 8 September 2016 in Rabat, Morocco, focused on climate change adaptation and mitigation and climate finance as well as how action on climate change can contribute to meeting the Sustainable Development Goals. The UfM co-organised the event and took part in debates.



EIB MED Conference on climate change in the Mediterranean, Rabat



# Organisation and staffing

## THE UfM SECRETARIAT TEAM



**60  
MEMBERS**

Local and  
international staff



**+20  
COUNTRIES**

## The UfM Secretariat team

The UfM Secretariat operates under the direction of the Secretary General, supported by six Deputy Secretary Generals – DSGs, each in charge of a sectorial Division: Social & Civil Affairs, Higher Education & Research, Business Development, Energy & Climate Action, Water & Environment and Transport & Urban Development. The Secretary General and the DSGs are appointed by the Member States for a three-year term, renewable for a second term. Three DSGs are nominated by EU countries and three by Southern and Eastern countries.

In addition to the six sectorial Divisions, the Secretariat includes horizontal services on communication and public affairs, project management, and legal and administrative affairs.

The UfM Secretariat team of 60 consists of local and international staff from over 20 countries, including diplomatic and technical personnel seconded by Member States and partner institutions such as the European Commission, the European Investment Bank, the European Bank for Reconstruction and Development and France's Caisse des Dépôts.



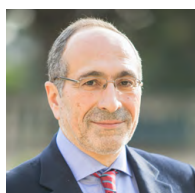
## New team of Deputy Secretary Generals at the Union for the Mediterranean

Driven by their common ambition to strengthen regional cooperation in the Euro-Mediterranean area, the representatives of the 43 Member States of the Union for the Mediterranean unanimously appointed a new team of **Deputy Secretary Generals**:



"Working in the multi-cultural environment of the UfM Secretariat is an extremely enriching and stimulating experience. I feel honoured to contribute to the UfM's ambition to move forward, in collaboration with all concerned stakeholders, regional cooperation, cohesion and inclusive socio-economic growth in the Euro-Mediterranean region. Responding to youth's need, developing women's empowerment and gender equality and enhancing civil society participation are the main priorities of the Social & Civil Affairs Division, which aims at putting the human being and the people's welfare at the heart of its mission."

**Delphine Borione** (France), Senior Deputy Secretary General for Social & Civil Affairs and for Higher Education & Research ad interim [Renewed for a second term 2016-2019]



"Renewable energies and energy efficiency offer a unique opportunity for countries to reduce their vulnerability in terms of energy security –which is at the top of the international political agenda– building climate resilience in our societies and fostering the transition to new sustainable development models. Thanks to its regional policy dialogue platforms as well as its flagship projects, the UfM offers a unique opportunity to support a comprehensive approach, including markets issues and national policies, towards the energy transition challenges."

**Jorge Borrego** (Portugal), Deputy Secretary General for Energy & Climate Action



"The improvement of the living conditions in our region, where urban growth is rapidly increasing due to demographic and environmental pressure, is key to sustainable development. Optimising trade routes over land and sea and facilitating closer cooperation among Member States is crucial for fostering long-term sustainable economic growth. The promotion of flagship initiatives in the field of transport, especially in maritime transport, as well as of sustainable and innovative urban projects, which serve as best practice examples, remains as one of the main priorities on the UfM agenda."

**Ihab Fahmy** (Egypt), Deputy Secretary General for Transport & Urban Development



"Mediterranean countries face growing challenges due to the increasing water scarcity and depletion of natural resources, further exacerbated by climate pressures. With a view to contributing to the Sustainable Development Agenda and Goals, the Union for the Mediterranean is uniquely placed as an intergovernmental organisation to address common threats to our environment and to support the socio-economic development of the region. Along with the policy recommendations and lines of action agreed by the 43 UfM countries, the UfM Secretariat will work towards a reinforced partnership to promote access and sustainable management of water resources, support efforts for a cleaner Mediterranean, as well as to promote a healthy and sustainable model of growth for the whole region, tapping on the potential offered by blue and green economy."

**Miguel García-Herraiz** (Spain), Deputy Secretary General for Water & Environment



"The development of the private sector, the fostering of job creation, the fair distribution of economic benefits as well as the strengthening of regional cooperation and integration are key factors contributing to national economic development. Therefore a concrete action, tangible results on the ground, projects with a real impact on the citizens' wellbeing are paramount. For all these reasons, the UfM Secretariat through its Business Development Division is positioning itself as a partner of choice; a trusted adviser and a credible knowledge broker."

