# OPENING STATEMENT

Inger Andersen, Chair of the CMI Annual Meeting
Vice President, Middle East and North Africa Region, World Bank

# THE ROAD WE TRAVEL: FROM TRANSITION TO CHOICE

Dr. Ahmed Galal, Minister of Finance, Arab Republic of Egypt

# TRANSITION, OPENNESS, CHOICE

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OPENING STATEMENT

Inger Andersen
Chair of the CMI Annual Meeting
Vice President, Middle East and North Africa Region, World Bank

The historic transition sparked by the Arab Spring continues to reverberate across the Middle East and North Africa region. However uncertain, transformations are still ongoing and remain driven by the citizens’ powerful call for jobs, inclusion, accountability, and voice. Levels of public expectations are high and the success of transitions will depend in large part on the ability of new governments to deliver significant social and economic improvements in the lives of their citizens.

In 2013, the MENA region is at a crossroads. The region is facing a triple challenge: macroeconomic imbalances, political unrest and serious microeconomic distortions that impede job creation. The economic and political situation can deteriorate further, causing untold suffering and pain, with the turmoil possibly spreading beyond MENA. Or the world can rally in support of this region and provide the necessary response to restore stability, trust between government and its citizens, and job-creating growth.

If there was ever a time to act, it is now. During the 2013 World Bank Annual Meetings, we called for a massive scale up of financial, technical and knowledge assistance in order to respond to the regional challenges. Moving to a higher and sustainable growth path will first require massive increase in both public and private investments. But, to support the countries at this critical juncture, more is needed. We should step up to provide technical expertise, knowledge and convening assistance to support the governments in their reforms to anchor pluralism and unleash growth.

In this spirit, the strength of partnership is essential. This is among the raisons d’être of the Center for Mediterranean Integration (CMI). Partnering with governments, international and regional institutions, as well as the private and academic sectors, is at the heart of the Center’s mission and programs, in line with the overarching objective of contributing to greater regional integration across the Mediterranean. As it has now engaged in its second phase, the CMI is developing knowledge products to provide to policy makers cutting-edge solutions to complex development challenges, in such areas as green growth, knowledge economy, employment and social protection or trade and investment. The CMI will strengthen its platform for inclusive debate, so that a creative and open exchange of ideas can take place among all concerned stakeholders.

This is the fourth annual report of the CMI. It will be presented at the Center’s annual meeting on November 18, 2013. The report reviews the Center’s work from its first three-year phase to the beginning of the new one (2012–15). It also provides details on the three integrational themes that have emerged and that will structure its work: integrated economies, sustainable growth, and participatory governance.

Looking ahead. Given the urgency of the situation in the region, let us continue to work together to facilitate greater engagement and dialogue between the southern and northern rims of the Mediterranean so that all stakeholders will see the CMI as a place where they can find thoughtful, respectful, and diverse points of view that can help them identify solutions to their most critical challenges. Our ambition is that it contributes to set the stage for renewed hope for the future, and to move forward to fulfill the promise of shared prosperity and of the end of extreme poverty.
THE ROAD WE TRAVEL: FROM TRANSITION TO CHOICE

Dr. Ahmed Galal
Minister of Finance, Arab Republic of Egypt

The Mediterranean region is at a critical juncture. More than two years into a new period in our region’s history, we are, it seems, once again presented with the occasion to be inspired in new directions for future development and shared growth. It is within this transitory context—situated in between the popular mobilizations of 2011 and our forthcoming elections in 2014—that we are laying down the firm foundations for a prosperous and thriving Egypt.

These foundations require, first, that we have a stronger, a better understanding of how transformation takes place. We cannot afford to neglect social cohesion and justice at the expense of narrow economic gains: having a political roadmap is an integral component to any economic agenda—and indeed to stability at large—that must, moreover, be guided by a sustainable path towards openness and choice. Simultaneously, it is critical that we address pressing economic challenging and lay the foundations for policies that will have a lasting impact on economic growth with equity.

Much of what is needed will have to be handled endogenously by various stakeholders in society. Surely, our current economic climate brings with it some degree of uncertainty for the region, but there is an opportunity to build viable, resilient institutions through democratic and transparent processes. Equally important we have the opportunity to build inclusive economic institutions to attain prosperity for all, now and later.

It is against this backdrop that the Center for Mediterranean Integration (CMI) will have an increasingly important role to play. The CMI presents itself as both a willing and able player which can help disseminate the knowledge necessary for this transition.

Along with similar institutions from the region and abroad, the CMI can promote dialogue between otherwise disparate groups and actors, especially the scarcity of knowledge platforms for disseminating knowledge has long hindered the democratic process from being as all-inclusive as hoped. It is with this aim in mind that the CMI could continue to encourage convergence through economic, social and environmental transformation; inviting actors from civil society, the public, and indeed private sectors, to move together towards open, equitable, and transparent cooperation.
The transition taking place in the countries of the region underscores the importance of broad-based, job-creating economic growth. Inclusive development will not be possible without a pluralistic space that accommodates deliberation, debate, and dialogue across the region. It is within this context of openness that the CMI works to produce the knowledge that makes possible informed choices in public policy. With its members and partners, the CMI aims to support—by complementing and multiplying—the efforts and actions of public institutions and independent organizations along the southern rim of the Mediterranean. The CMI’s value lies in its practical support for the transitions ongoing in the region and for its emerging integration—and ultimately for the creation of good jobs, greater participation in democratic life, and a new emphasis on social inclusion and equity. It is because the pathways to change are hard that the choices made along that path should be made with the benefit of tested knowledge and experience.

It has been an honor to lead the CMI over the past four years and to contribute toward regional integration. As the CMI has matured, engaging in a multitude of programs across three integrational themes, we have consolidated our role in driving the integrational agenda and facilitating regional transition. I would like to extend my sincere thanks to our members and partners, whose support in the pursuit of common objectives has been fundamental to our endeavors, underpinning our efforts to facilitate dialogue and inform public policy choices across the region.
**PARTNERSHIPS FOR TRANSITION**

**Mourad Ezzine**  
CMI Manager

As the months since the climax of the Arab transformation movements in early 2011 turn into years, it becomes increasingly clear that the process of transition is far from complete. In some cases, decision makers now search for more sophisticated strategies to build upon progress toward economic and democratic reforms. In others, citizens struggle to keep hopes of a successful transition from collapsing, their voices demonstrating the extent to which the movements’ demands transcend the need for pluralism and democratization and call for more citizen-centered development, most notably in the creation of sustainable and inclusive job markets. In each of these contexts and those in between, the work of the Center for Mediterranean Integration remains invaluable. As conditions in the region continue to evolve, the CMI brings together partners from either side of the Mediterranean and around the globe to meet in a shared space of learning where substantial and evidence-based policies for economic, social, and environmental development in the context of regional integration can be created.

In assuming my duties as Manager of the CMI, I am beholden to the previous Director, Mats Karlsson, the enthusiastic team, and the dedicated partners around him, for taking the CMI from a mere idea three years ago to what it is today. I am committed to confronting the considerable challenges posed by the ongoing transformations in the region by building upon the momentum they have created to develop successful programs that aim at tackling issues associated with economic integration, sustainable growth, and participatory governance. Central to these efforts will be the continuation of intensive collaboration with our partners and stakeholders in the southern Mediterranean. Without neglecting the attention needed to the unique aspects of each country’s transition process, we will bring together partners from either side of the Mediterranean and around the globe to meet in a shared space of learning where substantial and evidence-based policies for economic, social, and environmental development in the context of regional integration can be created.

There is no better time than the present to take note of the urgency of our mission. As citizens of the Arab world reflect upon their unmet expectations following the “Arab Spring,” the future of the region hangs in uncertainty. Conditions are, however, ripe for progress. Governments are as sensitive as ever to the will of the people and are searching for feasible solutions to the daunting problems they face. Regional integration lies at the very heart of the CMI’s mission, and in that approach, we believe, lie many of the necessary solutions. With an eye to the successes and challenges of the past and an informed perspective on priorities for the future, we move forward now, as always, with a dedication to results.
CMI THREE INTEGRATIONAL THEMES

INTEGRATED ECONOMIES
SUSTAINABLE GROWTH
PARTICIPATORY GOVERNANCE
CMI THREE INTEGRATIONAL THEMES

The regional transformation taking place in the southern Mediterranean is driven not only by continued demands for inclusive democratic participation, but also by demands for job-creating economic growth that promotes sustainable developmental progress. These ends are not easily achieved and can only be approached effectively through inclusive deliberation and debate among the best minds in the region and across the globe. It is in response to this context that the CMI constructs a forum for high-level dialogue among members, partners, experts, and decision makers who translate evidence-based research into potent public policy recommendations. As a network among networks, the CMI’s value lies in its practical support for the region’s transition and journey toward integration by facilitating the development of durable job markets, building capacities attuned to modern needs, promoting social inclusion, and fostering participatory governance.

The goal of regional integration marks the CMI’s path. Without neglecting the unique aspects of each nation’s transition, the CMI recognizes that communities across the southern Mediterranean face similar developmental challenges and strives to bring about regional convergence and consensus on efficient and innovative solutions. By establishing partnerships among members and capable institutions in the region and beyond, the CMI supports a platform for learning in which best practices are shared and adopted.

Upon the foundation of successful collaboration, the CMI continues to grow. The CMI was created following high-level consultations that began in September 2008. With its key elements embodied in a memorandum of understanding (MOU) signed by the founding members in June 2009, the Center was formally launched on October 9, 2009, as an innovative, multi-partner, collaborative arrangement to promote joint learning for sustainable development in the Mediterranean region. The CMI’s founding members are Egypt, France, Jordan, Lebanon, Morocco, and Tunisia, along with the European Investment Bank (EIB) and the World Bank (WB). Many other countries routinely participate in CMI activities and events from Algeria to Libya to the Gulf. The Palestinian Territories have deepened their collaboration with the CMI, engaging with many programs across our three integrational themes.

Addressing urgent demands with programs engineered to yield results: in response to the needs articulated by voices of the Arab transformation movements and to calls from members for more cross-sectoral work, the CMI restructured its programs around three integrational themes that resonate with the current economic and social context of southern Mediterranean countries: the development of integrated economies, the promotion of sustainable growth, and support for participatory government.

As the CMI moves forward in this second stage, its mission is to stimulate knowledge-driven development processes throughout the Mediterranean region by the collaborative promotion of national economic, social, and environmental transformation within a context of regional integration. It strives to deepen the fund of evidence available to the region’s policy makers by convening partnerships to generate knowledge about key developmental issues. Moreover, it aims to enhance public policy debate by encouraging regional networks to engage in joint learning and share knowledge and by reaching new agents of change, notably young people and local governments. The goal

As contexts changed, the CMI responded. It launched its efforts with the aim of supporting development and the integration of practices across the Mediterranean region by: providing a space for evidence-based policy dialogue; producing and disseminating knowledge products; and supporting cross-sectoral, multi-partner regional efforts. Over time, programs were added in response to demand and by taking advantage of opportunities and partnerships as they arose. The Arab transformation movements that gained momentum in early 2011 and a subsequent independent assessment of the CMI prompted a refinement of its strategic approach. The future of the Center, its new strategic directions, and the means of implementing them, were approved by the CMI’s Oversight Committee in the form of a Strategic Orientations Decision Note, which laid the foundation for the 2011 Annual Meeting’s resolution to usher in the organization’s second phase with a new MOU. This note is being fully delivered on.
in the current global crisis is regional convergence and consensus on reform through partnerships.

**It is essential to the CMI’s effectiveness to secure southern participation.** The Center’s engagement of its founding governmental members in the southern Mediterranean (Egypt, Jordan, Lebanon, Morocco, and Tunisia) ensures that its work is well-anchored in specific country needs. Their indispensable support is complemented by the contributions of other regional governments, such as those of Algeria, Libya, and the Palestinian Territories, that participate regularly in the CMI’s general programs and activities that meet their priorities. As the mission of the CMI progresses, it will continue to seize opportunities to forge new governmental partnerships.

**Enduring partnerships are at the heart of the CMI’s pursuit of this mission.** Its array of partners, like its members, include both public institutions (governments and multilateral agencies) and independent entities (civil society organizations, academic institutions, and networks of independent actors) that participate in selected CMI programs and collaborate with the CMI at the strategic level. These partnerships work toward a variety of specific objectives, but all serve to leverage and advance the results toward which the CMI mission is directed. With this end in mind, the CMI continuously seeks to strengthen its linkages and widen the circle of institutions with which it engages, both to increase its outreach and to expand its work program.

**Partnerships are forged at senior and institutional levels** and develop through the channels of programmatic partnerships and institutional cooperation. For example, the rich relationship between the CMI and the German Agency for International Cooperation (GIZ) gave birth to the CoMun program, which is housed at the CMI and works to strengthen municipal structures in the Maghreb. Similarly, the CMI partners with the United Nations Development Programme’s (UNDP) Geneva office to administer a joint program (ART) that supports local empowerment through triangular and South-South cooperation projects. The CMI maintains a longstanding and productive partnership with the Islamic Educational, Scientific, and Cultural Organization (ISESCO); the two collaborate at both the institutional and technical levels through knowledge-sharing and joint-learning activities. Other organizations with which the CMI maintains similarly strong ties are the European Bank for Reconstruction and Development (EBRD), the Union for the Mediterranean (UM), the Islamic Development Bank (IDB), the Japan International Cooperation Agency (JICA), the European Commission (EC), and Cities Alliance (CA). The CMI collaborates closely with two partners also housed at the Villa Valmer: Plan Bleu and the Office of Economic Cooperation for the Mediterranean and Middle East (OCEMO). Our vital relationship with the City of Marseille is based on a shared commitment to bring the best from both sides of the Mediterranean to Marseille and vice versa.
This approach lays a foundation for programs yielding considerable added value embodied in a range of outputs designed to stimulate a circle of mutually reinforcing actions. Effective outreach and communication contribute further value to every phase of this cycle:

- First, a variety of well-researched and evidence-based technical knowledge products and practices are developed, such as the CMI’s reports on the knowledge economy, climate change, and higher education, or its tools: the university governance scorecard, handbooks on local development, and enhanced websites.

- These knowledge products often become the basis for high-level dialogue in policy forums that help spread knowledge and evidence among Mediterranean leaders, decision makers, and opinion shapers, including those from the private sector and civil society. Specifically, the series of Rencontre Valmer and our economic policy dialogues will continue.

- Owing to its identity as a network among networks, the CMI is able to support multi-partner programs that focus on strategic convergence and the mobilization of common resources. Specifically, our urban programs have created a broad team approach.

- As multi-partner programs coalesce, they may lead to upstream project support. The CMI hosts discussions on technical or policy issues that members often wish to finance.

- Throughout this process, capacity building remains crucial. The CMI helps its members share lessons learned, respond to today’s urgent challenges, and chart innovative ways forward.

As the CMI’s programs have evolved, so has its management. The business model of the CMI, based on countries and institutions operating programs from a CMI platform, places accountability for most of the Center’s collaborative work on members’ internal processes, with CMI management responsible for coordination. As the Center’s programs and funding have grown, CMI management is fulfilling more day-to-day administrative and operational duties. A handbook of core CMI processes at both administrative and operational levels has been compiled.

A word of thanks: The CMI’s work would not be possible without exceptional governance. It is very fortunate to have a deeply committed Oversight Committee appointed by its members. Moreover, the four annual meetings held to date have provided invaluable direction and advice. The fifth annual meeting, to be held on November 18, 2013, will renew and refine our shared commitment to generating policy-relevant knowledge that enables decision makers to take progressive measures to enhance the region’s prosperity.
INTEGRATED ECONOMIES

“The implementation of a knowledge and innovation-based development strategy requires a vision, strong coordination at the top level of government, and a participatory approach to mobilize the population to back the needed reforms.”

**Abdulaziz Othman Altwaijri,** Director General, ISESCO.

Job growth is the region’s most urgent economic priority. Increasing productivity, implementing reforms based on knowledge and innovation, and capitalizing on international and intersectoral linkages through trade, investment, and infrastructure are the principal elements of current policy planning. The CMI’s programs produce incisive research and evidence to support the reform and planning processes.
Knowledge Economy for Growth and Employment in the Arab World

Recent events in the Arab world have shown the vital importance of countries’ engagement in continuous, broad-based, and inclusive development. To cope with daunting challenges, particularly the need to create millions of good jobs, the countries of the Arab world should resolutely embrace an economic growth model based on knowledge and innovation, following the global move toward the “knowledge economy”.

This is the theme of a recent CMI-led report, *Transforming Arab Economies: Traveling the Knowledge and Innovation Road*, developed with the World Bank, the European Investment Bank, and ISESCO. It places a knowledge- and innovation-driven model at the heart of new development strategies in the region. Given the diversity of the Arab world, the study does not provide a generic approach but rather offers examples from within the region, as well as from countries from Finland to Korea, of effective strategies to maximize the use of knowledge, innovation, and technology.

The report describes the progress made by many Arab countries over the last decade in terms of strengthening education and increasing access to information and communication technologies (ICTs), while improving their institutional environments for growth led by the private sector. Morocco and Tunisia, for example, have worked to support innovation, especially through the creation of technoparks and industrial zones that have attracted foreign direct investment and advanced manufacturing operations. Jordan has embarked on a major effort to transform the education system at the early childhood, basic, and secondary levels to produce graduates with the skills needed for the knowledge economy. The Kingdom of Saudi Arabia has launched a host of education reforms and has invested in the development of new universities, especially to boost science and technology.

Engaging further in the knowledge-economy (KE) model will require important cross-sectoral reforms that create an environment that fosters innovation and growth. Countries will need to develop more open and entrepreneurial economies, prepare a more skilled labor force, improve innovation and research capabilities, and expand ICTs and their applications. Regional integration can lead to a stronger knowledge economy in the MENA region, by helping to expand trade and develop more efficient labor markets. Governments in the region should also establish appropriate conditions for developing promising sectors and sites that can generate new activities and jobs.

The report was launched at a high-level conference jointly organized with ISESCO in Rabat on June 4-5, 2013. The discussions addressed the challenges and opportunities faced by the Arab countries for developing and implementing strategies based on knowledge and innovation to spur growth and employment (Box 1).

In the preparation of the report, draft versions were discussed at various KE-related events during 2012-13 (in Algiers, Beirut, Cairo, Cambridge, Doha, Paris, Rabat, and Tunis). The findings were shared with French Deputy Minister of Development, Pascal Canfin, at the CMI in 2012. The team organized a CMI Rencontre Valmer event in October 2012 with policy makers from Egypt, Tunisia, and Morocco, which provided valuable public- and private-sector perspectives on the report. It led to another Rencontre Valmer event on Golden Growth in December 2012 (Box 9).

To disseminate the report’s findings, the team developed blogs that were featured on the World Bank’s MENA blogsite. A World Bank MENA Quick Note was designed for external audiences 1. In addition, the team successfully collaborated with INSEAD on its Global Innovation Index 2013 and produced a chapter on “Local Innovation Dynamics: Examples and Lessons from the Arab World” 2 (Box 2).

Over the coming year, the team will continue to disseminate the report at various events. The dedicated website 3 will continue to be updated; it forms the core of a community of practice that was strengthened at the June 2013 conference. In partnership with ISESCO, the program will begin work with parliaments in the region to sensitize them to the knowledge economy and will endeavor to develop a series of “success story videos” for dissemination in the Arab media. These efforts will help support the state summit on the knowledge economy that is envisaged in the coming years. The team will also continue to engage with its partners, working with ISESCO on the operationalization of this work in the Arab world, with the EIB, especially on its program on innovation capacities, with the European Commission, and with partners from the south of the Mediterranean.


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Responding to Country Demand on the Knowledge Economy

In addition, the CMI undertook customized country-based work on the knowledge economy for several MENA countries. In response to a request from the Moroccan Ministry of Economy and Finance, a knowledge economy strategy was developed which included a background report and a strategic issues note (in English and French). Both were the subject of a national consultation, Un nouveau modèle de développement pour le Maroc : Quelle feuille de route pour l'économie fondée sur la connaissance ?, that took place in April 2013 in Rabat, in partnership with ISESCO and the Moroccan Ministry of Economy and Finance.

This high-level consultation brought together policy makers (Director Generals) from several ministries, including Higher Education; Industry, Commerce, and New Technologies; Employment; and Economy and Finance), academics, private sector representatives, and members of the media to discuss ways to enhance Morocco’s transition to the knowledge economy. The consultation was featured in Aujourd'hui, L’Opinion, and L’Économiste; the launch was also broadcast on MAP TV (Morocco). The team is now engaging with the Ministries of Economy and Finance, Education, and Innovation to carry this agenda forward.

In response to a request from UTICA (Union tunisienne du commerce, de l’industrie et de l’artisanat), the main Tunisian private sector industry confederation, a high-level consultation was held in Tunisia in April 2013 in collaboration with ISESCO and UTICA: L’Économie de la connaissance et de l’innovation : Un nouveau modèle de développement pour la Tunisie. This is another example of the delivery of just-in-time and customized policy advice. The event, with about 75 participants, was opened by Mr. Lamine Doghri, the Tunisian Minister of Development and International Cooperation. At his request, the CMI, UTICA, and the Ministry of Development and International Cooperation are working on a draft policy note on the knowledge economy in Tunisia.

At the request of the Egyptian Minister of Scientific Research, the team also embarked on consultations in Cairo in June 2013 in order to prepare a joint workshop with the ministry on Egypt’s transition to a knowledge-based economy in 2014. Finally, the team is working with Lebanon’s Ministry of Innovation and ICT as well.
CMI’s flagship report, *Transforming Arab Economies: Traveling the Knowledge and Innovation Road*, was successfully launched at a conference with ISESCO on June 4-5, 2013. According to Mats Karlsson, then Director of the CMI, “this work has the power to influence perceptions, understandings, and actions on how innovation can have a transformative impact for productivity, growth and employment.”