**Sudqi Al-Omough** (Jordan), Deputy Secretary General for Business Development



## The UfM internship programme

### The UfM hosts students or recent graduates for practical work placements

The internship programme allows the UfM to benefit from the input and energy of suitably qualified young candidates from a range of disciplines and professional fields and to promote student mobility in the region. By working at the UfM, these young people gain a good understanding of the UfM ethos and goals and can act as informal ambassadors for the organisation when they leave.

In turn, the interns gain useful practical experience in the field of Euro-Mediterranean relations and make contacts which can be useful in their future careers.

Interns typically come for three to six months and are selected according to the specific needs of the Secretariat.

All nationals of UfM Member States may apply, and we strive to maintain a balance in terms of gender and country of origin. The programme is also open to higher education students who have completed at least one year of academic study.



During the second semester of 2016, the UfM Secretariat hosted interns from Spain, Finland, Algeria, France, Poland, Lebanon and Germany

Internships are advertised in the vacancies section of the UfM website:  
<http://ufmsecretariat.org/vacancies/>



UfM Secretariat team at work

# Heard and seen – amplifying the message

## Reaching out to key audiences

During 2016 the UfM Secretariat launched a specific campaign on stakeholder engagement to identify, engage and regularly inform the key government bodies, members of parliament, international organisations, non-governmental bodies, think tanks, universities and policy analysts in the Euro-Mediterranean region.

### IDENTIFY

Mapping of key partners and stakeholders around the region and beyond

### INFORM

#### Publications



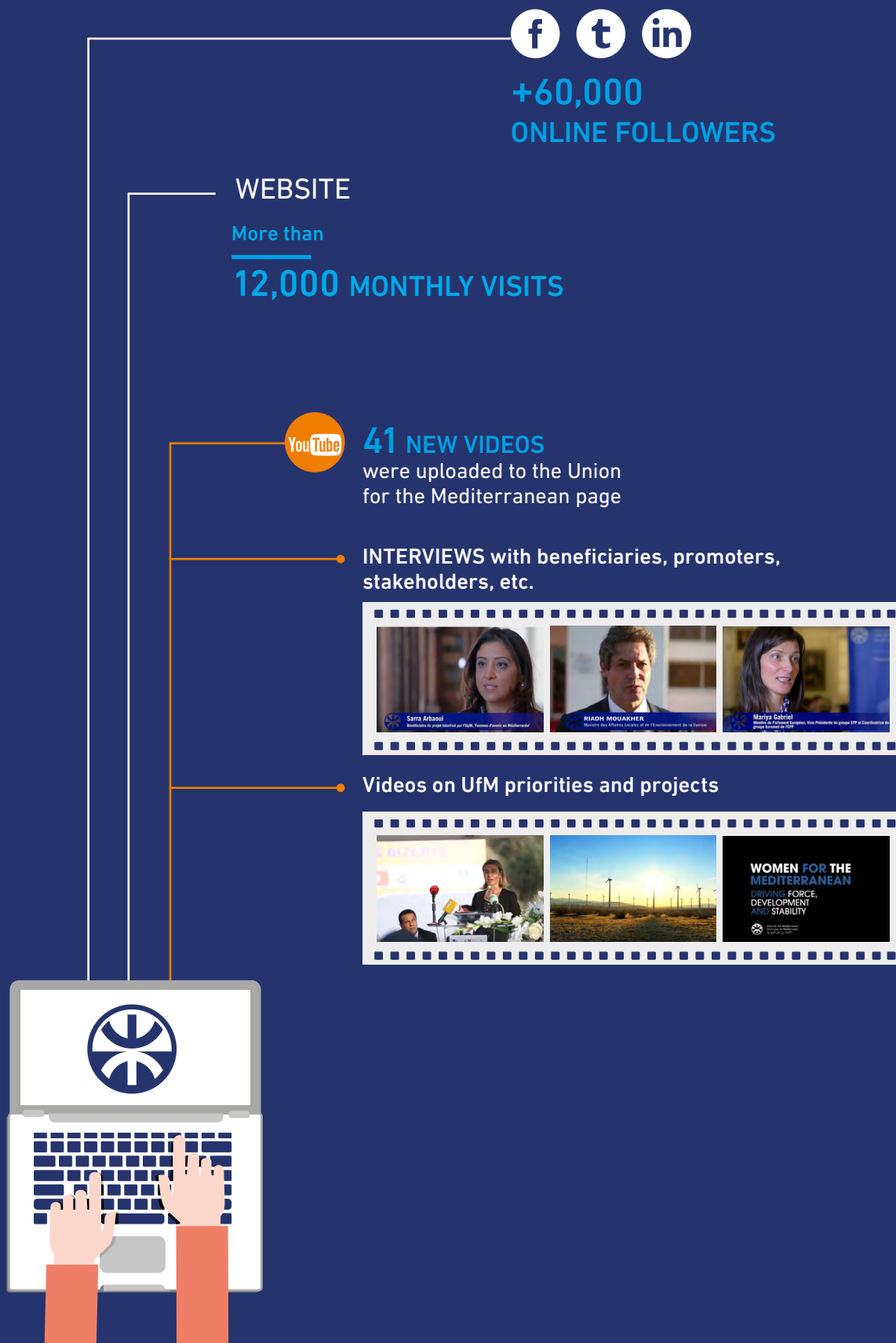
### INCREASED PRESENCE AND IMPACT IN THE MEDIA



### ENGAGE







# How UfM projects work



As a regional platform, the UfM is a catalyst accompanying project promoters throughout the project life cycle. The UfM Secretariat mentors project promoters with proposal finalisation, financial planning and fundraising, as well as technical assistance, project launching and monitoring and providing access to a large network of stakeholders.



## 1- PROMOTING REGIONAL DIALOGUE



The UfM promotes regional dialogue to create the synergies for partnerships. National, regional, public and private entities with proven experience in implementing projects apply to become project promoters within the 3 UfM strategic thematic areas.

### UfM Project Promoters:

14% International Organisations	10% Financial Institutions	16% National Administrations	14% Private Sector	16% Higher Education & Research Institutions	30% Civil Society
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## 2- ENGAGING IN OPERATIONAL RESPONSES



The key characteristics of a UfM project are:



A regional, sub-regional or transnational scope to enhance regional integration and encourage North-South and South-South cooperation



A clear, independent financial perspective



Addressing key regional challenges in one of the UfM-mandated areas

## 3- SECURING POLITICAL ENDORSEMENT



43 UfM country representatives gather every 3 months to endorse projects and initiatives by unanimous decision.

Once awarded, UfM labelling provides:



Solutions for complex regional projects with a wide network of technical and financial partners



Strong political commitment from 43 countries



Regional recognition and visibility at the highest level



Potential replication and best practice sharing of successful projects

## 4- DELIVERING RESULTS WITH A DIRECT IMPACT ON CITIZENS



Inclusive growth and youth employability  
**15+** projects labelled  
**100,000** beneficiaries



Women's empowerment  
**8** projects labelled  
**50,000+** beneficiaries



Sustainable development  
**20+** projects labelled  
Investments of more than **€4bn**





















# Annexes

## List of the UfM-labelled projects






















**LC:** Launched Project

DATE OF LABELLING		NAME
<b>2016</b>		
14/10/2016		Fostering SME competitiveness and trade in the Agadir Agreement member countries phase 1 – pilot phase
14/10/2016		Izmir Urban Integrated Waste Management Project
01/06/2016		Eastern Mediterranean International School
01/06/2016		MoS OPTIMED IMPLEMENTATION – Towards a new Mediterranean Corridor: from South-Eastern to North-Western ports
01/06/2016		UPFI Multi-Site Regeneration Project in Jericho
01/06/2016	<b>LC</b>	Elaboration and implementation of a demand-driven toolbox for youth-orientated, innovative labour market services in the MENA region – "Toolbox Project" (TP)
16/02/2016		MoS – Design and implementation of "Motorways of the Sea" services between the ports of Izmir (Turkey), the ports of Bari, Brindisi and Taranto (Italy) and the ports of La Goulette and Radès (Tunisia)
16/02/2016		Plastic Busters for a Mediterranean free from litter
16/02/2016	<b>LC</b>	SEMed Private Renewable Energy Framework
16/02/2016		Women's Right To Health
<b>2015</b>		
27/11/2015	<b>LC</b>	UfM Energy University by Schneider Electric
27/11/2015		UNIDO Women's Economic Empowerment in the MENA Region
27/11/2015	<b>LC</b>	Economic Development through Inclusive and Local Empowerment (EDILE)
27/11/2015	<b>LC</b>	EUROMED Invest Promotion & Observatory (EMIPO)
24/05/2015		CEED Empowering Women in Business
24/05/2015		UPFI Development Project for Phase 3 of the Bouregreg Valley Development Plan
24/05/2015	<b>LC</b>	Femmes d'Avenir
31/03/2015		Med4Jobs – Regional Youth Employability Programme – Maharat