The conference was opened by H.E. Dr. Altwaijri (Director General, ISESCO), H.E. Mr. Nizar Baraka (Minister of Economy and Finance, Morocco), Ms. Inger Andersen* (Vice President, Middle East and North Africa, World Bank), and Mr. Mats Karlsson (Director, CMI). A ceremonial launch of the report also took place with Dr. Altwaijri, Minister Baraka, Mr. Karlsson, and Mr. Guido Prud’homme, Head of the EIB’s office in Morocco.

“We hope this report can help countries of the Arab world imagine a new kind of development strategy with a knowledge and innovation-driven model at its very heart,” said Inger Andersen, Vice President for the Middle East and North Africa at the World Bank. “The report lays out helpfully how this approach can help Arab countries diversify their economies and innovate, creating new enterprises and jobs.”

The conference attracted some 150 participants from governments, including several ministers from Djibouti, Iraq, Mauritania, and Morocco, as well as representatives from the private sector and civil society from across the Arab world (Algeria, Djibouti, Egypt, Iraq, Lebanon, Libya, Jordan, Mauritania, Morocco, Oman, Saudi Arabia, Tunisia, and the UAE), as well as from France and Pakistan.

Dr. Nasser Saidi, President of Nasser Saidi and Associates and Lebanon’s Former Minister of Economy and Trade and Minister of Industry, noted in his keynote speech that the circumstances unfolding in the Arab world might be better termed an “Arab firestorm” rather than the oft-cited “Arab Spring”. He highlighted the urgent need to deal with the political and governance changes that are taking place in the region. He called for a renewed focus on the private sector, strong leadership and vision, and the translation of this vision into government action in order to move the knowledge economy forward. He further recommended promoting regional integration by encouraging greater collaboration with Gulf countries and harnessing the media in a massive public awareness campaign across the Arab world. Over two days, participants discussed the challenges and opportunities faced by Arab countries in developing and implementing strategies based on knowledge and innovation to spur growth and employment. Participants and panelists presented examples of successful national knowledge economy initiatives in the Arab region and around the world.

“The implementation of a knowledge and innovation-based development strategy requires a vision, strong coordination at the top level of government, and a participatory approach to mobilize the population to back the needed reforms,” said Abdulaziz Othman Altwaijri, Director General, ISESCO. “Sustained strategic efforts are needed to obtain tangible outcomes and to anchor the new practices so that they will endure over the medium to long term. The real challenge, especially for the private sector, is to develop more competitively and identify ‘niche markets’ in the global economy.”

The conference concluded with the Rabat Declaration**, which reaffirmed the interest of organizations and representatives of the relevant countries in the idea of organizing a state summit for leaders from the Arab world in the next two years that could lead to a common knowledge- and innovation-driven agenda for the region.

The launch was supported by a well-organized media effort that included promotion over social media. Coverage reached over 700,000 followers on Facebook, and responses on Twitter exceeded 1.3 million. The launch was carried live on Al Jazeera, and reports were broadcast on Saudia TV, Al Hurra TV, Kuwait TV, and MAP TV (Morocco). Coverage in national and regional media included Ashark Al Awsat, Al Ahram, l’Economiste maghrébin, Algeria’s press agency, and APA press; national radio networks, such as Atlantic Radio, Medi 1, Radio nationale (SNRT), Aswat, and Luxe also reported on the launch. The publication of the condensed report (available in Arabic, English, and French) and the main report was made possible by a contribution from ISESCO. They are available on the CMI website***.

Moving forward, the CMI will continue to work with ISESCO and other partners on follow-ups, including the organization of a state summit on the knowledge economy.

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* By video

** [www.cmimarseille.org/ke/events/rabat-declaration.html](http://www.cmimarseille.org/ke/events/rabat-declaration.html)

*** [www.cmimarseille.org/ke](http://www.cmimarseille.org/ke)
The Innovation Capacities program follows up on the successful work of the EIB program, Supporting the Promotion and Financing of Innovation in the Mediterranean (IT1). The aim of the parent program was to help increase the flow of innovative projects across the region and to strengthen the chain of innovation from action upstream through to the final financing stage. The program IT1 and its current successor, the Innovation Capacities program, are organized into coherent modules to address the current innovation challenge in the Mediterranean: diagnosis of barriers to innovation; analysis of operational innovation policy tools; training and awareness-raising among those involved in supporting innovation; and knowledge sharing between policy makers and professionals. The program seeks to define and implement a long-term strategy for innovation by: (i) improving the understanding of innovation systems and identifying areas for improvement at the regulatory, financial and organizational levels; (ii) strengthening initiatives to develop skills and provide information for entrepreneurs and other innovation actors; and (iii) activating financial arrangements and mechanisms in support of innovation and innovation managers.

Apart from several studies published over the past years, the workshops organized for practitioners from the different member states were particularly appreciated. For this reason, the Innovation Capacities program will accentuate the CMI’s role as a platform of exchange and reflection and will continue to coordinate seminars on specific issues in innovation policy formulation and innovation management from the national to organizational levels (e.g. innovation funds, research centers, science parks, companies, etc.).

The program’s near-term objectives are: (i) to find solutions to obstacles faced by science parks in terms of management, governance, capacity, and policy orientation, and to take stock of possible governance and management models; (ii) to promote innovation in local industries, understand the impediments to innovation, and raise awareness of the social and economic benefits of innovation in products, services, and processes in local enterprises; and (iii) to promote the adoption of national innovation systems (NIS) and share knowledge on measuring inputs, outputs, flows, and inter-linkages within these systems.

A workshop on challenges and obstacles for managing science parks and incubators took place in October in Morocco and was followed by the Jordan Industry Innovation Week in mid-November. A workshop on national innovation systems is scheduled in Jordan for the end of November.

CMI, A KNOWLEDGE PARTNER FOR THE GLOBAL INNOVATION INDEX

CMI provided a significant contribution to the 2013 Global Innovation Index* (GII), a co-publication of Cornell University, INSEAD, and the World Intellectual Property Organization (WIPO). Now in its sixth edition, the 2013 GII has established itself as a premier reference tool to facilitate public-private dialogue and evidence-based policy making in the area of innovation. The 2013 GII was launched, with notable global coverage, by the UN Secretary General in Geneva on July 1, 2013, as part of the UN ECOSOC meeting. In line with its work on advancing knowledge- and innovation-driven economies in the Arab world, CMI authored a chapter for the 2013 GII on “Local Innovation Dynamics: Example and Lessons from the Arab World”. With this work, CMI has established a valuable partnership with GII to continue to facilitate public-private dialogue so that policy makers, business leaders and other stakeholders can identify ways to make an effective transition to the knowledge-based economy.

Higher Education

Recognizing the need to approach the challenges faced by higher education systems worldwide through multi-country collaboration, the CMI Higher Education program has based its work on the bonds it has developed with a vast network of partners. The advantage of this approach is that it engages countries in a multinational dialogue aimed at finding solutions that can yield benefits at the country level and promote knowledge sharing, skilled labor mobility, and regional integration. With its European partners, the program has sought to develop the tools to improve post-basic education outcomes and increase labor mobility. Throughout the MENA region, it has sought to build partnerships with ministries of higher education, national and regional agencies of quality assurance, and university presidents by developing a network of practitioners, using the CMI platform for knowledge exchange, and cultivating wide networks supported by the use of ICTs.

The program’s objectives are to help participating universities improve the quality of their programs and meet international standards. Its ultimate goals are to qualify them for mutual recognition of programs and credits with European and OECD institutions, to improve the quality and relevance of graduates’ skills, and to increase their chances of finding quality jobs. To this end, the program has established three pillars: (i) benchmarking university governance using the University Governance Screening Card (UGSC) analytical tool for measuring the quality of university management; (ii) seeking the financial sustainability of higher education; and (iii) addressing the internationalization of higher education and implications for skills mobility. For each pillar, the program has worked to respond to identified issues by collaborating with world experts as well as partners on the ground.

In December 2012, more than 100 university presidents from across MENA gathered in Rabat to develop a common strategy for higher education reform and the use of the UGSC. The group agreed to launch a network for higher education that would link experts from participating countries and international practitioners to support ongoing research on the updating and refining of benchmarking tools and the promotion of knowledge sharing. It was organized to evaluate results from the over 100 universities that participated in the screening card process. University presidents from Algeria, Egypt, Iraq, Lebanon, Morocco, Tunisia, and the Palestinian Territories were joined by a range of senior government officials, representatives of quality assurance agencies, students, and members of both US and European international and donor organizations.

The objectives for the next months are mainly to follow up on the reforms carried out by participating universities, to identify success stories, to expand the community of practitioners, and to promote knowledge exchange via various channels (e.g. through publications, workshops and conferences, and continuous updates to the program’s website).

The launch of a new report, Benchmarking Governance as a Tool for Promoting Change: 100 Universities in MENA Paving the Way (Box 3), was organized in September 2013. The report will be disseminated in early 2014.

The report entitled Benchmarking Governance as a Tool for Promoting Change: 100 Universities in MENA Paving the Way describes how 100 universities from across seven MENA countries (Algeria, Egypt, Iraq, Lebanon, Morocco, Palestinian Territories, and Tunisia) benefited from the UGSC benchmarking exercise. It shows how the exercise proved to be a driver for change and policy reform in participating institutions and how it led higher education institutions in the region to undergo a process of self-examination. It also presents an analysis of the rich pool of data generated by the exercise. During the launch of the report on September 18, 2013, the session was chaired by Francisco Marmolejo, Tertiary Education Coordinator, World Bank. The main findings of the study were presented by the World Bank’s team leader Adriana Jaramillo, Senior Education Specialist, and reviewed by David Baker, Director of a two-year study funded by the Qatar National Research Foundation, Science Productivity, Higher Education Development and the Knowledge Society and Alan Ruby, Associate Professor, Pennsylvania University Graduate School of Education. Comments from university leaders and policy makers from Tunisia, Morocco, Algeria, Lebanon, Iraq, the Palestinian Territories and Egypt were also provided.
International Labor Mobility

The International Labor Mobility (ILM) program is dedicated to building the policy and institutional infrastructure that is needed to take full advantage of the human development possibilities available through migration, both for the people who move and for the places from and to which they move. The program focuses on policy issues that connect labor mobility with social protection, health, and education. Recognizing that existing policies and institutions do not sufficiently support international labor mobility, the ILM program has committed to responding to three main challenges: making bilateral labor arrangements work; balancing mobility with worker protection; and turning brain drain into brain gain.

Turning brain drain into brain gain
As greater numbers of educated workers leave their countries to seek opportunities elsewhere, concerns about possible brain drain are mounting, especially in the field of health care. More generally, taking full advantage of these workers’ talents remains an obstacle. These challenges could be addressed through greater cooperation between sending and receiving countries on joint training and skill recognition schemes.

On these three core policy challenges, the ILM team has gathered evidence, built technical tools, and created trust and alliances with the key public and private players on both sides of the Mediterranean. It has designed an innovative labor mobility program that can make full use of the human development potential of migration in the region. The program is now entering a second phase, in which it will gather the resources to implement such schemes and draw lessons for policymaking at the national, bilateral, and regional levels.

The program’s objectives for the next phase are first to form a partnership with the European Commission (DG HOME) and relevant players in important receiving countries such as Germany, France, and Sweden in the framework of the Mobility Partnerships with Morocco and Tunisia. Its aims are: to implement bilateral labor mobility programs in certain sectors and corridors in which EU member states have acute labor shortages for which supply side synergies can be found in North Africa (health, tourism, hospitality, etc.); and to strengthen Tunisia’s and Morocco’s systems of international labor intermediation and worker preparation and training for jobs abroad. Next, the program seeks practical ways to ensure access to portable social security rights in EU-Maghreb corridors and to discuss these with relevant country officials and EU representatives in light of the results of the comparative corridor study under implementation. Finally, it aims to devise concrete action plans with European and North African countries to implement training partnerships that would turn labor mobility into an opportunity to increase the supply of health workers on both sides of the Mediterranean.

Throughout FY13-14, the ILM program will organize and host a variety of conferences, roundtables, and workshops on bilateral labor mobility programs, capacity needs in labor-sending countries, international skill recognition mechanisms, training and mobility of health-care personnel, portability of social security rights, and migrants’ rights.
Data Improvement and Quality in Access (DIQA) initiative

MENA’s statistical capacity index is the second lowest among the world’s regions. This is not surprising, as greater transparency and accountability—core issues behind the recent upheavals in the MENA region—are closely related to the call for access to more and better data. Indeed, recent research shows a positive association between a country’s statistical capacity and its governance indicators, as evidence-based policies can only be designed and governments held accountable when there are accurate and accessible data (Angel-Urdinola, Hilger, and Ivins, 2010). For a very long time, MENA statistical agencies have refrained from providing access to data containing individual or household records (micro-data). Since the start of the upheavals in 2010, however, attitudes regarding data openness have been changing.

To support the emerging trend toward greater access to data, the CMI—together with the International Labour Organization (ILO), the United Nations’ Economic Commission for Western Asia (UN-ESCWA), the World Bank, and now also the International Household Survey Network’s Accelerated Data Program Secretariat, hosted by the OECD’s Partnership in Statistics for Development in the 21st Century (IHSN – PARIS21), and the World Bank’s Development Data Group—have launched the Data Improvement and Quality in Access initiative. DIQA aims to use the opportunity provided by this trend to increase the amount and quality of available micro-data by working, among other things, on the constraints on the publication of data. DIQA started by setting up a network of statistics practitioners in partner countries (Egypt, Kuwait, Morocco, the Palestinian Territories, and Tunisia) and by initiating an exchange of knowledge with data users (researchers, social partners, journalists, and civil society organizations more generally). The information gathered during discussions with data users will feed into the activities of the network of statistics practitioners.

Specifically, DIQA seeks to strengthen the capacities of national statistical offices (NSOs) and the responsible ministries in partner countries to collect, analyze, and, most importantly, share, and disseminate employment and welfare micro-data appropriately. To achieve these goals, DIQA will rely on targeted capacity building, intra-MENA exchanges, and international meetings with partners and successful NSOs from around the world that will be invited to share and discuss their experience. DIQA’s international partners also hope to leverage the initiative to raise additional resources to finance NSOs’ acquisition and implementation of the infrastructure, systems, and training necessary to make quality data accessible to users. In the long run, DIQA will contribute to more usable, comparable, and widely available micro-data in the MENA region.

After a period of background research from February to June 2013, the CMI hosted DIQA’s kick-off workshop on July 4-5, 2013. In addition to the international partners mentioned above, four MENA countries were represented (Egypt, Morocco, the Palestinian Territories, and Tunisia). During three half-day sessions, participants discussed the pros and cons of opening up access to micro-data, the technical bottlenecks encountered in the production and publication of micro-data, and personal and international experiences. The workshop concluded with a working session to define DIQA’s work program over the next 12 months.

Based on the NSOs’ needs and on feedback by key data users, the participants jointly decided that DIQA’s activities should focus on the following elements: access (supporting partners’ efforts to increase third parties’ access to employment and welfare micro-data); visibility (providing countries with guidelines on how to increase data visibility for third parties); and harmonization of micro-data (working with countries to share methods and norms to converge to international standards and allow further comparability).
SUSTAINABLE GROWTH

“Green growth is a new path to development which avoids undesired outcomes of the previous development models: inequality, poverty spread out, environmental degradation and finally, economic breakdown.”

H.E. Fahmy, former Minister of State for Environmental Affairs, Arab Republic of Egypt.

The Mediterranean region—unevenly rich in energy resources, universally poor in water resources, and everywhere vulnerable to environmental risk—cannot afford, even in constrained socioeconomic times, not to build a strong green dimension into its growth and development strategies. Solutions will require sharing knowledge and building capacity in natural resource management and climate-risk-based urban planning.

Designing efficient environmental policies requires the capacity to estimate correctly the damages, benefits, and costs of such policies, such as those related to pricing and regulation. Regulators are often faced with asymmetric information regarding polluters (such as abatement costs), the monitoring of damaging activities, and the cost of enforcing regulations. Moreover, the financial and political costs of environmental regulations can be huge, as they can greatly affect the distribution of incomes. In spite of the growing attention to these issues, the implementation of reforms faces the typical constraints on environmental policy, notably its public good characteristics, the often long-term and “invisible” nature of the benefits, the low level of organization of beneficiaries’ voices, and the standard “tragedy of the commons.” Pushing the environment to the top of the policy agenda therefore necessarily entails conveying its economic value to decision makers. Translating environmental challenges into economic terms, identifying the specific costs of environmental mismanagement, and communicating these to relevant economic actors are prerequisites for action.

The vulnerability of the Mediterranean basin is particularly acute in the MENA countries that share the sea’s southern shores (CMI, 2012), where the cost of environmental degradation can reach 4.8% of GDP. According to the latest assessment of the International Panel on Climate Change (IPCC), the climate will become even hotter and drier in most of the MENA region. Higher temperatures and reduced precipitation will increase the occurrence of droughts, an effect that is already apparent in the Maghreb. It is further estimated that an additional 80–100 million people will be exposed to water stress by 2025. This in turn is likely to increase pressure on groundwater resources that are already being extracted in most areas beyond the aquifers’ recharge potential. In urban areas in North Africa, a temperature increase of 1-3 degrees could expose 6–25 million people to coastal flooding.

A large number of programs and activities are following the 2012 MED Report, Toward Green Growth in Mediterranean Countries, published in October 2012. The collaborations born during the process of producing that document remain strong. The report’s recommendations are reflected in the current and future activities of the Sustainable Growth theme.

Green growth, water management, integrated risk management, and climate change are clear priorities for all partners. The CMI responds to these priorities, tackling these issues as the subject of well-defined programs. The themes are broken down into several approaches (for example, integrated coastal zone management and cost of environmental degradation for green growth). As the CMI progresses throughout its second phase, the programs are evolving. Some have already produced their final deliverables. A handbook on treated waste reuse was produced, and a regional consultation on water innovations was held in March 2012.
Green Growth

The Green Growth program (GGP) aims to provide Mediterranean countries with opportunities to share knowledge about economic and policy tools to support a shift to green growth. The program's foremost achievement so far is the above-mentioned 2012 MED Report, a CMI publication, produced by a consortium led by the World Bank in partnership with the Agence Française de Développement (AFD), the EIB, Plan Bleu (UNEP/MAP regional activity center), and the Forum Euro-Méditerranéen des Instituts de Sciences Economiques (FEMISE). The goal of this report is to share sustainable economic options with decision makers who can divert their countries from current paths of degradation and improve environmental conditions. It presents evidence from recent experiences in Mediterranean countries demonstrating that green growth presents an outstanding opportunity to create good jobs and promote social cohesion. The GGP also initiated a "natural capital" pillar with the organization of a regional workshop, Natural Capital Accounting for Green Growth in MENA, on March 26-27, 2013, in Marseille. The event brought together high-level decision makers from the region and staff from government institutions (Box 4).

The program's structure is based on the framework used by the World Bank to articulate and conceptualize green growth (World Bank, 2012) and is specifically organized around three objectives: improving the management of natural capital; encouraging green physical capital investments; and leveraging the human capital dimension of green growth. The division into "capital" pillars is justified by countries' expressed need for a major—and coherent—shift of development paradigms that allows for sustainable economic growth. Only by taking into account all vectors of wealth generation and social cohesion will green growth be seen as a solid option.

Improving natural capital management

The improvement of natural capital management will include: (i) the organization of capacity-building workshops to support the Wealth Accounting and the Valuation of Ecosystem Services (WAVES) process through the establishment of satellite accounts for selected sectors; (ii) the facilitation of a South-South exchange on integrated coastal zone management (ICZM), between at least two MENA countries (such as Tunisia and Morocco) and a non-MENA country with advanced ICZM experience; and (iii) consultations on impacts of climate change on development based on the MENA report, Turn Down the Heat, including a dissemination conference scheduled at the CMI.

Encouraging green physical capital investments

This pillar seeks mainly to facilitate the updating of analyses of the cost of environmental degradation in MENA in an effort to offer capacity-building workshops in interested countries (such as Morocco and Tunisia) and to promote energy efficiency by: launching a regional study on waste management and energy impacts; and reviewing MENA countries' experience with energy efficiency efforts and organizing a regional conference on lessons learned with representatives from various agencies working on energy efficiency in the region.

Leveraging human capital

This pillar focuses on leveraging job creation with green growth investments and opportunities through regional events. The activity is based on mobilizing a wide range of experts from universities, the private sector, and governments.

Box 4

PROMOTING INNOVATIVE TOOLS: NATURAL CAPITAL ACCOUNTING

Egypt, Lebanon, and Morocco have expressed interest in joining the Wealth Accounting and the Valuation of Ecosystem Services (WAVES) Natural Capital Accounting (NCA) initiative. They are among the first countries in the MENA region to consider natural capital accounting as a means to encourage green growth, reduce poverty, and create jobs. Since the Arab Spring, there has been increasing demand for a new development paradigm that takes account of scarce and valuable natural resources. The MED Report presents a set of policies that can make growth processes more resource-efficient, clean, and resilient without slowing economic activity. Implementing natural capital accounting is one of the recommendations; the workshop has shown that it need not be regarded a complicated tool that is only of use in developed countries. Moreover, Egypt, Jordan, Lebanon, Morocco, and Tunisia participated in a regional workshop on Natural Capital Accounting for Green Growth in the Middle East and North Africa that was held on March 26-27, 2013, at the CMI. The two-day event brought together high-level decision makers from the region and staff from government institutions that provide data (such as NSOs) and use data (development planning ministries, key line ministries such as water, energy, and fisheries). In particular, the presence of H.E. Khaled Fahmy (Minister of State for Environmental Affairs, Egypt), H.E. Hussein El Hajj Hassan (Minister of Agriculture, Lebanon), and H.E. Ahmed Lahlimi Alami (High Commissioner of Planning, Morocco) brought significant political scope to the debates.

Box 5

THE REGIONAL GOVERNANCE AND KNOWLEDGE GENERATION PROJECT

Building on the strong ties between the CMI, the World Bank and Plan Bleu, the Regional Governance and Knowledge Generation Project (REGOKO) was initiated in March 2012. It seeks to foster the integration of environmental issues into the sectoral and development policies of the beneficiaries (Lebanon, Morocco, Tunisia, Egypt, and the Palestinian Territories). Supported by a grant from the Global Environment Facility under the International Waters window, the three-year project is part of the Sustainable Med Program and is implemented by Plan Bleu.
Water Resources Management

The program on efficient water management includes a subset of programs whose overall goal is more efficient management of scarce water resources and of urban water utilities. These programs are also attentive to the impacts of climate change and protection of the environment. Components of the program include: utilities efficiency, reduction of water losses, and non-revenue water (led by the World Bank); non-conventional water (i.e. treated waste water reuse); and water demand management (led by the AFD, Plan Bleu, and the EIB).

Utilities efficiency, reduction of water losses, and non-revenue water

The objective of this initiative is to promote the efficient operation of water utilities in the Mediterranean by reducing water losses through exchange of experience and partnerships between the region’s utilities and stakeholders. Many urban water utilities in the Mediterranean region are afflicted with high levels of water losses. This can not only prevent utilities from being able to provide continuous water service to the population but can also seriously affect the financial viability of these urban water services.

Non-revenue water (NRW) is a complex issue. It requires an integrated approach that deals not just with technical questions, but also with an array of governance-related matters, such as financial, commercial, and institutional issues.

A regional workshop to address these challenges was held in Marseille on January 22-23, 2013, with 55 participants from 16 countries representing the MENA, Europe and Central Asia (ECA), and Northern Mediterranean regions. More than ten CEOs or directors of water utilities attended. An assessment of non-revenue water performance from utilities in 11 countries around the Mediterranean basin was presented. Given overwhelming demand on the part of workshop participants, this initiative will have a second phase that will include a series of operationally driven activities, such as peer exchanges between Tunisia and Morocco, Tunisia and Malta, Malta and Gaza, and Cyprus and Lebanon. A multi-partner road map for this phase is being discussed and finalized with participating countries and stakeholders.

Regional initiative on sanitation in the Mediterranean

Building on the success encountered with the January 2013 workshop on NRW reduction, it is proposed that this process be replicated with a new regional initiative on sanitation in the Mediterranean. This activity will take the form of a regional workshop, to be conducted in early 2014, to allow the region’s countries to share experiences and best practices on issues involving urban and rural sanitation services, including engineering choices, financing, environmental protection, and integrated urban water management in megacities.

Treated waste water reuse in the Mediterranean

A collection of case studies, undertaken by Plan Bleu, AFD, and EIB, on the reuse of treated waste water provides the underpinning for the program’s new technical and economic handbook for decision makers, Treated waste water reuse in the Mediterranean: Lessons learned and tools for project development, which addresses the removal of bottlenecks for waste water reuse projects in the region.

CONTRIBUTION TO THE PREPARATION OF THE WORLD WATER FORUM IN KOREA

The CMI’s Water Demand Management program (AFD and Plan Bleu) will contribute to the regional Mediterranean synthesis seminar to be held in June 2014 in preparation for the 7th World Water Forum (WWF) in Korea in 2015. The CMI will direct a section of the seminar that focuses on an economic approach to waste demand management as a tool for decision making, based on three studies addressing: economic tools for waste demand management; intersectoral water efficiency, water allocation choices, and virtual water; and the management of ground water as a common good and the associated management tools (such as control measures, tradable rights, and contracts between users).
Cities and Climate Change

The Cities and Climate Change program is jointly led by the World Bank and the French Caisse des Dépôts et Consignations (CDC). Through the production of urban vulnerability maps and the preparation of action plans for adapting to climate change, its goal is to provide central and city governments with useful tools for mainstreaming climate change issues in planning documents and for developing sustainable urban policies so as to strengthen the resilience of Mediterranean cities.

The program began by building upon the findings of the World Bank’s 2009-2011 report, Climate Change Adaptation and Natural Disaster Preparedness in the Coastal Cities of North Africa. It draws on case studies of Alexandria, Tunis, Casablanca, and the Bouregreg Valley in Morocco based on a tripartite methodology: evaluation of the vulnerabilities of urban areas to climate change and natural disasters through 2030; development of action plans to improve the cities’ capacities to adapt to these risks; and dissemination of the results among local stakeholders.

Following this phase of the program, the Algerian and Jordanian governments expressed strong interest in the assessment of urban vulnerabilities in their cities. The study was replicated in Algiers using the same methodology but with stronger emphasis on capacity building. Financed by the CDC and directly supervised by the CMI, it was conducted from April 2012 to September 2013 by the consulting group Egis.

In parallel, the CMI entered into negotiations with the Jordanian government on the possible extension of the Cities and Climate Change program to Jordanian cities. However, the discussions were abandoned, largely because focus of the program has shifted to dissemination at the expense of further pilot work.

With the first regional study completed in 2011 and the study on Algiers finalized in September 2013, the program will focus on dissemination of the studies and on leverage to implement the proposed action plans. Success will require building ownership of the results of the studies among local decision makers and the larger audiences of governments and civil society through intense communications efforts. These are already under way. Several workshops presenting the findings of the studies have been organized and carried out in the cities studied. Moreover, CMI has initiated discussion of the implementation of the action plan with the Algerian government and future meetings on this issue have been prepared.

Integrated Risk Management

CMI has taken a new step with the launch of the Integrated Risk Management (IRM) program. While the World Bank and the Government of Morocco have engaged in discussions of integrated risk management for several years, the CMI platform will facilitate the dissemination of knowledge and experience in Morocco, promote regional reproduction of the IRM approach, and provide strategic technical assistance to help the Government of Morocco to build its risk management capacity.

This strategic technical assistance will focus on three risks that affect the Moroccan budget and communities: commodity (energy) price volatility; natural hazards; and risks in the agricultural sector. To this end, CMI will undertake two main activities: a knowledge exchange and study tour on IRM and assistance in developing and implementing a national IRM strategy. The goal of the knowledge exchange and study tour is efficient and well-coordinated coordination of IRM among ministries to prevent and reduce these risks.

From the experience gained over the past four years, a document on the elements of an IRM strategy will be provided to the Moroccan government as a starting point for building its strategy over the next few years. The strategy is expected to be a government-driven and owned document with sectoral action plans to be vetted through consultations at various points in time. The IRM strategy approach may also be made available through knowledge dissemination products and/or support for the participation of local decision makers in events related to IRM.

The IRM program will also create a mechanism for regional reproduction of Morocco’s integrated risk management through the sharing of its experience, possibly first through the dissemination of the 2014 World Development Report on risk management, in order to involve local stakeholders throughout the MENA region in this issue.
The Sustainable Urban Transport program was launched in 2010 to address the pressing economic, social, and environmental issues of urban mobility in the MENA region. The program is developed through a partnership between the AFD, the World Bank, the French Ministry of Ecology, Sustainable Development and Energy, CODATU (Cooperation for Urban Mobility in the Developing World), CERTU (Center for Studies on Networks, Transport, Urban Planning and Public Buildings), Plan Bleu, the EIB, and Medcities. As both the AFD and the WB are actively developing operations in this sector, joint discussions of sectoral policies and capacity building at the regional and local levels and of the creation of an enabling institutional environment and governance structure for transport in the region through upstream project support resulted in identifying mutual benefits to be gained from the partnership.

The Sustainable Urban Transport program has organized workshops and LUTP training sessions across the region to work toward its objectives. It has also produced a guidebook on the accessibility of medinas, a report on “Areas of relevance of transport modes,” and a report synthesizing best practices in sustainable urban transport.

The latest projects combined NUTD (September 23-24, 2013) and LUTP (September 22-27, 2013) in Morocco. The sessions were mainly designed for Moroccan senior managers but were open to Sub-Saharan Africa and neighboring Algerian and Tunisian CMI partners.
Sustainable Urban Development in Mediterranean Cities (SUD-MED)

Rehabilitation of medinas
The Medinas 2030 initiative, co-led by the EIB and the CDC, has gained momentum, and the importance of giving new life to the ancient centers of Arab cities is widely appreciated. This initiative, which focuses on the economic and social regeneration of historic city centers, reached a turning point in 2013: completion of the diagnostic and analytical phase, and transition to the operational phase.

The pre-operational study launched in March 2012 was completed in early 2013, and presented to the Medinas 2030 Scientific Committee at a meeting at the CMI in April 2013. Although intervention in the medina is one of the most complex areas of urban regeneration, the study presented the key technical, institutional and regulatory challenges, identified a wide range of traditional and innovative financing approaches, and identified and ranked priority projects across the countries covered.

The priority in moving to an operational phase is to secure cooperation with national authorities that wish to move forward on rehabilitating the medinas and are willing to provide co-financing and adapt the policy framework. This could enable an approach that combines loan, investment grant, and technical assistance. Starting from relatively simple financing structures, initial institutional frameworks, such as national or local medina development agencies, could be established to provide a basis for more innovative approaches.

The CMI will continue to provide a forum for sharing experience as the Medinas 2030 initiative enters its operational phase.

Urban Projects Finance Initiative
The Urban Projects Finance Initiative (UPFI) is led jointly by the EIB and the AFD, and is sponsored by the Union for the Mediterranean and by the European Union-DG-DEVCO. Its objective is to identify and implement integrated, sustainable and innovative urban development projects that meet the following criteria:

▶ Socioeconomic efficiency and sustainability.
▶ An integrated multi-sectoral approach compatible with urban and regional planning and policies.
▶ Environmental sustainability, climate change mitigation and protection of cultural heritage.
▶ Sound institutional framework and administrative capacity for project implementation.
▶ Financial viability and financial sustainability.

During 2013, the project identification phase, started in mid-2012, has intensified, with over 100 projects identified, reviewed, screened, and scored. Country visits by EIB, AFD and UfM experts, together with UPFI consultants, should make it possible to confirm the feasibility of, and set priorities for, projects during the last quarter of 2013 and then establish the final list of projects for project preparation support to be approved by EU DG-DEVCO. Many good projects that are not sufficiently mature at present could be suitable for potential further waves of UPFI.

The CMI will provide a forum for disseminating knowledge about preparing urban projects for the urban managers of the cities involved, together with exchange of best practice.

THE ANNA LINDH MEDITERRANEAN FORUM

The CMI participated in the 2013 Anna Lindh Mediterranean Forum (April 4-7) in Marseille. The event brought together intercultural experts, civil society organizations, influential policy makers, and youth leaders in an environment of constructive dialogue to treat the most pressing socioeconomic issues facing the Euro-Mediterranean region. CMI leaders contributed to strategic debates on “The Mediterranean in 2020: Society & Values and What Opportunities for Youth, What Societies for Tomorrow?” The CMI also partnered with OCEMO to organize the “Social Cohesion in a Context of Crisis workshop”, which focused on employment and social protection issues. Finally, the Center participated in the workshops on “A Green Economy for a Sustainable Mediterranean” and “Combating Gender Stereotypes”.

CMI THREE INTEGRATIONAL THEMES

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PARTICIPATORY GOVERNANCE

CMI THREE INTEGRATIONAL THEMES
PARTICIPATORY GOVERNANCE

“City leaders must figure out how they will provide jobs, basic infrastructure and services at an affordable and competitive cost. An efficient financial management is therefore instrumental to face the challenges of a ballooning urban population in MENA.”

Dr. Ahmed Al-Salloum, General Manager, Arab Urban Development Institute.

At the heart of the southern Mediterranean’s ongoing transformation are popular aspirations for greater participation in economic and political governance in the pursuit of substantial progress on development. Although many countries in the region have long been characterized by weak governance systems, many are now initiating important institutional reforms that point toward inclusion, and the current political transitions offer an advantageous setting to build upon this momentum with innovative strategies to advance the principles of transparency, accountability, and participation as critical conditions for inclusive economic growth.

History demonstrates that the realization of such aspirations improves the quality of public services and governance. Transparent government and informed citizen engagement act in harmony to create a culture of openness and accountability that can foster support for reforms. This collaborative approach to governance is the foundation of CMI programs addressing the region’s needs for reform. Building a strong civil society and better government institutions can take many years; institutional strengthening and capacity development must therefore be a priority of reform efforts from the start.

The CMI participatory governance programs are built around this two-pronged approach: strengthening institutional capacities, both at the national and the local levels, and developing the capacity of civil society to participate in the decisions and policies that affect their lives and their cities. Through multi-partner support, capacity building, and the dissemination of knowledge products, CMI programs reinforce one another to create cross-cutting responses to challenges relating to governance and local empowerment. CMI programs have developed a broad array of tools to address such impediments, ranging from the use of ICTs to the reinforcement of municipalities’ resources in order to implement inclusive urban development strategies and to facilitate the exchange of knowledge on urbanization via a virtual platform. Further efforts include a new initiative supporting greater transparency, accountability, and participation in government operations and the support of innovative projects through a learning network. CMI strategy is also embodied in programs designed to respond to the need for a new social contract, the development of a cross-cutting approach on gender, and projects that involve Mediterranean youth, who have an essential role to play in meeting the challenges of the MENA region. These key components of CMI’s approach ultimately aim at empowering cities and local governments as creative forces in national development debates.
Environmental Health Initiative

Research has proven that environmental degradation has increasing impacts on human health; almost a quarter of the global burden of disease is linked to environmental determinants. Water scarcity, poor water quality, and air pollution are the major contributing factors to the burden of disease in the southern and eastern Mediterranean. Demographic pressure, urbanization, and climate change may exacerbate the current impacts, creating a context in which environmental health must be among the foremost development priorities in the near future.

Lack of awareness and coordination among the sectors concerned hinders treating this issue with an integrated strategy. The Environmental Health Initiative therefore aims to develop a new scope of analysis for decision makers. The objectives are threefold: (i) to improve analysis of the situation by proposing a multi-sectoral approach, filling gaps in knowledge in the region, and better informing policy makers about key priorities; (ii) to offer advisory services by constituting a regional community of experts, providing technical assistance, and fostering South-South learning; and (iii) to play an advocacy role by raising countries’ awareness and ownership, designing a regional strategic framework, and promoting a shared engagement to improve environmental health.

The program is aligned with the World Bank MENA Health Sector strategy, with its key principles of fairness and accountability. Under this initiative, fairness is promoted by ensuring the absence of systematic disparities through prevention and control of exposure and the institution of an effective health-care system. Accountability is fostered in conjunction with the development of governance mechanisms and efficient resource allocation.

A first meeting, hosted by the Regional Center for Environmental Health Activities (CEHA), with support from the AFD and the CMI, was held in Amman, Jordan, in November 2011. The meeting concluded that environmental health is critical for the region and needs to be on the agenda so as to mobilize resources for this purpose. The second inter-agency meeting in Marseille laid a platform for common action, with the participation of the AFD, the World Health Organization (WHO), CEHA, the AfDB, and GIZ. Its objective was to help southern and eastern Mediterranean countries develop and implement well-aligned and environmentally healthy policies, strategies, and instruments, taking account of existing challenges, needs, and opportunities.

Component one (analysis): Environmental health regional policy report
This component includes the preparation of a publication focused on environmental health policy in southern and eastern Mediterranean countries. Production, publication, and dissemination will take place during FY14.

Component two (advisory): Setting up a regional community of practice
This component focuses on establishing a regional community of practice (COP) for environmental health and strengthening its capacity through annual technical meetings, expert consultations, and other platforms for knowledge sharing. Regional experts will also provide access to the available e-community (hosted by the CMI) as an online platform for knowledge sharing and exchange of experience.

Component three (advocacy): Organizing a regional conference in a MENA country
The first activity focuses on working with the COP to prepare a specific chapter on environmental health for the online CMI thesaurus. The second activity involves soliciting partners and client countries on the development of a Regional Charter for a Framework Convention on Environmental Health. This will be carried out through a number of stakeholder consultations and technical meetings during the course of FY14. The last activity for this programmatic initiative will be a regional South-South learning workshop in Morocco in 2014 to present to selected countries the results of the Moroccan update of its national burden of disease, an activity funded by REGOKO (Regional Governance and Knowledge Generation Project).
Urbanization in the countries of the southern and eastern Mediterranean is extremely dynamic. Local governments are under enormous pressures from local populations to improve living conditions and create investment incentives, jobs, and structures that facilitate a democratic organization of society as well as civic participation and engagement. An effective institutional framework in towns and cities and efficient municipal authorities and services are crucial to these countries’ social and economic development. As the number of tasks increases and the need for action becomes more pressing, cities in the Maghreb can learn through capacity building and the structured exchange of know-how in the region and in so doing organize development more efficiently.

Through CoMun, the GIZ is working:

▶ To strengthen municipal structures in the Maghreb region on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ, 2008-2014) by developing a learning network for cross-border exchange of experience between Algeria, Morocco, and Tunisia on key municipal and urban development issues.

▶ On behalf of the BMZ to strengthen cooperation between citizens and municipalities in Morocco by means of a thematic dialogue on priority urban issues and by micro-projects implemented by local associations and municipalities.

▶ On behalf of the German Federal Foreign Office (AA, 2012-2013) CoMun offers partners a combination of dialogue, exchange of experience, and technical advisory services. The program works with German development cooperation projects, the Städteetag (Association of Towns and Cities) of Germany and the Netherlands, and with various German cities, the CMI, and institutions in partner countries. In a competition to select towns, cities, and topics for cross-border dialogue, seven Moroccan municipalities were chosen: Agadir, Beni Mellal, Fez, Kenitra, Meknes, Rabat, and Salé. In cooperation with German municipalities, they develop tailored solutions to issues such as urban renewal, energy efficiency, mobility, and waste management. Aside from the key partner cities, other municipalities have joined the thematic learning networks and are exchanging experience on a regular basis. The new component on citizen dialogue is expected to strengthen CoMun’s role as a leader in urban development and ensure greater participation of civil society organizations in the setting and implementation of sector strategies.

The challenges facing towns and cities in Tunisia have changed considerably since the Arab Spring. CoMun provides advice on technical issues relating to urban development to the twelve municipalities of Monastir, Sousse, Sfax, Tunis, Menzel Bourguiba, Siliana, Kasserine, Gafsa, Djerba Midoun, Ben Gardane, Gabès, and Jendouba. In addition, it supports the democratic transformation process by strengthening municipal democracy and local self-government. CoMun supported the FNVT’s general assembly of all Tunisian cities to discuss modalities of local governance development (BMZ, 2008-2014) by developing a learning network for cross-border exchange of experience between Algeria, Morocco, and Tunisia on key municipal and urban development issues. On behalf of the BMZ to strengthen cooperation between citizens and municipalities in Morocco by means of a thematic dialogue on priority urban issues and by micro-projects implemented by local associations and municipalities. On behalf of the German Federal Foreign Office (AA, 2012-2013) CoMun offers partners a combination of dialogue, exchange of experience, and technical advisory services. The program works with German development cooperation projects, the Städteetag (Association of Towns and Cities) of Germany and the Netherlands, and with various German cities, the CMI, and institutions in partner countries. In a competition to select towns, cities, and topics for cross-border dialogue, seven Moroccan municipalities were chosen: Agadir, Beni Mellal, Fez, Kenitra, Meknes, Rabat, and Salé. In cooperation with German municipalities, they develop and decentralization in the framework of the current constitutional process and has recently joined the FNVT office to strengthen a partnership. An action Plan for strengthening FNVT has been developed.

The relevant line ministries and municipalities in Algeria have shown great interest in cooperating with CoMun. The program works with locally based GIZ projects and focuses on cooperation in the fields of youth support, development of industrial zones, and support for the local economy.
Strategic Urban Development

Designed by the CDC and the World Bank at the CMI’s inception, the Strategic Urban Development program has expanded, benefiting from the maturing partnership between its founding institutions. The program’s objectives are grounded in the development and dissemination of a strategic tool for cities’ economic development, the multi-partner and multi-sector city development strategy (CDS). The CDS has helped local decision makers to engage in better city management, facilitated more sophisticated contributions to this effort from civil society and the private sector, and pointed toward a more adaptive method of planning medium- and long-term investments. The CDS took on greater relevance in the evolving context of the Arab Spring, which put cities and decentralization measures at the core of development.

The program also collaborates with the Cities for a New Generation program to identify the major impediments to satisfactory implementation of the CDS, and it works with the CoMun (Coopération des villes et des municipalités au Maghreb) program and the Medcities (Barcelona) program to expand the use of the CDS and strengthen local democracy.

The program has focused on supporting the implementation of the CDS in Tripoli in Lebanon and in Sfax in Tunisia. It has achieved a good example of multi-institutional coordination of a single strategy for urban development in these cities.

In addition to the need for a vision and a participatory approach, challenges facing city development include land management, lack of appropriate technical tools, and insufficient databases at the regional level. Other elements of the program aim to address such needs and many have already done so:

▶ The MenaPolis tool is now on the Internet and helps envision the prospective development of cities.
▶ The CMI page provides a comprehensive mapping of institutions involved in city development.
▶ Land reviews have been completed in Tunisia and Lebanon and should be starting points for potential policy reform.
▶ The Atlas of City-Ports has been finalized.
▶ A network of urban developers is being developed, which brings six countries together on a knowledge platform. Euroméditerranée, the urban development agency in Marseille, is a strong player in this network.