PROMOTER	PRIORITY AREA
Agadir Technical Unit (ATU)	 <b>Business Development</b>
Izmir Metropolitan Municipality (IMM)	 <b>Transport &amp; Urban Development</b>
Eastern Mediterranean International School Foundation (EMIS Foundation)	 <b>Higher Education &amp; Research</b>
Autonomous Region of Sardinia	 <b>Transport &amp; Urban Development</b>
Municipality of Jericho	 <b>Transport &amp; Urban Development</b>
German Corporation for International Cooperation (GIZ)	 <b>Business Development</b>
Turkish Chamber of Commerce in Italy	 <b>Transport &amp; Urban Development</b>
MED Solutions Network, University of Siena (Italy) (UN SDSN Mediterranean)	 <b>Water &amp; Environment</b>
European Bank for Reconstruction and Development (EBRD)	 <b>Energy &amp; Climate Action</b>
WHO Collaborating Centre for Early Detection and Screening of Cancer (CPO)	 <b>Social &amp; Civil Affairs</b>
Schneider Electric Global (Schneider)	 <b>Energy &amp; Climate Action</b>
United Nations Industrial Development Organization (UNIDO)	 <b>Social &amp; Civil Affairs</b>
ANIMA Investment Network (ANIMA Investment Network)	 <b>Business Development</b>
ANIMA Investment Network (ANIMA Investment Network)	 <b>Business Development</b>
CEED Global	 <b>Social &amp; Civil Affairs</b>
Bouregreg Valley Development Agency (AAVB)	 <b>Transport &amp; Urban Development</b>
Sciences Po Paris	 <b>Social &amp; Civil Affairs</b>
Business Development Center (BDC)	 <b>Business Development</b>

DATE OF LABELLING		NAME
<b>2014</b>		
04/12/2014		UPFI Sfax Taparura Project
04/12/2014	LC	Capacity-building Programme on Water Integrity in the Middle East and North Africa
04/12/2014	LC	High Opportunity for Mediterranean Executive Recruitment (HOMERe)
04/12/2014	LC	Med4Jobs – Réseau Entreprendre en Méditerranée
04/12/2014	LC	Méditerranée Nouvelle Chance
02/06/2014		UPFI Imbaba Urban Upgrading Project
02/06/2014	LC	BlueGreen Med-CS Networking Civil Society in the Mediterranean through environment and water issues
02/06/2014	LC	Establishment of a Regional Platform for the Development of Culture and Creative Industries and Clusters in the Southern Mediterranean Countries
02/06/2014	LC	Promoting Mobile Financial Services in the Mediterranean Partner Countries
07/04/2014		Mediterranean Water Knowledge Platform (Med Water Knowledge)
07/04/2014	LC	Citizenship and equality education for school prevention of violence: Forming Responsible Citizens
07/04/2014	LC	MedReSCP: Post Rio+20 – Supporting the adoption of sustainable consumption and production patterns, in particular resource efficiency in the Mediterranean region
07/04/2014	LC	Tafila Wind Farm 117MW
<b>2013</b>		
03/10/2013	LC	Med4Jobs – Generation Entrepreneur
03/10/2013	LC	Integrated Programme for the Protection of Lake Bizerte against Pollution
<b>2012</b>		
04/12/2012		Jordan National Railway Project
04/12/2012	LC	Euro-Mediterranean Development Center for MSMEs
04/12/2012	LC	Higher Education on Food Security & Rural Development
28/06/2012	LC	Skills for Success: Employability Skills for Women
28/06/2012	LC	Université Euro-Méditerranéenne de Fès/Euro-Mediterranean University of Fes
10/02/2012		Completion of the Central Section of the Trans-Maghreb Motorway Axis