The expansion and implementation of city development strategies are the major challenges for the future. Recent seminars organized by the GIZ in March and by Medcities in July worked toward this end by creating peer-to-peer exchanges and knowledge sharing. The support to Tripoli and Sfax will continue to require responsive measures. In Tunisia, the Ministry of Interior and Local Government has expressed a need for support for additional cities. Many individual cities have also directly informed the CMI of their willingness to undertake a CDS.
Developed collectively by the World Bank, the CMI, and the Arab Urban Development Institute, the MENA Urbanization Knowledge Platform (UKP) was launched in September 2012 in a context that places transparency, knowledge sharing, and accountability at the core of development policies in MENA countries. A branch of the global UKP managed by the World Bank Urban Anchor, it is the first World Bank regional sub-platform.

The MENA UKP aims at building a community of knowledge and practice to help decision makers address the many challenges and unprecedented opportunities MENA cities are currently experiencing. Through this initiative, the CMI and its partners intend to leverage the UKP’s role as a knowledge generator and global convener by catalyzing knowledge exchange, collaboration, experimentation, and innovation in MENA and beyond.

The MENA UKP focuses on pragmatic problem solving and capacity building in order to tailor solutions to local needs by drawing on specific examples, adapting them to other contexts, and linking research and policies to operations so that innovations and best practices make their way into real-world plans and projects. It enables collective ownership by facilitating learning among, with, and from peers through two-way interactions as part of an urban community. All members have a say in the platform’s development and a stake in its success.

To date, those collaborating on the initiative have established an electronic platform—a set of initiative pages housed on the UKP website—and a password-protected collaboration space that will enable members of MENA UKP communities of practice to exchange information and collaborate. They have also convened two conferences, with the participation of local elected representatives, government officials, urban practitioners, and international experts. The first was a workshop on broader urban development challenges and an introduction to the UKP. The second, held in Rabat in March 2013, was a conference on municipal finance involving 70 experts and decision makers from seven countries.

In mid-July 2013, the MENA UKP team initiated a brainstorming process to reflect on the lessons learned in the past year and to identify concrete and creative ways to maximize the impact of the MENA UKP. It led to the identification of certain priorities for action: urban services, land and housing, decentralization, accountability, environmental protection, and cultural heritage. These themes could be approached through the creation of new pilot subpages on the UKP website or through the use of new tools or activities (such as study tours, webinars, newsletters, interviews).

Beyond the identification and sharing of knowledge, the program has demonstrated the importance of reaching out to a broader range of urban development stakeholders in the MENA region (from the private sector and civil society) to enhance their ability to make a positive impact on urban development.


http://beta.cmimarseille.org/UkP
Cities for a New Generation

The primary objective of the Cities for a New Generation (CNG) program is to improve municipalities’ capacity to manage their resources in a long-term strategic planning perspective and to become true engines of growth for their surrounding regions. The current phase of the program entails diagnoses in selected cities and defining action plans for urban policy reform and investment, with four main components: review of the national urbanization framework; better management of human resources; optimization of the use of financial resources and municipal assets; and improved local governance for greater social accountability. Cities for a New Generation covers the MENA region, with an initial focus on three cities in CMI member countries in which the CDC and other CMI partners are already engaged: Marrakech (Morocco), Sfax (Tunisia), and Saida (Lebanon). The CMI’s main counterparts are decision makers at the local level, but national institutions are also involved and informed of the latest developments.

The first phase of the regional CNG program involves delivering work packages on the four main components. The reports on human resources and social accountability were delivered in June 2013. Their findings include: assessments of each participating city’s approach to these components; and comprehensive and realistic action plans including measures for policy and investment at both the local and national levels, in consultation with a wide array of stakeholders. The Municipal Finance report for Marrakesh is being finalized and the review of the national urbanization framework covering the three cities is in draft final form for Marrakesh and Sfax and to be delivered in November for Saida. A synthesis of these results was drafted in preparation for the quality enhancement review (QER) meeting, which took place on September 26. City-by-city syntheses and a regional “lessons learned” report that incorporates the QER recommendations are also prepared. The results of this first phase are being presented and disseminated through workshops in each of the three cities during autumn 2013. In addition, an overall synthesis is to be disseminated to a wide audience of the region’s local and national officials during a regional conference and to a wider array of stakeholders in a presentation to take place by December 2013.

The program gathered feedback and showcased its deliverables at a workshop in Rabat on October 2, 2013, at the request of the Moroccan government. The workshop provided the opportunity to identify priorities and future needs of local Moroccan authorities, liaise with national decision makers, and undertake active outreach to other cities and national authorities regarding the implementation of action plans that require intervention at the level of the national framework.

The client cities have expressed very high satisfaction with the value added by the studies. Marrakech and Sfax have explicitly requested assistance for the implementation of the action plans, and Saida and other cities have also expressed interest. Therefore, the second phase will consist of developing technical assistance to facilitate the implementation of the urban development strategy in the pilot cities and undertake the process of diagnosis and implementation of an action plan in other cities.

The program has also already provided an excellent basis for stronger bonds between the World Bank, its CMI partners, and the municipalities, in line with the overall shift in the approach of the Bank’s urban team in the MENA region toward more direct engagement at the local level. The program’s results will also be used in upcoming World Bank lending operations in Morocco and Tunisia.
Joint Work Program MUDUN

In 2012, the CMI and Cities Alliance established a partnership in a joint work program (JWP), called MUDUN, to collaborate with regional cities and governments. The program aims to mobilize local, regional, and international expertise and experience to promote more coherent, efficient, and fundable initiatives to strengthen cities for inclusive economic growth, create accountable cities and towns, and promote subsidiarity. Managed and administered by Cities Alliance and the CMI, MUDUN is also funded by several institutions active in the MENA region (including the AFD, the CDC, the French and Italian Ministries of Foreign Affairs, BMZ, GIZ, Medcities, UN-Habitat, UCLG [United Cities and Local Government], and the World Bank). For its first phase (2012-2015), the program has defined regional and country-specific strategies to be implemented through technical collaboration, knowledge sharing, advocacy, and communication efforts.

Following a conference on decentralization organized by the National Federation of Tunisian Cities, the members of MUDUN met in Tunis on May 29-30, 2012. The presentation of a potential Tunisia country project, formulated by a consultant with the support of the program leaders, prompted an agreement that the Tunisia strategic framework should aim at strengthening the capacities of local authorities to respond effectively to demands for decentralization in Tunisia. A needs assessment and a portfolio analysis were then honed and completed by the CMI-Cities Alliance Secretariat. Two clear priorities emerged: stabilization of the reform process at the national level through a phased approach; and support for Tunisian municipalities and their interest organizations to improve municipal finance systems.

Work on the Tunisia project began with three diagnostic studies carried out by the World Bank in partnership with the AFD: the Tunisia urbanization review; the review on the state of decentralization; and the Tunisia municipal finance and local fiscal study. All three have been completed, and feedback from counterparts on the analytical work on decentralization and municipal finance has been integrated in the final documents. Regional dissemination workshops to share and discuss the findings were held in several Tunisian cities in October 2013. The three studies are also being used to inform the design and implementation of the proposed Programme tunisien de développement urbain et de gouvernance locale (2014-2018). Both the European Commission and the Swiss Agency for Development and Cooperation (DDC) have expressed interest in supporting this program.
The Employment and Social Protection program is led by the AFD with support from the WB, the ILO, the EU, and the African Development Bank (AfDB). The program was started in 2009, two years ahead of the Arab Spring, which was largely catalyzed by the persistence of high unemployment and limited employment opportunities, with social safety nets hindered by rises in commodity prices and budget shortages in MENA countries. The CMI’s existing multi-partner platform made possible a quick and coordinated joint response to the Mediterranean countries’ emergencies in 2011.

The project’s main areas of concentration are the sustainability of social safety nets in southern and eastern Mediterranean countries and the need for job creation, skills development, employability (in particular for youth and women), social integration, and active labor market policies addressing both the demand and the supply sides of labor markets.

The program’s activities have four fundamental objectives: (i) improving employability and skills in the workforce (notably through adjustment of education and training to match market needs); (ii) increasing the number and quality of jobs (through access to credit and micro-finance, promotion of entrepreneurship, and labor-intensive public works); (iii) encouraging flexibility and providing job search support; and (iv) recalibrating the financing and priorities of social safety nets.

The program is a platform that allows key national stakeholders and international development partners to share information, understand policy alternatives, and identify potential solutions for the sustainable and inclusive reform of social contracts in the MENA region. It organized successful workshops in Tunis (June 2011), Cairo (October 2012), and Tokyo (October 2012) on emergency social measures for transition, labor market policies, and inclusive development, respectively. It has also integrated the e-community of practice currently under development by the World Bank (MENA Human Development Unit). Following recent talks in Paris, it was agreed that the WB and the AFD would jointly conduct upstream studies on employment observatories and the situation of youth, especially those classified as NEET (not in education, employment, or training), who appear to represent half of the 15-24 age cohort in MENA.
Launched in April 2010 just prior to the Arab Spring, the Arab Youth Initiative (AYI) anticipated the demands for voice, socioeconomic inclusion, and participation articulated by Arab youth. Since then, those demands have amplified and reached a new level of urgency. The MENA region has the largest youth cohort in modern times, with more than 100 million between the ages of 15 and 29 years, or 30 percent of the region’s population. It has the highest youth unemployment rate globally and a higher than average youth unemployment rate among unemployed graduates. At the same time, most of the jobless youth have low levels of education, and there is a large proportion of inactive youth, particularly among young women, who are not engaged in school, training, or work. Despite the social mobilization of the Arab street, youth have been only marginally implicated in formal decision-making processes and institutional and sectoral reforms and have weak organizational structures to channel voice. Yet, their shared aspirations for more representative forms of government and respect for individual rights point to their potential contribution to institutional reforms and to economic and technological progress.

The aim of the AYI is to expand the voice, inclusion, and participation of Arab youth in decision making and to increase their access to opportunities. It builds on the current civic engagement of youth in the MENA region. It focuses on the countries of the Deauville partnership, which are in the process of reforming their socioeconomic and political systems. The CMI helps the AYI to bring different stakeholders (including youth) together for high-level discussions on the development of youth policy and to increase their access to opportunities. It builds on the current civic engagement of youth in the MENA region. It focuses on the countries of the Deauville partnership, which are in the process of reforming their socioeconomic and political systems. The CMI helps the AYI to bring different stakeholders (including youth) together for high-level discussions on the development of youth policy and offers opportunities for institutional development and coalition building to youth organizations at the national and regional levels. In particular, it empowers champions of institutional change by offering direct capacity building and by leveraging partnerships involving the public and private sectors and non-governmental organizations (NGOs). The CMI Youth Program has also supported youth-focused analytical work in Tunisia that combines new quantitative data with qualitative and program analysis and proposes a multi-dimensional roadmap for the inclusion of youth. This work builds on the findings of the Moroccan and Egyptian youth inclusion studies.

Knowledge-sharing events

The Arab Youth Initiative had its origins in a conference, Young People in Arab Countries: Promoting Opportunities and Participation, sponsored by the CMI with the League of Arab States’ General Secretariat for Social Affairs and the AFD. Held at the École de la Deuxième Chance in Marseille on April 28-30, 2010, the conference brought together over 115 international participants.
and regional participants, including several Arab ministers, youth representatives, and private sector experts. It concluded with a conference statement endorsed by all participants. A subsequent conference, “Toward a New Era of Arab Youth Empowerment”, was co-organized with the League of Arab States in Cairo on September 25-27, 2011, with representatives of Arab youth, particularly from Tunisia, Morocco, and Egypt. The conference statement, formally endorsed by all participants and organizers, called for the establishment of: independent youth structures to represent youth in decision making at local, national, and regional levels; and an online youth-led platform using e-learning, including about principles and practices regarding human rights, to foster the participation and engagement of youth.

**Capacity-building activities**

The Arab Youth Initiative has developed capacity-building activities at national and regional levels since 2012.

In Morocco, the CMI youth program supports capacity building and dialogue among high-level policy makers, youth representatives, and human rights activists. It also provides them with knowledge about other countries in transition. Morocco is the first in the MENA region to have developed a youth inclusion policy and has established an institution representing youth in the Constitution.

The first workshop was held in Rabat in May 2012. Since then, the CMI has supported capacity-building activities for: (i) the Inter-Ministerial Committee for Implementation of the Integrated National Youth Strategy (INYS); (ii) the Conseil Consultatif de la Jeunesse et l’Action Associative (CCJAA), the body established in the new Constitution; and (iii) the establishment of an independent National Youth Forum, in line with good international practice.

At the regional level, the AYI’s main official counterpart has been the League of Arab States’ General Secretariat for Social Affairs. It provides the League of Arab States with capacity-building activities to enable its support for structured youth participation through measures such as an Institutional Development Fund of US$ 250,000. It also provides capacity building activities to an independent Arab Regional Youth Network, which is expected to work in partnership with the League of Arab States to raise the visibility of youth among policy makers on critical reform issues.

The official launch of capacity-building activities on the participation of Arab youth, especially the independent online platform, took place in Marseille on November 6-7, 2013, as part of the Mediterranean Economic Week. About 25 representatives of Arab youth attended the event along with high-level representatives of the League of Arab States and key partners such as Microsoft and United Nations Volunteers. The Marseille event also provided the venue for disseminating the results from a new discussion paper prepared with DEC which aims at quantifying the nexus between non-economic factors such as civic participation, political freedom, human rights, youth community engagement, and youth economic outcomes.
The Open Government Initiative was founded in FY13 as a direct response to concerns expressed by Morocco’s and Tunisia’s representatives to CMI with regard to the profound governance challenges facing countries in transition. The first component of this program seeks to support recent reforms aimed at enhancing accountability mechanisms, starting with the anti-corruption hotline launched by the Government of Tunisia, for which the CMI’s assistance has been sought. As governments in the southern Mediterranean start to build new democratic foundations for their countries, the Arab Council for Judicial and Legal Studies (ACJLS) has also requested CMI support, based on regional and international experience, for the development of independent and transparent judicial systems across the region. ACJLS is a MENA body headed by Dr. Salahideen Al-Bashir, former Minister of Justice and Minister of Foreign Affairs in Jordan. The CMI’s assistance will focus on building the capacity of ACJLS to develop systems to support monitoring and evaluation of judicial performance. The CMI will provide analysis of key topics within the justice sector such as the role of judiciary in transition phases in terms of ensuring judicial integrity, enhancing the ability of judiciaries to hold executive agencies accountable, and improving delivery of justice sector services.

The second component of the program focuses on enhancing access to justice for the most vulnerable and builds on WB activities aimed at improving legal aid services in Mashreq countries during FY11-12. These activities were guided by the study, “Justice Sector Service Delivery to the Poor: How Are Middle East Governments Addressing Gaps?” funded by MENA GAC (Government and Anticorruption). Analyses of the demand for services for the poor were conducted in Jordan and Lebanon. In Jordan, a comprehensive analysis of a survey of 10,000 households on the justice sector was conducted; data were disaggregated by families’ expenditure levels and provided valuable insight on how the poor interact with courts and lawyers. The data and the analysis were included in Jordan’s country gender assessment in relation to poor women and were used in a high-level workshop endorsed by H.M. King Abdullah on improving access to justice. In Lebanon, surveys were conducted via stakeholder consultations in Baalbak-Hermel, one of the poorest areas of Lebanon. They identified priorities for poor communities (such as access to personal documents), which are now being addressed through a program to help these communities to learn how to carry out the required administrative procedures.

In Tunisia, an initial assessment of the capacity of the Public Sector Complaints Mechanism attached to the Office of the Prime Minister was completed. It identified priority needs for which the CMI can provide assistance, including improving case management procedures and outreach.

Discussion have been held with the Chairman of ACJLS, H.E. Dr. Al-Bashir, to develop a capacity-building initiatives to develop a better understanding of the demand for services for the poor were conducted in Jordan and Lebanon. In Jordan, a comprehensive analysis of a survey of 10,000 households on the justice sector was conducted; data were disaggregated by families’ expenditure levels and provided valuable insight on how the poor interact with courts and lawyers. The data and the analysis were included in Jordan’s country gender assessment in relation to poor women and were used in a high-level workshop endorsed by H.M. King Abdullah on improving access to justice. In Lebanon, surveys were conducted via stakeholder consultations in Baalbak-Hermel, one of the poorest areas of Lebanon. They identified priorities for poor communities (such as access to personal documents), which are now being addressed through a program to help these communities to learn how to carry out the required administrative procedures.
As part of the CMI’s Rencontre Valmer series, the team organized a first knowledge-exchange workshop in May 2013, “Justice Sector Services across the Mediterranean: Access for All”. This event brought together representatives from the justice systems of Egypt, Jordan, Lebanon, Morocco, and the Palestinian Territories. Representatives of different legal aid models (Lithuania, Moldova, Ukraine, the United States), civil society organizations (CSOs), academia, and international organizations were also in attendance. For the first time, these practitioners had the opportunity to share their experience and identify concrete ways to improve the delivery of justice-sector services. Six priority areas for joint action were proposed and will form the basis of the CMI’s support under the justice-sector component of the program: developing data on delivery of justice-sector services; justice and gender (linked to the WB country gender assessments for Jordan and Morocco); building the capacity of CSOs to deliver services (legal aid) and monitor judiciaries; monitoring and evaluating services, including impact assessments; and promoting user-friendly courts. This workshop was also the first CMI event to include a specific session on gender, which addressed personal status cases and links with poverty in an attempt to mainstream gender issues throughout CMI programs. The inclusion of a considerable number of CSO representatives was another highlight of the event. They will continue to guide the development and implementation of the program.

As a follow-up to the Rencontre Valmer, at which participants requested that the CMI support continuous knowledge exchange, the team plans to organize a second workshop based on the jointly developed matrix at the beginning of 2014.

Gender

The CMI works to lift constraints on the economic and political inclusion of women in the Middle East and North Africa.

As Ms. Inger Andersen (Vice President for the Middle East and North Africa Region, World Bank) writes in her foreword to the World Bank report, Opening Doors: “It is not only in the test squares that we have seen women whose aspirations are changing rapidly but increasingly unmet… This fact is surely an important one to grapple with as the region undergoes a profound transformation.” Societies in the MENA region have taken admirable strides over the past four decades to bridge gender gaps, especially in the areas of education and health, but these investments in human capital have not been matched by increases in women’s economic and political participation; instead, women enter the MENA labor market at half the average global rate.

As the report points out, job creation in MENA’s private sector has been too limited to absorb the large and growing number of young jobseekers. In this already limited sphere, women are unable to compete on an equal footing. Young women face unemployment rates as high as 40 percent in many countries in the region. A critical policy challenge will be to create a large and diverse set of job opportunities that are open to women.

Even if such jobs are created, efforts are needed on many fronts to increase women’s participation in the economic and political spheres, and they must be appropriate to each country’s context. These efforts include making changes in policies to secure women’s equality under the law, addressing skills deficits and mismatches, and actively promoting women’s economic, civic, and political participation.
For more than a year, the CMI has hosted the Rencontre Valmer conference series at the Villa Valmer in Marseille. The main objective is to bring together governments, experts, and journalists from both sides of the Mediterranean to reflect on the economic and social implications of the region’s transformation and to identify the solutions best able to contribute to sustainable development and greater integration in that context. The conference series aims to address the question: “Beyond the Arab Spring: With MENA in transformation, what are the economic and social implications?”

Building on the experience of the G8 Broader MENA Initiative, the VIII Forum for the Future, and on the Deauville Partnership elaborated in May 2011, the conference series aims to strengthen ongoing discussions and enhance the multi-partner approach. With several international organizations and frameworks involved in the development of the MENA region, the Rencontre Valmer will provide a distinctive contribution by bridging the gap between experts and the practical expertise required in the decision-making process.

The Rencontre Valmer series aims to support the communities of practice that can provide new ways to address the socioeconomic challenges of the region. By focusing on strategic regional priorities, such as jobs, food security, and governance, these exchanges produce important linkages to operational activities and advance the broader regional development and integration dialogue.

### BOX 9

**THE GOLDEN GROWTH RENCONTRE VALMER**

The fourth Rencontre Valmer (December 11-12, 2012) convened high-level officials, policy makers, leading economists, and international experts to discuss the challenges of regional economic integration through the lens of the World Bank report, *Golden Growth: Restoring the Lustre of the European Economic Model*. In the spirit of its mission to serve as a collaborative platform for sharing knowledge, the CMI brought together participants to draw lessons and findings from the study of the European economic model and the interdependencies between the two shores of the Mediterranean. The group emphasized the ramifications of the Golden Growth assessment of the European model for the southern Mediterranean that are reflected in the proposals of the CMI’s report, *Trade and Investment*, for core structural reforms to underpin integration. These include improved access to markets, increased competitiveness through productive diversification, mobilization of external capital, the engagement of diasporas, and the promotion of inclusiveness, equity, and sustainability. Participants also highlighted the need to adopt more needs-driven immigration policies to fill European labor gaps and to prevent scenarios in which countries in the South independently finance highly skilled professionals who migrate upon graduation without investing the knowledge and skills acquired back into the economy of the home country. Finally, they underscored the need for a shift in the region’s business environment toward a knowledge- and innovation-driven economy that promotes entrepreneurship and job creation, adding that such a transformation can only be catalyzed through comprehensive reforms of the education system, including vocational training.
Social protection and its role in countries of the southern Mediterranean has long been misunderstood. The CMI’s third Rencontre Valmer (November 27, 2012) brought together high-level decision makers and experts from around the globe to establish diagnostics for treating issues at the heart of the ongoing Arab transformation movements: the reform of social protection and the development of efficient, employment-based social schemes. In an effort to lay the ground for an enhanced social contract across the region, participants emphasized the need to implement a rights-based approach to structural economic reforms that leverages public-private partnerships and promotes equal opportunity; these objectives necessitate the dissolution of the vested interest groups that have historically seized rents and assets and ensuring open access to reformed education, health, finance, and other public services. Participants found that to do so, the reform of education systems and labor market policies should seek to remedy skills mismatches, foster innovation and entrepreneurship, and facilitate cooperation with the private sector. Meanwhile, southern Mediterranean countries should look to European experience to refine social protection and subsidy programs that accommodate better and stronger social safety nets for the poor. In these efforts, the role of the CMI as a forum for regional knowledge transfer that remains attuned to local approaches and ongoing institutional changes is critical. The CMI provides a space to exchange lessons learned from concrete policy experiments and to open up a dialogue with new partners, such as civil society organizations involved in employment and social reforms. These neutral, inclusive exchanges help partners on both shores of the region share and design pragmatic solutions to common public policy challenges and ultimately elaborate a shared strategic vision for the future.
EXPANDING OUTREACH

Since the launch of the CMI, the coordination unit and program leaders have collaborated to develop a variety of communication and outreach activities to connect with public and private stakeholders as well as civil society representatives and think tanks, academics, and the media.

The new CMI website (www.cmi-marseille.org) has been built as a platform for sharing social knowledge and is the first reference point for an overview of the Center’s activities. It offers direct access to the CMI’s e-tools, such as the Trilingual Thesaurus on biodiversity, the MenaPolis platform for strategic urban planning linked to the e-Geopolis platform, the CMI e-community, the CMI video channel, and CMI picture sets.

In addition to the 2012 annual report—of which 750 copies were distributed last year—and a new CMI brochure, the Center also disseminates its work through an e-letter published every eight weeks. Twenty issues have been published to date in English, French, and Arabic. The total number of subscribers to the e-letter has increased steadily, reaching more than 3,100 since the launch of the website.

The CMI has also developed relations with the international and regional media by holding press conferences and issuing press releases, including joint releases with other development partners.

Publications

CMI Brochure
The CMI released a new brochure presenting its programs and activities. Clear and accessible, it presents an overview of the new thematic organization of the work through the three integrational themes of the Center and its new strategic direction. October 2013, English and French.

Creating a Sustainable Future for our Coastal Cities in the Mediterranean
The Cities and Climate Change program has developed a brochure to raise awareness of urgent environmental priorities. The leaflet aims to show that it is possible to adapt cities today in anticipation of their future. October 2013, English and French.

Benchmarking Governance as a Tool for Promoting Change: 100 Universities in MENA Paving the Way
This report on the Higher Education program describes how the University Governance Screening Card (UGSC) benchmarking exercise proved to be a driver for change and policy reform in participating institutions and how it helped higher education institutions in the region to undertake a process of self-examination. September 2013, English and Arabic.

Transforming Arab Economies: Traveling the Knowledge and Innovation Road
The Knowledge Economy program’s recent study places a knowledge- and innovation-driven model at the heart of new development strategies in the region. It offers examples from the region, as well as from countries from Finland to Korea, of effective strategies to maximize the use of knowledge, innovation, and technology. June 2013, English, French and Arabic.

International Labor Mobility Brochure
The International Labor Mobility program has produced a brochure to promote its activities and to explain its regional perspective. May 2013, English.
CMI course at AMSE

From February 12 to February 20, 2013, the CMI gave a series of classes on Mediterranean development at the Aix-Marseille School of Economics (AMSE). This recently created institution seeks to contribute to research on global economic issues and to attract outstanding international students and academics. This course was delivered in collaboration with the AFD and the Banque de France as part of the AMSE master’s program in Development Economics, and it focused on the most urgent priorities and critical challenges facing development practitioners in the region. The objectives were to provide students with the tools to understand the complex processes of designing and implementing development policies at both the strategic and operational levels and to provide support and visibility to a local initiative promoting Marseille’s significance on the international stage. This was also a valuable opportunity for the CMI to develop its linkages with local academia and to disseminate its knowledge products and vision for the Mediterranean region.

After an introductory presentation of the regional framework for development assistance, students were provided with interactive analyses of three major issues facing Mediterranean countries in the current context of transition: urban development and local empowerment; management of natural resources and environmental vulnerability; and economic integration and employment. Through a presentation of institutional and policy challenges and processes, the classes offered an illustration of the cross-sectoral and multi-partner approach that is increasingly adopted by development institutions in the region. Following this experience, the participants envisioned the development of a full CMI course that could be delivered to a wider audience, in particular in southern Mediterranean universities. Another round of classes at the AMSE is scheduled for the second semester of the coming academic year and should be extended to PhD candidates.
ENSURING FINANCIAL SUSTAINABILITY

As in previous years, the CMI’s budget has three main components:

▶ Financing from the World Bank, which covers co-ordination unit activities and funding for various World Bank-led programs.

▶ A Multi-Donor Trust Fund (MDTF), which includes contributions from the AFD, CDC, EIB, the French Ministry of Foreign Affairs and the French Ministry of Economy and Finance, and the Government of Tunisia.

▶ Direct contributions from CMI’s partners for specific programs.

The growth of the Center’s budget during the period from FY10-13 reflects increased World Bank, MDTF, and partner support for CMI’s activities. The aggregated total budget allocation from all three sources of funding stands at $35.4 million (Table 1). CMI’s members have also agreed that these three main financing lines will continue to support the Center until FY16.

Table 1 provides an overview of allocations for CMI FY10-13 and projected finance for CMI FY14-16 from CMI’s three main sources of finance. Table 1 shows that the World Bank allocated $13.6 million during FY10-13 for both CMI administration and programs. It is estimated that the World Bank will provide $3.8 million toward CMI administration and $1.8 million for its programs in FY14-16. The MDTF is an essential component of the total budget and is critical to CMI’s future. For FY10-13, the MDTF allocation was rounded to $6.6 million. The amount allocated to the MDTF is expected to rise for FY14-16, as the EIB, AFD, CDC, the Government of Tunisia, and the Government of France continue to provide funds on a yearly basis in accordance with their pledge for this period.

Partner allocations were $15.2 million in FY10-13. For FY14-16, to date, partners have allocated $8.9 million to CMI programs. This amount is expected to rise as partners continue to provide programmatic allocations for existing and new programs that may come on line in the near future.

Table 2 shows the consolidated program finance picture for FY10-13. It shows the breakdown of resources allocated by the World Bank, the MDTF, and from partners to each of the three integrational themes, a total of 26 programs to date for the four years (FY10-13) ending June 30, 2013. The table also shows the sources of finance for transverse activities undertaken by the Coordination Unit.

Table 2 shows that the total World Bank budget allocated to CMI programs under the three integrational themes FY10-13 was $5.7 million; MDTF was about $4.4 million; and partner contributions were $15.2 million, reflecting increased partner commitment to developing
high-quality programs at the CMI. It gives the resources allocated to transversal activities handled by the Coordination Unit, in terms of CMI’s governance, administration, program support, thematic events and communications. These totaled $6.8 million in terms of World Bank Budget and about $2 million in terms of allocations from the MDTF.

In addition, Table 2 lists some new programs in which the CMI has recently become engaged, such as Banking, Regulation and Gender. Budget allocations and partner contributions for these programs will be confirmed in the near future.

The Government of Tunisia has recently committed $50,000 to the MDTF for 2013-15. It is the first time since the creation of the CMI in 2009 that a founding MENA country member has made an important financial commitment to the Center. This contribution to the MDTF demonstrates the maturity of the relationship between Tunisia and the CMI, one that embodies the joint work of countries and institutions for regional integration. The CMI extends its sincere thanks and appreciation to the Government of Tunisia for showing its support for the CMI’s activities through this financial commitment. Such an endorsement serves to strengthen the key role played by Tunisia in the pursuit of common objectives in the context of regional transition.
TABLE 1: OVERVIEW OF ACTUAL REVENUES FOR CMI FY10-13, PARTNERS CONTRIBUTIONS TO CMI PROGRAMS, AND PROJECTIONS FOR FY14-16

<table>
<thead>
<tr>
<th>ACTUAL REVENUES FY10-13</th>
<th>TOTAL FY10-13</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY10</td>
<td>FY11</td>
</tr>
<tr>
<td>World Bank/1</td>
<td>3,240</td>
</tr>
<tr>
<td>Portugal (ODA)</td>
<td>1,473</td>
</tr>
<tr>
<td>CDC /4</td>
<td>1,083</td>
</tr>
<tr>
<td>EIB /5</td>
<td>1,446</td>
</tr>
<tr>
<td>MEDDTL/CERTU /7</td>
<td>300</td>
</tr>
<tr>
<td>Plan Bleu /8</td>
<td>809</td>
</tr>
<tr>
<td>GEF /9</td>
<td>3,000</td>
</tr>
<tr>
<td>OCEMO</td>
<td>435</td>
</tr>
<tr>
<td>ISIDCO</td>
<td>250</td>
</tr>
<tr>
<td>TOTAL (WB, MDTF, Partners)</td>
<td>35,400</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROJECTED REVENUES FY14-16</th>
<th>TOTAL FY14-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>FY15</td>
</tr>
<tr>
<td>World Bank/1</td>
<td>1,882</td>
</tr>
<tr>
<td>Portugal (ODA)</td>
<td>1,170</td>
</tr>
<tr>
<td>CDC /4</td>
<td>tbc</td>
</tr>
<tr>
<td>EIB /5</td>
<td>tbc</td>
</tr>
<tr>
<td>MEDDTL/CERTU /7</td>
<td>tbc</td>
</tr>
<tr>
<td>Plan Bleu /8</td>
<td>390</td>
</tr>
<tr>
<td>GEF /9</td>
<td>50</td>
</tr>
<tr>
<td>OCEMO</td>
<td>50</td>
</tr>
<tr>
<td>ISIDCO</td>
<td>50</td>
</tr>
<tr>
<td>TOTAL (ODA)</td>
<td>8,936</td>
</tr>
</tbody>
</table>

MDTF: Multi-Donor Trust Fund /1 World Bank Budget (BB) allocation for FY10-13 and budget projections for FY14-16. /2 MDTF for CMI 1.0 (FY10-12): $3.34 million, of which: AFD: €200,000/ year for 3 years = $780,000; CDC: €100,000/year for 3 years = $390,000; EIB: €300,000/year for 3 years = $1,170,000; MOFA: €400,000 plus $750,000 from the donor balance account = $1,353,113; and MINDEF: €100,000 from the donor balance account. Exchange rates used according to the trust fund proposal submitted in 2009 (1E = $1.3). MDTF for CMI 2.0 (FY13-16) allocated or committed subject to confirmation from contributors as of October 15, 2012: MOFA: €2.0 million = $2.63 million received in February 2012. AFD: €300,000/year for 3 years = $1,170,000; MINDEF: €500,000 paid in 2013. Total MDTF CMI 1.0 and CMI 2.0 currently stands at $8,620 million. Administration fees deducted by World Bank: $255,000. /3 For FY10-12, AFD contributed €490,000 for programs on Sustainable Urban Transport and $390,000 for Water Demand Management. AFD provided $40,000 for the Youth Program in FY10 and $80,000 of work on Financing of Higher Education in FY11. They also contributed €370,000 for Employment and Social Protection. For FY14-16, AFD will contribute €463,000 to programs related to Water Demand Management, €328,000 to Sustainable Urban Transport, and €381,000 to Employment and Social Protection. AFD will also contribute €10,000/year for 3 years (= $31,300) to CEFEB Urban Seminars. /4 For FY10-12, CDC provided €500,000 (= €725,000) a year for 3 years for the programs on Strategic Urban Development (UD1) and Cities and Climate Change (UD2). For FY13-15 (CMI 1.0), CDC provided €400,000 for the Strategic Urban Development program and €320,000 for the Cities and Climate Change program. The FY13-16 commitment is the unexpended amount from FY10-12. /5 For FY10-13, EIB provided €418,000 for Innovation Capacities (follow-on program to EIB’s Fostering Innovation program), €150,000 for Public-Private Partnerships, and €298,000 for Sustainable Urban Development. For FY14-16, EIB will continue to lead these programs, committing €365,000 to Innovation Capacities, €365,000 to Public-Private Partnerships and €345,000 to Sustainable Urban Development. /6 GIZ’s CoMun program has an available budget of €7.0 million covering FY13-15 from BMZ and German MINDEF. It is foreseen that GIZ will allocate further funds for the CoMun program in FY15. GIZ, in partnership with AFD and the Center for Global Development (CGD), also contributed €50,000 to the CMI’s International Labor Mobility program. /7 The French Ministry of the Environment, Sustainable Development, Transport and Housing (MEDDTL/CERTU) seconded a senior expert to the Environment and Water cluster for 2.5 years from FY11-13. It has a new secondment at the CMI for the Sustainable Growth theme for FY14-16. /8 For FY10-12, Plan Bleu provided €300,000 for CMI’s Green Growth program, and provided €200,000/year for 3 years for the program on Water Demand Management which it led with AFD. For FY14-16, Plan Bleu plans to commit €60,000/year for 3.5 months of staff time a year as well as €49,000 for CMI-related seminars and reports. /9 GEF provided €3 million for FY11-12. /10 The City of Marseille committed €100,000/year for 3 years for the CMI’s International Labor Mobility program. /11 The European Training Foundation (ETF) funded a secondee to the SELM program in FY10. No further secondment is foreseen. /12 For FY10-12, UNDP provided €50,000 (€653,000) for 3 years for the ART-Local Empowerment program. /13 Cities Alliance and CMI have engaged on a Joint Work Program and budgeting for FY14-16 is ongoing.
### TABLE 2: ALLOCATIONS BY PROGRAM FY10-13

<table>
<thead>
<tr>
<th>INTEGRATED PROGRAMS</th>
<th>ALLOCATIONS FY10-13 (IN USD)</th>
<th>WORLD BANK</th>
<th>MDTF</th>
<th>PARTNER CONTRIBUTIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Policy, Trade and Investment</td>
<td>IE TAI</td>
<td>599,376</td>
<td>599,376</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Knowledge Economy</td>
<td>IE KE</td>
<td>249,995</td>
<td>500,000</td>
<td>127,000 (ISESCO) 30,000 (EIB)</td>
<td>906,995</td>
</tr>
<tr>
<td>Banking Regulation</td>
<td>IE BR</td>
<td>New</td>
<td>New</td>
<td>New</td>
<td></td>
</tr>
<tr>
<td>Innovation Capacities</td>
<td>IE IC</td>
<td>88,303</td>
<td>418,000 (EIB)</td>
<td>506,303</td>
<td></td>
</tr>
<tr>
<td>Higher Education</td>
<td>IE HE</td>
<td>1,382,585</td>
<td>422,252</td>
<td>100,000 (ETF) 80,000 (AFD)</td>
<td>1,984,837</td>
</tr>
<tr>
<td>International Labor Mobility</td>
<td>IE ILM</td>
<td>610,161</td>
<td>340,000</td>
<td>250,000 (ILO) 50,000 (GB, AFD, CGD)</td>
<td>1,250,161</td>
</tr>
<tr>
<td>Public-Private Partnerships</td>
<td>IE PPP</td>
<td>150,000</td>
<td>150,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CMI/2</td>
<td>PG DISA</td>
<td>64,419</td>
<td>125,000</td>
<td></td>
<td>189,419</td>
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</table>

<table>
<thead>
<tr>
<th>SUSTAINABLE GROWTH (SG)</th>
<th>ALLOCATIONS FY10-13 (IN USD)</th>
<th>WORLD BANK</th>
<th>MDTF</th>
<th>PARTNER CONTRIBUTIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Growth</td>
<td>SG GG</td>
<td>220,422</td>
<td>496,806</td>
<td>3,000,000 (GEF) 30,000 (CDEMD) 500,000 (AFD) 200,000 (Plan Bleu) 600,000 (MEDDTL)</td>
<td>4,597,228</td>
</tr>
<tr>
<td>Water Resources Management</td>
<td>SG WRM</td>
<td>332,130</td>
<td>169,596</td>
<td>609,000 (Plan Bleu) 500,000 (AFD)</td>
<td>1,738,726</td>
</tr>
<tr>
<td>Integrated Risk Management</td>
<td>SG IRM</td>
<td>200,000</td>
<td>150,000</td>
<td></td>
<td>350,000</td>
</tr>
<tr>
<td>Cities and Climate Change</td>
<td>SG CCC</td>
<td>365,916</td>
<td>38,927</td>
<td>598,000 (CDCC)</td>
<td>944,843</td>
</tr>
<tr>
<td>Sustainable Urban Transport</td>
<td>SG SU T</td>
<td>21,200</td>
<td>185,491</td>
<td>499,000 (AFD) 102,000 (MEDDTL)</td>
<td>800,191</td>
</tr>
<tr>
<td>Sustainable Urban Development</td>
<td>SG Sud</td>
<td></td>
<td>185,491</td>
<td>540,000 (EIB) 31,200 (AFD)</td>
<td>744,686</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENVIRONMENTAL HEALTH INITIATIVE</th>
<th>ALLOCATIONS FY10-13 (IN USD)</th>
<th>WORLD BANK</th>
<th>MDTF</th>
<th>PARTNER CONTRIBUTIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>CalMun</td>
<td>PG CM</td>
<td>N/A</td>
<td>10,000</td>
<td>5,350,000 (GIZ)</td>
<td>5,360,000</td>
</tr>
<tr>
<td>Strategic Urban Development</td>
<td>PG SD</td>
<td>445,910</td>
<td>97,000</td>
<td>502,000 (CDC)</td>
<td>1,034,910</td>
</tr>
<tr>
<td>Urbanization Knowledge Platform</td>
<td>PG UKP</td>
<td>236,916</td>
<td>350,000</td>
<td></td>
<td>586,916</td>
</tr>
<tr>
<td>Cities for a New Generation</td>
<td>PG CGN</td>
<td>68,063</td>
<td>300,000</td>
<td>250,000 (Cities Alliance)</td>
<td>618,063</td>
</tr>
<tr>
<td>MUDUN (Joint Work Program)</td>
<td>PG MU</td>
<td></td>
<td></td>
<td></td>
<td>618,063</td>
</tr>
<tr>
<td>ART (Association des Réseaux Territoriaux)</td>
<td>PG ART</td>
<td>150,761</td>
<td>653,000 (UNDP)</td>
<td>803,761</td>
<td></td>
</tr>
<tr>
<td>Local Empowerment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arab Youth Initiative</td>
<td>PG AYI</td>
<td>640,722</td>
<td>320,000</td>
<td>40,000 (AFD)</td>
<td>1,000,722</td>
</tr>
<tr>
<td>Employment and Social Protection</td>
<td>PG SP</td>
<td>297,575</td>
<td>10,017</td>
<td>270,000 (AFD) 15,000 (ILB, EC, ADB)</td>
<td>512,592</td>
</tr>
<tr>
<td>Open Government Initiative</td>
<td>PG OB</td>
<td>137,375</td>
<td>150,000</td>
<td></td>
<td>287,375</td>
</tr>
<tr>
<td>Public Procurement Reform</td>
<td>PG PPR</td>
<td>35,000</td>
<td>35,000</td>
<td></td>
<td>70,000</td>
</tr>
<tr>
<td>Gender</td>
<td>PG GE</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<table>
<thead>
<tr>
<th>TRANSVERSAL ACTIVITIES</th>
<th>ALLOCATIONS FY10-13 (IN USD)</th>
<th>WORLD BANK</th>
<th>MDTF</th>
<th>PARTNER CONTRIBUTIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMI/5</td>
<td>105,770</td>
<td>444,036</td>
<td>N/A</td>
<td>549,806</td>
<td></td>
</tr>
<tr>
<td>CMI/6</td>
<td>1,809,699</td>
<td>383,934</td>
<td>N/A</td>
<td>2,193,633</td>
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<tr>
<td>CMI/7</td>
<td>0</td>
<td>973,110</td>
<td>N/A</td>
<td>973,110</td>
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<tr>
<td>CMI/8</td>
<td>253,346</td>
<td>250,000</td>
<td>N/A</td>
<td>503,346</td>
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</tr>
<tr>
<td>CMI/9</td>
<td>4,624,105</td>
<td>N/A</td>
<td>N/A</td>
<td>4,624,105</td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INTEGRATED ACTIVITIES</th>
<th>ALLOCATIONS FY10-13 (IN USD)</th>
<th>WORLD BANK</th>
<th>MDTF</th>
<th>PARTNER CONTRIBUTIONS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated Economies</td>
<td>2,816,536</td>
<td>1,475,555</td>
<td>1,205,000</td>
<td>5,497,091</td>
<td></td>
</tr>
<tr>
<td>Sustainable Growth</td>
<td>1,679,768</td>
<td>1,377,688</td>
<td>6,865,260</td>
<td>9,927,616</td>
<td></td>
</tr>
<tr>
<td>Participatory Governance</td>
<td>1,814,346</td>
<td>1,616,932</td>
<td>2,145,000</td>
<td>5,676,282</td>
<td></td>
</tr>
<tr>
<td>Public Procurement Reform</td>
<td>3,704,044</td>
<td>4,202,070</td>
<td>13,720,000</td>
<td>21,626,117</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>12,503,474</td>
<td>6,403,283</td>
<td>15,212,200</td>
<td>34,118,957</td>
<td></td>
</tr>
</tbody>
</table>

1/ Banking Regulation and Gender are new CMI programs with activities due to commence in FY14. 2/ ILO and UN-ESCWA have both committed staff time and travel costs to the DIQA program. 3/ The $3 million allocated to the Green Growth program by GEF refers to the ReGoKo activity. This is a Plan Bleu-WB co-led project of which Plan Bleu is the implementing agency and WB the executing agency. The allocated sum is expected to cover the period FY12-15. 4/ Sustainable Urban Development was allocated $143,466 in MDTF funding. A further $42,000 was allocated for the CEFEB Urban Seminars. This item represents capacity-building activities implemented by AFD/CEFEB in the urban sector. AFD provided a further $31,200 for this activity. 5/ “CMI Governance and Administration” includes governance, independent assessment of CMI and 5% administrative fee. 6/ “Program Support” includes fees for interns/consultants to develop and support programs and strengthen synergies. It also includes travel and accommodation costs. 7/ “Thematic Events” includes logistical arrangements, translator and interpreter services, lunches/coffee breaks. It also includes the T2T conference conducted with EBRD along with the Recontre Valmer cycle. 8/ “Communication and Outreach” includes editing, designing, and printing. 9/ “CMI Coordination” includes the staff time of Coordination Unit officers recruited and funded by the World Bank, IT support, support staff and Resource Management. It also includes field benefits, security-related activities, overtime, communications/IT equipment.
This annex presents updated logframes for CMI programs under the three integrational themes. It is not comprehensive in its scope but provides a snapshot of where most of the CMI’s programs are heading. Program leaders are currently in discussions with their partners to complete the work plan for the coming year(s). This compilation does not articulate the level of integration between programs under the new themes, but such an articulation is under way.