PROMOTER	PRIORITY AREA
Society for the Study and Development of the North Coast of the city of Sfax (SEACNVS)	 <b>Transport &amp; Urban Development</b>
Stockholm International Water Institute (SIWI)	 <b>Water &amp; Environment</b>
Mediterranean Network of Engineering Schools/Universities (RMEI)	 <b>Higher Education &amp; Research</b>
Réseau Entreprendre International (REI)	 <b>Business Development</b>
Office of Economic Cooperation for the Mediterranean and the Middle East (OCEMO)	 <b>Higher Education &amp; Research</b>
Governorate of Giza	 <b>Transport &amp; Urban Development</b>
Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO-ECSDE)	 <b>Water &amp; Environment</b>
United Nations Industrial Development Organization (UNIDO)	 <b>Business Development</b>
Bank al-Maghreb/Central Bank of Jordan (Bank al-Maghreb/Central Bank of Jordan)	 <b>Business Development</b>
Office International de l'Eau/Institut Méditerranéen de l'Eau (OIEau/IME)	 <b>Water &amp; Environment</b>
Ideaborn	 <b>Social and Civil Affairs</b>
European Bank for Reconstruction and Development (EBRD/BERD)	 <b>Water &amp; Environment</b>
Jordan Wind Project Company PSC (JWPC)	 <b>Energy and Climate Action</b>
Injaz Alarab	 <b>Business Development</b>
Government of Tunisia, Ministry of Environment and Sustainable Development	 <b>Water &amp; Environment</b>
Government of Jordan, Ministry of Transport	 <b>Transport &amp; Urban Development</b>
Chamber of Commerce of Milan (Promos)	 <b>Business Development</b>
International Center for Advanced Mediterranean Agronomic Studies (CIHEAM)	 <b>Higher Education &amp; Research</b>
AMIDEAST	 <b>Social and Civil Affairs</b>
Government of Morocco, Ministry of Higher Education, Scientific Research and Professional Training (MESRCFC)	 <b>Higher Education &amp; Research</b>
Technical Secretariat of GTMO 5+5 (CETMO)	 <b>Transport &amp; Urban Development</b>

DATE OF LABELLING		NAME
<b>2011</b>		
16/12/2011	LC	Developing Women's Empowerment
18/11/2011	LC	LOGISMED Training Activities
17/11/2011		Three areas of EMUNI PhD Research Programmes
17/11/2011	LC	EMUNI Master Programmes
25/09/2011	LC	Young Women as Job Creators Phase I
15/09/2011		Master Study Programme in Risk Science
09/07/2011	LC	Overcoming Governance Challenges to the Mobilisation of Financing for the Mediterranean Water Sector (Governance & Financing for the Mediterranean Water Sector)
22/06/2011		Desalinisation Facility for the Gaza Strip Project

PROMOTER	PRIORITY AREA
Fondation des Femmes de l'EuroMéditerranée (FFEM)	 Social and Civil Affairs
European Investment Bank (EIB/BEI)	 Transport & Urban Development
Euro-Mediterranean University (EMUNI)	 Higher Education & Research
Euro-Mediterranean University (EMUNI)	 Higher Education & Research
Association of Organisations of Mediterranean Businesswomen (AFAEMME)	 Social and Civil Affairs
Euro-Mediterranean Institute of Risk Science (IEMSR)	 Higher Education & Research
Global Water Partnership - Mediterranean/Organisation for Economic Co-operation and Development (GWP-Med/OECD)	 Water & Environment
Palestine	 Water & Environment



## Memoranda of Understanding signed during 2016



# Glossary of our abbreviations

**AAVB**  
Bouregreg Valley Development Agency

**AFAEMME**  
Association of Organisations of  
Mediterranean Businesswomen

**AMIDEAST**  
America-Mideast Educational and  
Training Services

**B2B**  
Business-to-business

**BDC**  
Business Development Center

**BMZ**  
Federal Ministry for Economic  
Cooperation and Development of  
Germany

**CAWTAR**  
Center of Arab Women for Training and  
Research

**CCIA-BML**  
Chamber of Commerce, Industry  
and Agriculture of Beirut and Mount  
Lebanon

**CETMO**  
Centre for Transportation Studies for  
the Western Mediterranean

**CIFI**  
Italian College of Railway Engineers

**CIHEAM**  
International Center for Advanced  
Mediterranean Agronomic Studies

**CIREM**  
Foundation Centre for European  
Initiatives and Research in the  
Mediterranean

**CNR**  
National Research Council (Italy)

**CoE**  
Council of Europe

**COP22**  
22nd Conference of the Parties to the  
UNFCCC

**CPO**  
WHO Collaborating Centre for Early  
Detection and Screening of Cancer

**DiMed**  
Interministerial Delegation for the  
Mediterranean (France)

**DSG**  
Deputy Secretary General

**EDILE**  
Economic Development through  
Inclusive and Local Empowerment

**EIB**  
European Investment Bank

**EMIPO**  
EUROMED Invest Promotion &  
Observatory

**EMIS**  
Eastern Mediterranean International  
School

**EMUNI**  
Euro-Mediterranean University  
(Slovenia)

**EU**  
European Union

**FFEM**  
Euro-Mediterranean Women's  
Foundation

**FFM** Mediterranean Women's Forum

**FISPMED**  
International Federation for Sustainable  
Development and the Fight Against  
Poverty in the Mediterranean-Black Sea