**THEMES AND PROGRAMS**

**INTEGRATED ECONOMIES**
- Knowledge Economy
- Financial Systems, Banking Regulation
- Innovation Capacities
- Higher Education
- International Labor Mobility
- Public-Private Partnerships
- DIQA

**SUSTAINABLE GROWTH**
- Green Growth
- Water Resources Management
- Cities and Climate Change
- Integrated Risk Management
- Sustainable Urban Transport
- Sustainable Urban Development

**PARTICIPATORY GOVERNANCE**
- Environmental Health Initiative
- CoMun
- Strategic Urban Development
- Urbanization Knowledge Platform
- Cities for a New Generation
- MUDUN (Joint Work Program)
- ART (Articulation des Reseaux Territoriaux) Local Empowerment
- Employment and Social Protection
- Arab Youth Initiative
- Open Government Initiative
- Gender
- Public Procurement Reform

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ANNEX 1

LOGFRAMES OF CMI PROGRAMS
OVERALL GOAL

Place a knowledge-based, productivity-driven growth model at the center of development strategies for countries in the Arab world, and in the Mediterranean in particular.

The program is designed to mobilize the interest of different stakeholders engaged in the process of building knowledge economies (KE) in order to spur growth and create jobs.

SPECIFIC OBJECTIVES

There are four main areas of engagement:

▶ Dissemination and follow-up of the CMI’s flagship report: Transforming Arab Economies: Traveling the Knowledge and Innovation Road. This includes following up on the Rabat Declaration on June 5, 2013, which reaffirmed the interest of organizations and representatives in a State Summit for leaders from the Arab world in the coming two years that would lead to the development of a common knowledge- and innovation-driven agenda for the region.

▶ Country consultations on furthering the knowledge and innovation approach in MENA, including in Morocco, Tunisia, Egypt, and Lebanon. This involves developing country studies to show the application of this approach contextualized to their national development strategies.

▶ Encouraging interaction of the community of practice of interested stakeholders through a dedicated KE website.

▶ Working with partners such as ISESCO, EIB, INSEAD, EC and others on the knowledge and innovation agenda.

AUDIENCE

High-level policy makers in the MENA region (prime ministers, ministers, top-level officials from ministries of finance / economy / planning / education, S&T, telecoms, and ICTs).

Key actors from the private sector, think tanks, academic networks, mayors, and representatives from the media.

High-level policy makers in the North and counterparts from key institutions, such as the EU, which have various programs in the region to facilitate the integration process.

Regional organizations and civil society actors who can help to take the agenda forward.
ANNEX II LOGFRAMES OF CMI PROGRAMS

DELIVERABLES

▶ Work on the organization of a State Summit on the KE for the region, in close collaboration with ISESCO.

▶ Continue to develop the KE approach with Morocco, Tunisia, Egypt, and Lebanon.

▶ Strengthen links with MENA PSD (private sector and enterprise development) and HD (human development) teams for supporting business innovation ecosystems in MENA; review of education/training and private sector skill demands.

▶ Work with parliaments from the region to sensitize them to this issue and to KE policy pillars.

▶ Develop “success stories” videos that can be disseminated in the Arab media. These efforts will help support the planned State Summit.

▶ Collaborate with partners such as INSEAD on the Global Innovation Index 2013 Report on topics related to local innovation dynamics in the Arab world.

IN VolVEMENT OF THE SOUTH

This work responds to the interest expressed by countries in the region that have developed KE strategies or have put in place policies on various KE pillars. It was discussed at a high-level conference in the context of CMI’s 2010 annual meeting in November, with participants from Mauritania, Morocco, and Tunisia, and from the EIB, ISESCO, and the World Bank.

Representatives from MENA countries have participated in workshops/consultations on the KE approach: November 2011 (CMI), June 2012 (Rabat), April 2013 (Rabat and Tunis), June 2013 (Rabat, Cairo). The team organized a high-level Rencontre Valmer at the CMI (October 2012). The launch of the KE report Transforming Arab Economies: Traveling the Knowledge and Innovation Road took place in June 2013 with participants from 15 MENA countries.

LEAD ORGANIZATION

WB

PARTNER ORGANIZATIONS

ISESCO

EIB

Others, such as INSEAD, EC

INTEGRATED ECONOMIES
## OVERALL GOAL
To foster high-level dialogue, exchange of experiences, and bilateral partnerships among supervisory authorities from the North and South of the Mediterranean.

## SPECIFIC OBJECTIVES

**To assess the degree of interconnectedness among banking systems around the Mediterranean through cross-border activities or subsidiaries, the impact of European banks deleveraging and the impact of the region’s growth slowdown on the soundness of local banking systems.**

**To take stock of how global regulatory initiatives are being translated into local banking regulation practices, enhancement of off-site surveillance (early warning systems, stress testing, crisis simulations), enhancement of on-site inspections, coordination of supervisory practices for cross-border banks under the Vienna initiative, and consider the role of public policy in accelerating resolution of non-performing loans to avoid a drag on the real economy.**

**To share experience on managing system-wide banking distress through official sector intervention, design of lender of last resort policies, and conditionality, orderly exit of problem banks, deposit insurance, bank recovery and resolution plans.**

**To promote partnerships on sustaining SME access to finance in support of job creation by the private sector, while ensuring the appropriate balance between greater access and continued financial stability.**

## AUDIENCE
High-level representatives from banking supervisory authorities and central banks from the Euro-Mediterranean area, as well as from international and regional institutions (World Bank, IMF, EBRD, ECB and European Commission).
## DELIVERABLES

**FY14:**

**Proposal 1**
- Capital markets regulation and corporate financial reporting event (prepared by MENA FPD and MENA FM).

**Proposal 2**
- Workshop on insolvency and creditor rights. The workshop would enable the South to learn from the experiences of the North and assess the challenges of reform from different angles. The workshop could lead to follow-up technical assistance projects under the umbrella of the World Bank.

### INVOLVEMENT OF THE SOUTH
- Morocco
- Algeria
- Tunisia
- Egypt
- Jordan
- Lebanon
- Malta
- Palestinian Territories

### LEAD ORGANIZATION
- WB

### PARTNER ORGANIZATIONS
- Banque de France (April 2013)
- Proposal 1
  - Capital Market Authority of Turkey (May 2014)
- Proposal 2
  - INSOL Europe and others (May 2014)
## INTEGRATED ECONOMIES

### INNOVATION CAPACITIES /// IC

**OVERALL GOAL**

To address the challenges that practitioners and policy makers face in leveraging existing R&D and innovation structures to drive technological progress, economic growth and productivity; to be an exchange platform for policy makers and practitioners; to connect practitioners in order to share expertise and experiences and to benchmark their activities and network with leading experts from European institutes and businesses.

**SPECIFIC OBJECTIVES**

To develop possible business and management models for science and technology parks, and examine the functionality of public-private partnerships (PPPs).

To promote intellectual property (IP) systems and scientific innovation; to develop an IP culture, IP knowledge and IP portfolio management.

To examine mechanisms that bridge the gap between academic R&D and local industrial needs, and survey success stories in and outside the region.

To obtain an overview of the mechanisms for funding research, development and innovation (RDI) and for access to finance; to address the managerial issues related to innovation funds (application policy and procedures, key performance indicators [KPIs], development of deal flow).

**AUDIENCE**

Public decision makers (ministries of science, technology, innovation and education), managers of innovation sites (science parks and incubators), university administrators, local governments, and representatives of the private sector, including industrial unions.
DELIVERABLES

- Organization of several regional and thematic workshops on intellectual property rights, innovation funds management, science park management models, gap between local RDI and business needs, industrial proof of concept, etc.

- Development of best management practices, benchmarks, guidebooks, case studies, recommendations, and articles disseminated via the CMI website.

IN VolVEMENT OF THE SOUTH

- Egypt
- Jordan
- Lebanon
- Morocco
- Tunisia

Algeria and Libya have expressed interest in joining.

LEAD ORGANIZATION

- EIB

PARTNER ORGANIZATIONS

- WB
- WIPO
- ISESCO
- ESCWA
- Fraunhofer
- EIF
- CDC
- UNDP
- IRD

Science and technology ministries and councils in partner countries.
OVERALL GOAL

Conscious of the fact that higher education systems are facing critical challenges and given the tremendous potential returns from higher education, the International Network for Higher Education (INHE) aims to improve the education services available to students through a collaborative effort.

SPECIFIC OBJECTIVES

To build on the results from the EM2 Regional Program on Higher Education, notably the work developed under three pillars:

▶ The University Governance Screening Card
▶ The joint AFD/WB report on the financing of higher education
▶ The joint work with the OECD on the internationalization of higher education.

To continue efforts to develop high-quality research on higher education, policy tools, capacity building and institutional strengthening on two levels. At the multi-country level, the aim is to create a strong knowledge base and foster collaboration through a network of experts, programs and specialized institutions. At the country level, it is to build the capacity to improve higher education in six priority areas: (i) university governance; (ii) internationalization of HE; (iii) financial sustainability; (iv) quality assurance; (v) developing innovation systems; and (vi) monitoring results and benchmarking.

AUDIENCE

The University Governance Screening Card is a benchmarking tool used to introduce reforms that will improve accountability for results and transparency in the decision making process. Currently 100 universities in seven countries (Algeria, Lebanon, Morocco, Egypt, Tunisia, Iraq, and Palestinian Territories) have participated. Upon request, the benchmarking exercise will be extended to more countries. The first regional report produced during FY12, included findings on four countries. A workshop was held on December 10-11, 2012, in Rabat, Morocco, to discuss lessons learned from this exercise and marked the launch of the INHE.
ANNEX II LOGFRAMES OF CMI PROGRAMS

DELIVERABLES

▶ A follow-up report including the findings on Lebanon, Algeria, and Iraq will be uploaded on the program’s website.

▶ A second regional report comparing the seven countries was launched and disseminated in September 2013.

▶ The interactive site developed in FY12 will also be used as a platform for exchange of experiences on introducing reforms. In the process of developing the interactive website, key institutions with the relevant IT capacity will be identified in participating countries in order to build a community of practice and ensure that local experiences are uploaded through the web-based platform.

IN VolvE MENT OF THE SOUTH

Seventeen countries from the MENA region participate through seminars, workshops, and research.

One hundred universities from Algeria, Egypt, Iraq, Lebanon, Morocco, Tunisia and Palestinian Territories participated as of FY 2012 in the University Governance Screening Card. Their number will rise in FY13 and FY14.

LEAD ORGANIZATION

WB

PARTNER ORGANIZATIONS

ANQAHE
ETF
AFD
ILO
OECD
ENQA
UNIMED
ISESCO
British Council
International Comparative Higher Education Finance and Accessibility Project
NY State University
Graduate School of Education at the University of Pennsylvania
Higher Education and Scientific Research at the Union for the Mediterranean
Ministries of higher education and university presidents from the Arab world and the Mediterranean

ANNUAL REPORT 2013 // CMI // 69
The International Labor Mobility (ILM) program is dedicated to building the policy and institutional infrastructure needed to take full advantage of the human development possibilities available through migration, for the people who move as well as the places they move from and to. The ILM team focuses on policy issues that connect labor mobility with social protection, health, and education.

### OVERALL GOAL

Over the course of 2013, the ILM program has been focusing on the following areas:

**Making bilateral labor arrangements (BLA) work**
- To analyze design and implementation gaps in existing labor arrangements.
- To diagnose institutional capacities for labor intermediation and building better migration systems.
- To convene multi-stakeholder dialogues to build a more coordinated approach.
- To participate in pilot projects for labor exchanges in promising economic sectors.

**Balancing mobility with worker protection**
- To benchmark recruitment regulations and practices in the Euro-Med region and beyond to develop a guide on good practices aimed at increasing migrant protection.
- To explore the feasibility of specific social insurance schemes for a mobile workforce.
- To assess practical ways to make pensions and health insurance portable in selected Euro-Med corridors.

**Turning brain drain into brain gain**
- To promote dialogue on the movement of health-care workers and facilitate the adoption of new mechanisms to improve health-care service delivery in the Euro-Med region.
- To outline cooperative arrangements between sending and receiving countries to link training and mobility.
- To convene South-South consultations on the role of public policies in harnessing the human capital potential of the diaspora.

### SPECIFIC OBJECTIVES

#### 1st PART

- **Making bilateral labor arrangements work**
  - Policy note based on the diagnostic of the French-Tunisia BLA and lessons learned from other prominent schemes (completed January 2013) and discussion note exploring ways to generate successful BLAs (August 2013).
  - Interministerial seminar with Tunisian, French and German representatives in Tunis to discuss the results of the technical review of the French-Tunisian BLA and the main lessons from a report on the Tunisian system of international labor intermediation (January 2013).
  - Inputs to the Moroccan migration strategy and organization of a meeting between The Minister for Moroccans Abroad and the Director of Migration at GIZ in Berlin to plan for new labor mobility programs and training partnerships between the two countries in the health and hospitality sectors (May-June 2013).
  - Evaluation of a bilateral pilot program for the recruitment of Tunisian engineers in Germany, in partnership with GIZ and the WB DEC Research Department (December 2013).
  - Feasibility study/analysis of demand-side conditions for a mobility program and training partnership between Morocco and Germany in health and hospitality/tourism (October 2013).
  - Roundtable discussions with the European
Commission, GIZ and Pôle Emploi on capacity needs in North Africa and new ideas for bilateral programs with EU member states in the framework of the Mobility Partnerships (September-October 2013).

- Technical assistance to the governments of Tunisia and Morocco (to be extended to Egypt upon request) to strengthen their systems for international labor intermediation: capacity building in the framework of pilot projects with France and Germany. Technical support in the framework of the Mobility Partnership with the European Union (ongoing).

Balancing mobility with worker protection

- Survey and analysis of public and private services for international labor intermediation in Tunisia and Morocco (completed January 2013 for Tunisia, May 2013 for Morocco). Roundtable on regulation of private international recruitment services in Tunisia and move toward public-private partnerships in international labor intermediation with government officials present, Tunis (January 2013).

2nd PART

- Methodology workshop (January 2013) and comparative corridor study on portability of social security rights: Morocco-France/Belgium and Turkey-Germany/Austria (survey in August 2013, first results September 2013). Dissemination of the results of the corridor study with representatives from Morocco, Tunisia, France, Germany and the European Commission (December 2013). Joint seminar with ILO on the regulation of private services for international recruitment (January 2014).

Turning brain drain into brain gain


- WB-AFD-CGD Migration and Development Conference in Rabat and Ifrane, Morocco, with the Minister for the Moroccans Abroad under the High Patronage of King Mohamed VI (May 16-18-19, 2013). Policy note: proceedings from the policy day of the conference on May 16th in Rabat (Sept. 2013).

- WB-AFD-CGD Migration and Development Conference in Rabat and Ifrane, Morocco, with the Minister for the Moroccans Abroad under the High Patronage of King Mohamed VI (May 16-18-19, 2013). Policy note: proceedings from the policy day of the conference on May 16th in Rabat (Sept. 2013).

- High-level expert meeting in Berlin jointly organized by the ILM team and Germany’s BMZ on the topic: “Toward a development friendly labor migration policy -- experiences and new concepts” (June 2013).

- Two working papers on existing and new policy models for the training and international recruitment of health personnel from developing countries: lessons learned and new ideas for implementation in the Euro-Med corridor (August 2013). High-level meeting in Rabat with the Moroccan and German governments, GIZ, the German Marshall Fund, and the Bosch Foundation to devise a partnership for the training and mobility of health-care personnel.

- Report on innovative international practices to improve skill recognition and upgrading across borders for migrant workers in partnership with New York University (August 2013). High-level meeting in Rabat with the Moroccan and German governments, GIZ, the German Marshall Fund and Bosch Foundation to devise a win-win partnership between the two countries for the training and mobility of health-care personnel (October 2013).

INFORMATION OF THE SOUTH

The ILM team conducts policy diagnostics and suggests solutions in close cooperation with multiple stakeholders in MENA countries. It focuses particularly on institutional capacity building and joint learning processes. It systematically involves local experts, practitioners, and researchers to build the evidence base and reaches out to relevant private actors on both sides of the Mediterranean, including diaspora associations, private recruiters and employer representatives.

LEAD ORGANIZATION

WB

Middle East and North African Region Human Development Department (MNSHD)

PARTNER ORGANIZATIONS

European Commission on Mobility Partnerships

GIZ on pilot mobility programs

AFD on diaspora support and engagement

Pôle Emploi on capacity building for international labor intermediation in North Africa

OECD International Migration Division and Migration Policy Center (European University Institute) on data collection and analysis

ILO on the regulation of international recruitment

WHO on Mobility of Health workers

Center for Global Development (CGD)

German Marshall Fund on innovative ideas to turn brain drain into brain gain
<table>
<thead>
<tr>
<th>OVERALL GOAL</th>
<th>SPECIFIC OBJECTIVES</th>
<th>AUDIENCE</th>
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<tbody>
<tr>
<td>The main goal of the program is to reduce the backlog in infrastructure</td>
<td>To promote dialogue and information sharing on regional PPP initiatives in infrastructure projects through workshops focused on the private sector.</td>
<td>The program focuses primarily on Tunisia, Morocco, Jordan, and Egypt, particularly decision makers from ministries of Finance and key line ministries, PPP units, project implementation units, universities, representatives of the private sector, promoters of PPP projects, international financial institutions (IFIs).</td>
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<tr>
<td>investments in the Mediterranean by promoting a friendly environment for</td>
<td>To conduct innovative studies that increase awareness and capacity for PPP projects.</td>
<td></td>
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<td>viable PPP projects.</td>
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**INVOLVEMENT OF THE SOUTH**

Tunisia, Morocco, Jordan and Egypt are already involved with EIB and partners in advancing on establishing a PPP-friendly environment (PPP units, review of legal and financial frameworks) with a view to identifying and financing bankable projects. PPP units and relevant ministries of these countries will be directly involved in the workshops and beneficiaries of the forthcoming studies.

**LEAD ORGANIZATION**

EIB

**PARTNER ORGANIZATIONS**

- EIB partnering institutions on PPPs in FEMIP
- OECD, GWP Med and UfM Secretariat (water)
- CDC
- PPP units in Tunisia, Morocco, Jordan, and Egypt

**DELIVERABLES**

- Two to three workshops on PPP challenges in the Mediterranean, in collaboration with other IFIs (Arab Financing Facility for Infrastructure) and key partners (EPEC, OECD).

- A workshop on governance issues for PPPs in the water sector, in collaboration with the OECD.

- A study on accounting, statistical treatment and budgeting for PPPs in the water sector.

- A study on PPPs and climate change mitigation and adaptation, consisting first of a readiness assessment in each pilot country.
OVERALL GOAL
To strengthen the capacities of national statistical offices and their overseeing ministries in selected partner countries throughout the MENA region to collect, compare, analyze and, most importantly, to share and disseminate employment and welfare micro-data appropriately.

SPECIFIC OBJECTIVES
Access: To support partner countries’ efforts to increase third parties’ access to employment and welfare micro-data.

Visibility: To provide countries with guidelines on how to increase data visibility for third parties.

Harmonization: To work with countries on sharing methods and norms to converge to international standards and allow further comparability.

AUDIENCE
The primary audience includes the national statistical offices and their overseeing ministries in the partner countries: Egypt, Kuwait, Morocco, the Palestinian Territories, and Tunisia.

The secondary audience includes all possible data users (academia, think tanks and other research organizations, international development partners, media, etc.) throughout the world.
DELIVERABLES

During FY13, the following knowledge products were finalized:
- List of available micro-data in the Middle East and North Africa.
- Overview of donor activities in partner countries in the field of statistics.
- Assessment of partner countries’ needs for technical assistance.

In FY14, the deliverables will be:
- DIQA kick-off workshop to define the roadmap for the initiative’s first year.
- Review of communication and outreach strategies: guidance note to facilitate partner countries’ outreach and communication efforts.
- Review of existing manuals and guidelines for the construction of income and expenditure aggregates: document to be shared with partner countries.
- Two capacity-building workshops on targeted themes identified on the basis of the needs of partner countries (these may include metadata, anonymization, communication and dissemination, access policy, and/or ex-post harmonization of output indicators).
- DIQA wrap-up workshop toward the end of the financing period to look back and decide on the best way forward.

IN VolVEMENT OF THE SOUTH

The multi-partner DIQA initiative is driven by its partner countries: Egypt, Kuwait, Morocco, the Palestinian Territories, and Tunisia. In the course of the work, as the initiative reaches critical mass, other organizations might be invited to join as observers, depending on expressed interests and needs. Similarly, other countries could be invited to attend and, depending on results and the way forward, possibly to join. DIQA’s entry criteria are the following: at least 1 micro-dataset of a survey is accessible; and expressed commitment to publish further surveys.

LEAD ORGANIZATION

WB

PARTNER ORGANIZATIONS

ILO

IHSN – PARIS21

UN-ESCWA
OVERALL GOAL
To mainstream environmental challenges into development policies, through economic valuation (capital approach).

To promote the implementation of a green growth agenda in the Mediterranean countries.

To foster green growth actions in MENA, introducing environment and natural resources as valuable economic assets, through technical assistance, just-in-time knowledge generation, capacity building and global/south-south knowledge sharing.

SPECIFIC OBJECTIVES
Based on the conclusions of the 2012 MED REPORT, the following objectives have been identified:

Natural Capital
Inclusion of natural capital accounting (NCA) in national statistical accounts of MENA countries through the WAVES partnership. Development of Integrated Coastal Zone Management (ICZM), as a planning tool for large conurbations facing climate change impacts.

Physical Capital
Evaluate the cost of environmental degradation (COED) under both national and sectorial scopes, with a view to disseminate the methodology. Promote Energy Efficiency (EE) as a pilot vector for structural reforms.

Human Capital
Systematize the evaluation of Green Jobs content of environment pilot projects.

AUDIENCE
Government officials
Local decisioners
National agencies
Private sector
Civil society
ANNEX 3 LOGFRAMES OF CMI PROGRAMS

IN Volvem Of THE SOuTH

The program would engage decision makers and ministries of finance in countries throughout the Mediterranean region. Four countries are specifically targeted due to on-going activities and/or expressed interest: Morocco, Tunisia, Egypt, and Lebanon.

National institutions are expected to conduct part of the analytical work and to benefit from the transfer of methodologies. Events including restitution workshop and capacity building sessions will be hosted by partner countries.

DELIVERABLES

The 2012 MED REPORT has been published in October 2012. Next steps activities include:

Natural Capital
- NCA - Regional workshop in Rabat, to set up satellite accounts methodology
- NCA – Two on-site national capacity building workshops
- ICZM – Training module in Marseille on adaptive urban strategies in a context of climate change

Physical Capital
- Regional study on the COED due to waste management, followed by a restitution workshop in Marseille
- National COED updates at macro level
- Regional overview on innovative mechanisms that enhance EE reforms

Human Capital
- National case studies database on green labor intensive sectors
- Multi-criteria methodology for green jobs content to be applied in a waste management pilot project

LEAD ORGANIZATION

WB

PARTNER ORGANIZATIONS

UNEP/MAP (Plan Bleu, PAP/RAC)
GIZ (Sweep NET)
AFD
FEMISE
ILO
OVERALL GOAL

Mediterranean countries are faced with increasingly acute water challenges, in a context of climate change and booming urban population.

Water quality is deteriorating, groundwater pumping rates are unsustainable, and water utilities are often unable to provide continuous supply.

Countries around the Mediterranean are also facing acute challenges with the development of sanitation services. While major sanitation investments will be needed in the upcoming decade to protect water quality both on the coastline (tourism and fisheries) and inland (scarce water resources), countries are faced with difficult choices.

There are many debates ongoing, such as what the best technical options are, and how to ensure financial viability of sanitation services.

The program aims at providing decision makers analytic tools to better address their water challenges through more efficient management of their scarce water resources, with an emphasis on:

- Promoting the use of analytical tools for making efficient economic decisions, especially for prioritizing investments and efficient operations.
- Documenting and sharing relevant experiences based on practical case studies.
- Building capacity among decision makers and utilities managers.

SPECIFIC OBJECTIVES

To achieve this goal, the program will focus on:

- Fostering water demand management as a tool for more efficient allocation and investment strategies.
- Promoting the reduction of water losses in urban water utilities, rationalize consumption and improve distribution efficiency through peer-to-peer exchanges, involving both workshop discussions and twinning activities.
- Supporting the development of non conventional water resources, including reuse of treated wastewater and desalination.

AUDIENCE

Policy makers
Utility managers
Water basin agencies
Private sector
Academia
Civil society/NGOs
International/regional organizations from North & South of the Mediterranean.

DELIVERABLES

1. Water Demand Management (WDM)
   Program led by AFD and Plan Bleu and on-going
   - A series of 13 country specific studies conducted by Plan Bleu on potential water savings.
   - Capacity-building activities for the audience of the program including three-day training sessions on the economic approach to WDM, organized jointly by AFD, CEFEB and Plan Bleu, in cooperation with local counterparts (Jordan December 2011, Morocco October 2013, Tunisia 2014). This capacity building product line was labeled by the 6th Word Water Forum.
   - Development of a decision-making tool for local authorities based on cost-benefit analysis of selected WDM measures (Tunisia, final report and national workshop planned in 2013).
   - Regional synthesis reports on the economics of WDM (2014) including a focus on groundwater abstraction.
   - High level seminars: to exchange findings (WWF march 2012, regional seminar 2014 combined with the Mediterranean exercise for the preparation of the 2015 7th World Water Forum).
2. Efficient Utilities Management / Water Losses Reduction Program led by the WB and on-going

- Case studies on Efficient Utilities Management: Morocco, Tunisia, & Cyprus (June 2013)

- Regional Workshop in Marseille on water losses reduction challenges in the Mediterranean (Jan 2013) with a regional synthesis report (FY14 deliverable) released after the 2nd regional workshop planned in May 2014.

- Phase 2 (FY14-15): 2nd Regional Seminar with development of capacity building material with partners and series of operationally driven peer to peer exchanges and twinning arrangements between utilities in the region (Tunisia – Morocco, Malta – Gaza and Cyprus – Lebanon).

3. Regional Initiative on Sanitation in the Mediterranean New Program led by the World Bank

- Regional workshop in the first half of 2014, covering urban and rural sanitation issues including engineering choices, financing, environmental protection, and integrated urban water management in megacities.

- Peer to peer sharing of experiences across countries in the region on how to best implement sanitation services.

4. Support to national water security programs New Activity led by the World Bank

- This activity will support member countries in the development and implementation of water security programs, in the context of adaptation to climate change. In this first year, this activity will focus on Tunisia.

- Broad donors meeting on Tunisia to discuss financing options and needs for the SONEDE’s next phase of investments in the water sector including major desalination projects. Date: January 2014 at CMI (TBC).

5. Non-Conventional Water Resources Activity led by Plan Bleu, completed


Cross cutting

- Tri-lingual online thesaurus on environmental terms including biodiversity, water and forthcoming cross-cutting themes.
OVERALL GOAL
The program is designed to contribute to public policy making related to adaptation to climate change and to disaster risk management in cities. It aims at enhancing cities’ resilience through the mitigation of urban vulnerabilities and the promotion of climate-appropriate urban development.

SPECIFIC OBJECTIVES
To develop a methodology for assessing urban vulnerabilities and designing action plans for enhanced adaptation to climate change and disaster risk management in Mediterranean cities.

To disseminate the results of studies following this methodology among decision makers of the region in order to raise awareness and propose studies in other cities.

To support local decision makers who implement these action plans through:
(i) knowledge exchange on policies and best practices in climate-appropriate urban development;
(ii) capacity building; and
(iii) follow-up on progress in implementing the action plan.

AUDIENCE
Local and national policy makers, urban experts, urban developers, meteorological institutes and climate research centers, civil protection and disaster risk management centers.
DELIVERABLES

▶ The first deliverable was a comprehensive study on the cities of Casablanca, Tunis, Alexandria, and the Bouregreg Valley: (i) assessment of urban vulnerabilities to climate change and natural disasters and urban resilience; and (ii) adaptation action plans.

▶ Three workshops were organized in Alexandria, Tunis, and Casablanca to present the results of the vulnerability assessments.

▶ The action plans focused on urban planning, infrastructure protection and institutional preparedness. A regional workshop was convened in Marseille in May 2011 to discuss and validate them.

▶ In Tunis, two workshops were organized to: (i) present the methodology to the national government and other coastal cities; and (ii) raise awareness of local decision makers about the need to implement urban planning and institutional recommendations in Greater Tunis.

▶ A study based on the same methodology is being finalized in Greater Algiers. A summary of the action plan proposal is being submitted to the government, for possible launching of the action plan implementation.

INVolvEMENT OF THE SOUTH

Ministry of Environment, Morocco; Casablanca Prefecture; Bouregreg Valley Agency; MEDENER; Ministry of Environment, Tunisia; Egyptian Environmental Affairs Agency; Wilaya of Algiers, Algeria, RCREE, Cairo

Arab Academy for Science, Technology, and Maritime Transportation, Alexandria

Ministry of Regional Development, Environment and City (MATEV), Algeria Urban planning agencies, meteorological institutes, civil protection and research centers in the five member countries.

LEAD ORGANIZATIONS

CDC
WB

PARTNER ORGANIZATIONS

WBI – CF Assist
European Space Agency
GFDRR
OVERALL GOAL

The program has two principal objectives. First, it provides strategic technical assistance to the Government of Morocco on Morocco’s IRM strategy. Morocco has been doing very innovative work on managing some of the key risks affecting its economy, budget, and communities in a much more integrated way than in the past. The key risks covered include: commodity (energy) price volatility; natural hazards risk; and risks in the agricultural sector. Second, given Morocco’s innovative approach, the program will explore opportunities to share the “Morocco vision” on integrated risk management with other countries in the MENA region to explore the potential for improving risk management practices more widely.

SPECIFIC OBJECTIVES

Provide strategic technical assistance to the Government of Morocco to further develop Morocco’s IRM capacities by incorporating global best practices and advice.

Regional scale up of the “Morocco vision” on risk management to ensure that improved risk management practices can be adopted by other countries in the region.

Both objectives are closely related to the World Development Report 2014 on “Managing Risk”. The CMI-funded activities will allow for the timely application of the WDR recommendations in the MENA context.

AUDIENCE

Direct beneficiaries: decision makers in ministries dealing with different aspects of risk management.

Indirect beneficiaries: NGOs, civil society, private sector and communities.

Potential beneficiaries in other countries.

SUSTAINABLE GROWTH

INTEGRATED RISK MANAGEMENT /// IRM
DELIVERABLES

Provide strategic technical assistance to the Government of Morocco.

- Publication of related knowledge products (such as Morocco’s risk management strategy) is to be used for regional reproduction.

Regional scale up of the “Morocco vision” on risk management.
- Knowledge exchange event at the CMI to be organized around the WDR 2014 on risk management, bringing together leading regional risk management experts.

IN VolvEmEnt of the sOUTH

Morocco: Ministry of Finance, Ministry of General Affairs and Governance, Ministry of Interior, Ministry of Agriculture, Ministry of Housing and Urbanism. Regional counterparts to be identified

LEAD ORGANIZATION

WB

PARTNER ORGANIZATIONS

GFDRR
SDC
AFD
SECO
OVERALL GOAL
The program aims at a comprehensive and integrated approach to plan, manage and develop efficient and sustainable urban transport policies and systems. Its main themes are: institutional framework, planning and financing urban transport; integrated multimodal management suited to Mediterranean cities including historic centres and medinas; mass transit and urban densification; environmental and social impacts.

SPECIFIC OBJECTIVES
To strengthen the Mediterranean skills network in the field and forge partnerships.
To assemble a methodological toolbox on urban transport policies tailored for Mediterranean cities.
To disseminate best practices.

AUDIENCE
Policy makers at central and local level in charge of urban development, urban areas, and environment; high-level civil servants in charge of urban transport; local authorities; urban transport academics and experts, experts and policy makers for specific environmental issues, transport operators, financing organisations.
DELIVERABLES

Knowledge products and decision making tools
- Following a launch meeting in Damascus (April 2010), two major thematic workshops were organized in Marseille (December 2010: “Mobility in the old town centres and medinas”) and in Barcelona (October 2011: “What tools to support the evolution of sustainable mobility in the Mediterranean?”).
- As an outcome of this first phase of the program, three dissemination products, validated at a wrap-up meeting in Marseille (June 2012), were released: i) a guidebook on the accessibility of medinas; ii) a report, “Areas of relevance of transport modes”; and iii) a synthesis of best practices in urban transport in the Mediterranean.

Strategic planning at national level
- In-country meetings (National Urban Transport Days) aimed at promoting sector policies and reforms at the national level were organized in a second phase of the program. The first NUTD session was held in Tunis in December 2012 and focused on investment and governance issues in the Greater Tunis area and in medium Tunisian cities. NUTD in Morocco were in September 2013. Similar events are envisaged in Lebanon, Egypt, and Jordan, with a wrap-up regional conference tentatively scheduled at the end of 2014 in Turkey.

Capacity building and the LUTP program
- AFD and the World Bank organized the participation of decision makers from CMI partner countries in the LUTP (Leaders in Urban Transport Planning) capacity building program, offered by the WB in cooperation with several partners—notably AFD for the French speaking sessions. LUTP training sessions were held in Marseille in June 2012 and June 2013, and English-speaking CMI partners were able to attend a session in Singapore in January 2013. The last offering of the LUTP program will took place in Morocco in Sept. 2013.

INVESTMENT OF THE SOUTH

From FY10 to FY12:
Regional events were held both in the southern and northern rim cities of the Mediterranean. Knowledge products were jointly elaborated by consultants, experts and decision makers from throughout the Mediterranean, based on case studies (of which half were presented by experts from the South) and peer-to-peer discussions.

From FY12 onwards: National Urban Transport Days are organized upon request of host countries; the events are entirely managed by local authorities and fitted to local priorities and reform agendas. The LUTP training sessions also involve active participation of authorities in the selection of participants, who themselves are requested to conduct a self-study phase ahead of the session and participate in group work and role playing during the session. The program relies on active involvement of public institutions, local governments, universities and centres of excellence in Mediterranean countries.

LEAD ORGANIZATION

AFD

PARTNER ORGANIZATIONS

CODATU
CERTU
CETE
Plan Bleu
EIB
WB
Medcities
French Ministry of Ecology Sustainable Development & Energy

SUSTAINABLE GROWTH
OVERALL GOAL
To promote sustainable urban development and urban renewal through the implementation of urban infrastructure projects incorporating planning-led integrated urban development, good governance, and greater participation of residents in the project development process.

SPECIFIC OBJECTIVES
To disseminate and share knowledge and best practices emerging from technical assistance activities under two initiatives: the Urban Projects Finance Initiative (UPFI), which focuses on innovative integrated urban development projects; and Medinas 2030, which focuses on the renewal of historic city centres.

To accumulate a body of best practices in integrated urban development and to organise a series of seminars to share these practices, experiment with the implementation of financial tools, and label targeted projects.

AUDIENCE
Urban project leaders, experts, developers; National and local urban authorities with policy responsibility.
DELIVERABLES

- Workshops and seminars to build capacity, raise awareness, explore the themes of the program and develop methodological tools.

All seminars and workshops will relate to the following themes:
- Sustainable economic and social development
- Environmental sustainability
- Promotion of economic activities and job creation
- Integration of vulnerable populations
- Public participation

INvolvement of the South

National and local authorities and urban operators involved in the implementation of urban policies, strategies, and projects, along with various financial institutions.

LEAD ORGANIZATIONS

- EIB
- AFD

PARTNER ORGANIZATIONS

- CDC
- UfM secretariat
- DEVCO (European Commission)
- KfW
- WB
## OVERALL GOAL

The development goals under this partnership initiative are: to identify and fill gaps in knowledge on health and environment linkages in the region; to inform policy makers and decision makers on key priorities and programs, through technical assistance on environmental health issues and existing policies; and to foster a regional strategic framework on environmental health.

## SPECIFIC OBJECTIVES

The program has three specific and successive intermediate objectives:

- **Component one (FY13-14):** Developing regional resources for environmental health in the region.
- **Component two (FY14-15):** Strengthening environmental health capacity
- **Component three (FY14-15):** Building political commitment.

## AUDIENCE

Government officials, national agencies, regional and international institutions, civil society.
DELIVERABLES

Next-step activities include:

**Component one**
- Publication: Environmental Health Policy in the Region.
- Dissemination workshop.
- Environmental health chapter in the online thesaurus.

**Component two**
- Establishment of a regional community of practice.
- Technical assistance for updating evaluation tools.

**Component three**
- Development of a regional charter.
- Regional ministerial conference.

IN VolVEMENT
OF THE SOUTH

Ministries of environment, ministries of health, WHO Regional Center for Environmental Health Activities, in Amman, Jordan.

Lead ORGANIZATION

WB

PARTNER ORGANIZATIONS

Plan Bleu

WHO/CEHA
PARTICIPATORY GOVERNANCE

COMUN /// CM

OVERALL GOAL

Ministry for Economic Cooperation and Development (BMZ):
▶ To strengthen municipalities in the Maghreb region as competent and creative actors in local, national, and regional development.
▶ To strengthen the National Federation of Tunisian Cities (FNVT) through institutional and capacity development.
▶ To strengthen cooperation between citizens and municipalities in Morocco through dialogue on priority urban issues as well as via micro-projects.

Foreign Office (AA):
▶ To support municipal democratic structures in Tunisia in order to support the democratic transformation process.

SPECIFIC OBJECTIVES

2013: To support the transformation process in Tunisia by strengthening local democratic structures (funded by AA).

2014: To establish a structured dialogue between cities in Algeria, Morocco and Tunisia on key areas of urban and municipal development (funded by BMZ).

2017: To apply successful and innovative approaches and instruments on key subjects of urban and municipal development by other cities in Algeria, Morocco, and Tunisia (funded by BMZ).

This ensures that the sustainable solutions developed in the region have a beacon impact and stimulate stakeholders to adopt similar instruments in other contexts.

AUDIENCE

Municipal as well as regional and national governments involved in urban development in Algeria, Morocco, and Tunisia.

All inhabitants of cities in the program region.
DELIVERABLES

- The program supports learning networks for sharing experience on key urban development and local governance issues between towns and cities in Algeria, Morocco, and Tunisia:
  - Launch and support of thematic national networks on key urban development issues, including training measures on urban management practices and field trips.
  - Connect thematic networks at regional level for broader exchange between cities in the Maghreb.
  - In addition to the key partner cities more than 15 cities have joined the thematic learning networks and are exchanging experiences regularly.
- In addition, the program offers partner cities technical assistance for the development of innovative solutions on subjects of interest for regional dialogue: waste management, mobility and transport, rehabilitation of medinas, energy efficiency, local governance.

- The program initiates and supports development-oriented project partnerships between municipalities in Germany and Maghreb countries. It also supports access to external funding.

INvolvement of the south

Morocco
Direction Générale des collectivités locales au Maroc (DGCL), INAU (Institut National d’Aménagement et d’Urbanisme). Seven cities selected by competition are directly supported by the program in the fields of urban transport, waste management, rehabilitation of the medina and energy efficiency; in addition around 20 further cities joined the network.

Tunisia
Direction Générale de collectivités locales en Tunisie (DGCL) / Centre de formation et d’appui à la décentralisation (CFAD). The twelve Tunisian cities selected will be supported in the fields of urban management, rehabilitation of the medina and energy efficiency; in addition around 20 further cities joined the network.

Algeria
The relevant line ministries and municipalities in Algeria have shown great interest in cooperating with CoMun. The program works with locally based GIZ projects and focuses on cooperation in the fields of youth support, development of industrial zones and supporting the local economy.

lead organization

GIZ

Partner organizations

Morocco
DGCL
INAU
7 cities:
- Rabat
- Salé
- Kénitra
- Beni Mellal
- Agadir
- Fes
- Meknes

Tunisia
DGCL/CFAD
FNVT
12 cities:
- Tunis
- Sfax
- Sousse
- Monastir
- Menzel Bourgiba
- Siliana
- Kasserine
- Gafsa
- Jendouba
- Ben Gardane
- Gabès
- Djerba Midoun

Algeria
Partners of country-based GIZ programs (DELD)
OVERALL GOAL
The program seeks to contribute to better public policy making for urban development, with a focus on: urban development strategic tools; urban land management; urban expansion and renewal.

SPECIFIC OBJECTIVES
To strengthen local governance and use of local democracy.

To assess current spatial structure, regional imbalances, and forecasts of urbanization.

To predict the size and shape of major cities.

To review urban land management policies, practices, and regulations.

To explore the technical, institutional, and financial aspects of urban renewal programs.

To facilitate exchanges and foster innovation in urban practices.

AUDIENCE
Policy makers, urban experts, operators, researchers, municipal staff.
The key consultants in the preparation of the conference on city development strategies and follow-up activities are from Algeria and Morocco.

The seminars aimed at disseminating the strategic tool concept were organized in Tunis and Sfax in 2013.

The network of urban operators involves representatives of twelve public or private operators in the five member countries in the South. Both national and local government decision makers from the five member countries have been involved in the design of the studies and encouraged to take ownership of relevant knowledge tools.