**FLDDF**  
Federation of the Democratic League  
for Women's Rights (Morocco)

**G7**  
Group of Seven

**Gemed**  
Network for Gender Equality in the  
Mediterranean

**GIMAS**  
Moroccan Aerospace Industries  
Association

**GWP-Med**  
Global Water Partnership -  
Mediterranean

**HCMR**  
Greek Center for Marine Research

**HER**  
Higher Education and Research

**IB**  
International Baccalaureate

**IEA**  
International Energy Agency

**IEMed**  
European Institute of the Mediterranean

**IEMSR**  
Euro-Mediterranean Institute of Risk  
Science

**iesMed**  
Innovation and social economy in the  
Mediterranean

**Ifremer**  
French Institute for Researches on  
Exploitation of the Sea

**IMM**  
Izmir Metropolitan Municipality

**IO**  
International Organisation

**ISPRA**  
Italian National Institute for  
Environmental Protection and Research

**IWRS**  
Institute for Water of the Republic of  
Slovenia

**JWPC**  
Jordan Wind Project Company PSC

**MedReSCP**  
Mediterranean Sustainable  
Consumption and Production/Resource  
Efficiency

**MENA**  
Middle East and North Africa

**MIO-ECSDE**  
Mediterranean Information Office for  
Environment, Culture and Sustainable  
Development

**MSME**  
Micro, Small and Medium Enterprises

**NGO**  
Non-governmental organisation

**OCEMO**  
Office for Economic Cooperation in the  
Mediterranean and the Middle East

**OECD**  
Organisation for Economic Co-operation  
and Development

**OIEau/IME**  
International Office for Water/  
Mediterranean Institute for Water

**PPP**  
Public-private partnership

**REI**  
Réseau Entreprendre International

**RUSEMEG**  
Euro-Mediterranean Academic and  
Scientific Network on Gender and  
Women

**SCP/RAC**  
Regional Activity Centre for Sustainable  
Consumption and Production

**SEACNVS**  
Society for the Study and Development  
of the North Coast of the city of Sfax

**SIDA**

Swedish International Development Cooperation Agency

**SIWI**

Stockholm International Water Institute

**SME**

Small and Medium Enterprise

**SOCIB**

Balearic Islands Coastal Observing and Forecasting System

**SPREF**

SEMed Private Renewable Energy Framework

**TP**

Toolbox Project

**UEMF**

Euro-Mediterranean University of Fes

**UNEP/MAP**

United Nations Environment Programme/Mediterranean Action Plan

**UNESCO**

United Nations Educational, Scientific and Cultural Organization

**UNFCCC**

United Nations Framework Convention on Climate Change

**UN-Habitat**

United Nations Human Settlements Programme

**UNIDO**

United Nations Industrial Development Organization

**WE'AM**

Mediterranean Consortium of Women Business Associations

**WOMED**

Women of the Mediterranean

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*Back cover:*

From left: Speed-meeting Dinner of the UfM-labelled project Réseau Entreprendre, UfM-labelled project SEmed Private Renewable Energy Framework (SPREF) in cooperation with the EBRD, Senior Officials' Meeting, Students of the Heliopolis University in Egypt, Imad N. Fakhoury, Minister of Cooperation and Planning of the Hashemite Kingdom of Jordan and Johannes Hahn, Commissioner for European Neighbourhood Policy and Enlargement Negotiations, European Commission at the first Ministerial Meeting for Regional Cooperation and Planning, MedCOP Climate 2016, Visit of the delegation of Group of the Progressive Alliance of Socialists & Democrats (S&D), UfM-labelled project Governance & Financing for the Mediterranean Water Sector, Michael A. Köhler, Director Neighbourhood, Directorate-General for Development Cooperation, European Commission and Irène Mingasson, Head of Unit, Regional Cooperation Neighbourhood South, European Commission at the first UfM Ministerial Meeting for Regional Cooperation and Planning, UfM-labelled UPFI Sfax Taparura Project, Visit of the delegation of the European People's Party (EPP) group, UfM-labelled Motorways of the Sea (MoS) Turkey-Italy-Tunisia Project.

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