The southern partners requested the organization of dissemination workshops and organized events for knowledge sharing.
The MENA UKP aims to build a community of knowledge and practice in order to scale up effective practices for urban development. It is designed to help decision makers tackle the many challenges they face and leverage the unprecedented opportunities available to cities in MENA.

To adapt analytical and operational knowledge for “on the ground” impact (focusing on pragmatic problem solving and tailoring solutions to local needs).

To convene and connect urban stakeholders for peer learning.

To co-create new evidence and tools for smarter decision making.

Policy makers, municipal staff, urban development operators and practitioners, operators, civil society and knowledge brokers, private enterprises.
ANNEX 1 LOGFRAMES OF CMI PROGRAMS

PARTICIPATORY GOVERNANCE

DELIVERABLES

▶ Two conferences with the participation of local elected representatives, government officials, urban practitioners, civil society leaders from the region and international experts were organized: the first, held in Marseille in September 2012, was a roundtable on broader urban development challenges and an introduction to the UKP; the second, held in Rabat in April 2013, was a workshop on municipal finance.

▶ A dedicated website and an e-platform for knowledge exchange have been launched.

▶ In order to reflect on the lessons learned in the past year and to identify concrete and creative ways to maximize the impact of the MENA UKP, a brainstorming process was initiated with MNSSD task team leaders in July 2013 in order to set the platform’s priorities more specifically and to define the tools and activities to be developed in the coming months.

INVolVEMENT OF THE SOUTH

The goal of MENA UKP is to achieve collective ownership by its members. It is based on the active involvement of MENA urban stakeholders, including government officials, who show strong interest in pursuing the initiative.

The two conferences brought together representatives from eight MENA countries (with presentations and discussions focused on concrete examples from the region).

The e-community allows members to participate directly (and remotely) in knowledge production and capacity building.

LEAD ORGANIZATION

WB

PARTNER ORGANIZATIONS

Arab Urban Development Institute (AUDI)

MENA national and local stakeholders
## OVERALL GOAL
This WB regional initiative aims at helping MENA cities to exploit their potential for economic and social development by building their municipalities’ capacities to implement their city development strategy.

## SPECIFIC OBJECTIVES
- To better manage municipalities’ human and financial resources.
- To promote accountability in local governments.
- To emphasize the need for coordinating local action with national policies at the territorial level.
- To create synergies with ongoing CMI activities and build on the products developed in the framework of the partners’ programs, particularly the Strategic Urban Development program co-led by the CDC and the World Bank and the GIZ CoMun program.

## AUDIENCE
National decision makers, local authorities, municipal staff, civil society.
Involvement of the South

The CNG program is demand-driven and based on a participatory approach and continuous consultation with local/national counterparts in the South. The activity conducted preliminary talks with potential national and local participants, and with other donors, to assess and build interest. Two cities, Marrakech and Sfax, requested assistance with implementation of the action plans.

Workshops will be held in Tunisia, Lebanon, and Morocco to present the three work packages to the local authorities and to local and national stakeholders.

Deliverables

- Diagnoses were carried out in Saida (Lebanon), Marrakech (Morocco), and Sfax (Tunisia) on four components: (i) the national urbanization framework; (ii) the management of human resources; (iii) the management of financial resources and assets; and (iv) social accountability of local governance.

- Development of city-by-city syntheses and regional lessons learned.

- Launch of a wider forum to disseminate outputs of the activity to a wide audience of local and national officials in the region, possibly leading to similar activities for other countries/cities.

- Next steps: Design of a second phase of technical assistance to facilitate the implementation of city development strategies.

- Reproduction of the first phase in other cities/countries that have expressed interest in collaborating with the program.

Partner Organizations

CDC

Medcities

National and local stakeholders

Lead Organization

WB
### OVERALL GOAL

The Joint Work Program (JWP) initiated by Cities Alliance (CA) and the CMI is a vehicle for increased coordination and pooling of experience, resources, and implementation efforts of CA and CMI members active in the region.

The program supports cities and national partner institutions in the MENA region to design and implement strategies on inclusive economic growth, accountability, and subsidiarity.

### SPECIFIC OBJECTIVES

<table>
<thead>
<tr>
<th>Specific Objectives</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>To strengthen the democratization process through inclusive city governance.</td>
<td>National authorities, local authorities, civil society, private sector.</td>
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<tr>
<td>To create synergies, leverage additional benefits, and add value to cooperative efforts.</td>
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<td>To develop and agree on strategic frameworks in at least two countries in the MENA region (coherence of effort).</td>
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<td>To deliver technical assistance and institutional strengthening in the context of agreed frameworks (aligned technical cooperation).</td>
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<tr>
<td>To facilitate knowledge transfer between targeted audiences in the MENA region.</td>
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<tr>
<td>To raise awareness regarding inclusive and sustainable growth in MENA cities.</td>
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</tr>
</tbody>
</table>

### AUDIENCE

National authorities, local authorities, civil society, private sector.
involveMent of the south

The CNG program is demand-driven and based on a participatory approach and continuous consultation with local/national counterparts in the South. The activity conducted preliminary talks with potential national and local participants, and with other donors, to assess and build interest.

Two cities, Marrakech and Sfax, requested assistance with implementation of the action plans.

Workshops will be held in Tunisia, Lebanon, and Morocco to present the three work packages to the local authorities and to local and national stakeholders.

Deliverables

- The JWP carried out a framework for the JWP activities in Tunisia, focused on subsidiarity, following a detailed needs assessment and its participation in the UCLG Conference on Decentralization, as well as suggestions for first activities in Tunisia.

- Support to three diagnostic studies, which are completed, including a Tunisia Urbanization Review, a review on the state of decentralization as well as a Tunisia Municipal Finance and Local Fiscal Study.

- A regional framework is being drafted to take stock of what the partners have done and to suggest activities for collaboration at a regional level.

- A second country project and corresponding focus will be chosen by the JWP members.

- Following a productive meeting in Brussels with the European Commission (DEVCO) in February 2013, the MUDUN members are pursuing this dialogue, as well as with the European Delegation in Tunis to both create synergies and raise funds.

lead organizations

AFD
CDC
WB
BMZ
EIB
GIZ
UCLG

partner organizations

Cities Alliance
Medcities
French Ministry of Foreign Affairs
Italian Ministry of Foreign Affairs/ Cooperation
UN-Habitat

participatory governance
PARTICIPATORY GOVERNANCE

ART /// Articulation des Réseaux Territoriaux – Local Empowerment

OVERALL GOAL
Capitalizing on the work achieved in 2009-2012 and under the new UNDP-CMI strategic partnership for 2013-2015, the ART-Local Empowerment program support local empowerment in the MENA and sub-Saharan Regions through triangular and South/South cooperation projects.

Fostering local participatory governance, facilitating local economic development, and empowering local communities are the three strategic objectives of the 2013-2015 phase of implementation.

SPECIFIC OBJECTIVES
To facilitate greater participation of local authorities from the northern and southern rims of the Mediterranean in high-level discussions on Mediterranean integration for greater accountability, empowerment, and development at the local level in order to foster democratic local governance.

To initiate ART-ISI@MED triangular and South-South cooperation projects based on what was achieved during 2009-2012 in Morocco and Lebanon as best practices to be transferred to selected cities and regions in Tunisia, Mauritania, Senegal, or Gabon by means of capacity building initiatives and knowledge sharing.

To expand upstream project support to initiatives based on ICTs for local empowerment but also to other identified themes (local participatory governance, local economic development, decentralized cooperation) for projects to be implemented in Morocco, Lebanon, Tunisia and countries to be identified during the consultation process (such as Egypt, Mauritania, Gabon, Senegal).

AUDIENCE
National authorities, local authorities, civil society, private sector.
ANNEX 1 LOGFRAMES OF CMI PROGRAMS

DELIVERABLES

▶ Two international policy workshops (Senegal and Tunisia) on the role of triangular and South/South cooperation projects to support Mediterranean integration and local empowerment.

▶ Training workshops on the use of the ART-ISI@MED handbook to support local MENA decision makers’ implementation of local development projects through the use of ICTs.

▶ Support for networking, partnerships, and projects to facilitate: (i) the scale up of ART-ISI@MED initiatives from the local to the national level in Morocco and Lebanon; and (ii) the initiation and implementation of new activities under the triangular and South/South cooperation scheme in Tunisia, Mauritania and possibly Senegal. Follow-up of initial activities in Tripoli, Lebanon, to sustain them and to develop new applications on specific needs such as tax collection for better accountability and efficiency (cross-cutting activity under the CMI Urban Hub) and innovative mobile phone applications for territorial marketing and economic development (with the City of Marseille).

▶ Consultations and needs assessments to identify and contribute to the preparation of expanded joint UNDP-CMI activities in the field of local empowerment under the ART Global Initiative (Articulating Territorial and Thematic Networks for Human Development).

INVOLVEMENT OF THE SOUTH

North-South and South-South cooperation built on twinning cooperation schemes among beneficiaries, including the local authorities of Lebanon, Morocco, Tunisia, Senegal, Gabon, and Mauritania.

LEAD ORGANIZATIONS

UNDP
WB

PARTNER ORGANIZATIONS

Cities of Malaga and Marseille
Provence-Alpes-Côte d’Azur Region
Champagne Ardennes Region
MAEE-DAECT
Cités Unies France
AFD
Morocco, Tunisia, Gabon, Senegal, Turkish and Brazilian Development Agencies
UfM
LEDA
**PARTICIPATORY GOVERNANCE**

**ARAB YOUTH INITIATIVE /// AYI**

<table>
<thead>
<tr>
<th>OVERALL GOAL</th>
<th>SPECIFIC OBJECTIVES</th>
<th>AUDIENCE</th>
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<tbody>
<tr>
<td>The aim of the CMI Youth program is to expand the voice, inclusion, and participation of Arab youth in decision making and their access to opportunities. It builds on current youth activism and civic engagement in the MENA region, with a focus on the countries of the Deauville partnership in the process of reforming their socioeconomic and political systems. The CMI program brings different stakeholders together for high-level dialogue on youth policy development with the participation of youth and offers opportunities for institutional development and coalition building to representative youth institutions at national and regional level. In particular, it empowers institutional champions of change by offering direct capacity building and leveraging partnerships of the public and private sectors and NGOs.</td>
<td>To strengthen youth participation and active citizenship through direct support for the development of national/regional youth-led platforms and regional policy making institutions.</td>
<td>Ministries of Youth and Sports and ministries addressing youth issues as part of their sectoral programs; NGOs led by Arab youth led and private sector stakeholders; national youth agencies, youth-led organizations, NGOs focused on youth development.</td>
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<td>To encourage the sharing of best practices and interregional exchanges among young stakeholders.</td>
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<td></td>
<td>To support local youth empowerment through locally led youth initiatives.</td>
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</table>
DELIVERABLES

- Institutional development for the League of Arab States General Secretariat for Social Affairs on youth participation in decision making and its ongoing supervision.
- Launch of the online platform for youth participation.
- Support for the establishment of an independent Arab regional network.
- Knowledge-sharing events.

Participation of youth in decision making

- Standards on youth participation mechanisms at local and national levels (completed).
- Technical assistance for the Conseil Consultatif de la Jeunesse in Morocco (ongoing).
- Capacity building for independent local, national and regional platforms (ongoing).
- Preliminary mapping of youth-led associations in Morocco and Tunisia (completed).
- Capacity building workshops for youth stakeholders for platform building at regional, national, and local levels (Cairo, September 2011; September 2013; Morocco, September 2013; Tunisia, May 2014).

Socioeconomic inclusion

- Multi-stakeholder discussions on the implementation of the integrated national youth strategy in Morocco with the private sector, donors, and government representatives (ongoing).
- Completion and dissemination of the youth inclusion country study for Tunisia (autumn 2013).
- Approval and launch of a $5.5 million transition fund for a micro-entrepreneurship project for youth working in the informal sector in Morocco (June and September 2013).
## OPEN GOVERNMENT INITIATIVE /// OG

<table>
<thead>
<tr>
<th>OVERALL GOAL</th>
<th>SPECIFIC OBJECTIVES</th>
<th>AUDIENCE</th>
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</thead>
<tbody>
<tr>
<td>To support open government reforms that promote greater transparency and accountability of government operations and enhance the delivery of public sector services. The basis for support is just-in-time technical assistance based on priorities identified by key government and CSO counterparts.</td>
<td>Capacity will be built in key agencies:</td>
<td>CMI members (Morocco, Tunisia, Egypt, Jordan, Lebanon), Libya, and Palestinian Territories; government ministries of justice, judicial councils, judicial training institutes, family courts, alimony funds; public sector agencies involved in promoting open government reforms; civil society organizations; universities/law faculties; research centers and think tanks from North and South of the Mediterranean.</td>
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<td>To support the development and management of accountability institutions and mechanisms (such as ombudsmen, anti-corruption commissions, and public sector complaints hotlines).</td>
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<td></td>
<td>To enhance access to justice for the most vulnerable.</td>
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<td></td>
<td>To promote support and dialogue in other key areas: build capacity of the Arab Council for Judicial and Legal Studies; promote regional high-level dialogue; improve access to justice for SMEs.</td>
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</tbody>
</table>
This program responds to demands from countries in the region. The ‘access to justice’ component was first discussed during a ‘Rencontre Valmer’ held in May 2013 at CMI. Current southern partners include the Arab Council for Judicial and Legal Studies (ACJLS), the Justice Center for Legal Aid (JCLA) – Jordan, the Lebanese Organization for Studies and Training (LOST) – Lebanon, the Moroccan Association to Combat Violence against Women – Morocco, and Jordanian and Palestinian Family Courts and Alimony Funds. Dialogue is engaged with other CMI member countries such as Tunisia and Egypt.

Participants agreed to follow up on this first workshop with a series of seminars to start in autumn 2013 to share knowledge on technical topics and identify opportunities for pilot projects.

A research agenda is being developed with the Open Society Institute and Arab Council for Judicial and Legal Studies in order to increase data sources and analyze demand-side data (autumn 2013).

A program of capacity-building activities for CSOs is being implemented through autumn 2013. Capacity building will be provided to the ACJLS to support analytical work to address the role of judiciaries in transition settings and develop indicators for monitoring and evaluating judicial performance. This will provide the basis for a regional paper to be drafted and discussed in spring 2014.
## GENDER // GE

### OVERALL GOAL
To support reforms that promote greater gender equality and increased participation of women in economic and political life.

### SPECIFIC OBJECTIVES
- To disseminate key knowledge products, including the World Bank’s regional report (2013).
- To promote synergies with existing CMI programs and dialogue in key areas (urban safety; access to justice for women) through the organization of specific events.

### AUDIENCE
Governments, key line ministries and public sector agencies involved in promoting participation of women in economic and political life; civil society organizations; academia, research centers and think tanks from North and South of the Mediterranean.
DEVELOPABLES

- A first dissemination event of the World Bank report, *Opening Doors: Gender equality and development in MENA*, was held at CMI in April 2013. The main author presented the report to around 80 participants representing international organizations and civil society.

- In May 2013, women’s access to justice and service delivery for personal status cases were discussed as part of the Rencontre Valmer devoted to access to justice (see logframe Open Government Initiative).

INVOLVEMENT OF THE SOUTH

Government officials, public agencies, and representatives of civil society will help guide the building of the program and take part in all activities.

LEAD ORGANIZATION

WB

PARTNER ORGANIZATIONS

Moroccan Association to Combat Violence Against Women (TBD)

Forum Femmes Méditerranée (TBD)
### OVERALL GOAL
In alignment with the MENA Regional Strategy, which sets strengthening governance and regional integration as priorities for overall economic growth, the goal of the program is effective public procurement reforms in MENA countries. It seeks to establish a network of procurement practitioners in the region to facilitate exchanges and create a space for sharing knowledge, experience, and best practice among the region’s procurement practitioners. It aims to complement procurement reform efforts at country level and foster regional engagement and exchange of ideas that can provide an additional layer of support.

The COP structure will be developed so as to guarantee countries’ ownership and continued involvement and participation, with the World Bank team supporting and facilitating the interactions.

### SPECIFIC OBJECTIVES
To establish and strengthen the functioning of a regional community of practice for public procurement to support the development and harmonization of public procurement reform efforts in the region. To establish a platform for exchange and knowledge sharing among procurement practitioners in the region.

### AUDIENCE
High-level public officials who are leading players in public procurement reform efforts and who are the founding members of the COP; citizens of the MENA region, SMEs, other stakeholders and interest groups, including the private sector, CSOs, professional associations, universities and training institutes.

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**REGIONAL COMMUNITY OF PRACTICE FOR PUBLIC PROCUREMENT REFORM /// PPR**
DEVELOPER

- Establishing a regional electronic platform (e-portal). An e-portal to facilitate: (i) the exchange of experiences among practitioners in the region and the dissemination of internationally recognized benchmarks that could be adapted to the countries’ specific needs; (ii) the dissemination of COP events; (iii) the sharing of best practices on issues such as e-procurement implementation and PPPs; and possibly (iv) the publication of bids and procurement notices to enhance business opportunities and access to information.

- Workshops/video conferences. The organization of regular meetings and workshops on topics of common interest. The priority topics, frequency of interaction, and means of delivery will be decided by members. However, at least quarterly VCs and two workshops are envisaged in FY14. Members of the core group who met in Marseille in June 2013 suggested a workshop in autumn 2013 to discuss the implementation of the initial activities of the network.

PARTNER ORGANIZATIONS

- ARADO
- AfDB
- OECD
- EBRD

INVOLVEMENT OF THE SOUTH

Participating in the program are 12 countries from the MENA region:

- Egypt
- Morocco
- Tunisia
- Yemen
- Jordan
- Lebanon
- Iraq
- Palestinian Territories
- Djibouti
- Qatar
- UAE
- Libya

LEAD ORGANIZATION

WB
## Knowledge Economy

- **Participation in the International Conference on Mediterranean Countries and EU Opportunities, ETC Final Conference**
  *February 18-19, Tunisia*

- **Participation in “Going Global 2013”**
  *March 4-5, Dubai*

- **National Consultation: Moving Toward the Knowledge Economy**
  *April 10, Morocco*

- **National Consultation: Moving Toward the Knowledge Economy**
  *April 12, Tunisia*

- **High-Level Conference: “Transforming Arab Economies: The Knowledge and Innovation Road”**
  *June 4-5, Morocco*

- **Knowledge Exchange Series on Public Consultations in MENA Countries**
  *June 10-11, CMI*

- **The How-To of Innovation Technology and Entrepreneurship, Round II: “The Road from R&D to Commercialization”**
  *June 19-22, England*

- **Workshop: “Moving Toward the Knowledge Economy”**
  *June 23-26, Egypt*

## Innovation Capacities

- **Patents and Complementary Intangibles in the Mediterranean at the World Conference on Intellectual Capital for Communities, 9th edition**
  *June 6-7, France*

- **Joint ISESCO/CMI/EIB Seminar on Appropriate Management and Governance Structures**
  *November 4-5, Morocco*

- **Industrial Innovation Week**
  *November 17-19, Jordan*

- **National Innovation System (NIS): Input, Output, and Impact**
  *November 25-26, Jordan*

## Higher Education

- **Regional Workshop “Lessons Learned from Benchmarking University Governance in MENA”**
  *December 10-11, 2012, Morocco*

- **Report Launch: “Benchmarking Governance as a Tool for Promoting Change: 100 Universities in MENA Paving the Way”**
  *September 18, Washington*

## International Labor Mobility

- **Methodology Workshop: Launching a Comparative Corridor Study on the Portability of Social Security Rights in Various Euro-Med Corridors**
  *January 7-8, Austria*

- **Workshop on Labor Mobility with GIZ**
  *January 11, Germany*


*January 15-16, Tunisia*

## Seminar: “Making International Labor Mobility Work for the Benefit of All?”

*March 18-19, CMI*

## Workshop: South-South Dialogue on “How to Engage with Diaspora Networks? Moroccan Initiatives and International Experiences”

*March 20, Morocco*

## Expert Meeting with the German government: “Toward a Development-friendly Labor Migration Policy – Experiences and New Concepts”

*June 5, Germany*

## Seminar: “Creating Visible and Marketable Skills”

*August 20, Washington*

## Lunch Debate on Bilateral Labor Mobility Schemes and Capacity Needs in North Africa, in Partnership with GIZ

*September 18, Belgium*

## Annual Conference of the Nordic Trust Fund on Human Rights

*September 24-26, Sweden*

## Workshop to Disseminate the Results of the Comparative Corridor Study on the Portability of Social Security Rights

*December, CMI*

## Data Improvement Quality Assurance (DIQA)

## DIQA Kick-Off Workshop

*July 4-5, CMI*
## SUSTAINABLE GROWTH

### Green Growth

**Regional Workshop: “Natural Capital Accounting for Green Growth in MENA”**  
March 26-27, CMI

**H2020 National Workshop on Green Economy and Energy Efficiency**  
April 27, Jordan

**Conference: “International Seminar on Green Jobs, Environmental Actions and Decent Jobs Creation”**  
May 21-22, Tunisia

**Report Launch: “Climate Change and Migration: Evidence from the Middle East and North Africa”**  
June 20, CMI

**First Siena Solutions Conference: “Sustainable Development Solutions for the Mediterranean Region”**  
July 3-5, Italy

**Expert Workshop on the Development of an Arab Regional Roadmap for Green Economy Investment**  
August 29-30, Jordan

**H2020 Training Session: Financement des technologies propres, des entreprises eco-innovantes et de l’économie verte**  
October 1-2, Tunisia

**International Marine Protected Areas Congress (IMPAC3)**  
October 21-27, France

**Regional Training: “Promoting Green Jobs and Decent Work in the MENA region”**  
November 11-15, Italy

**Barcelona Convention**  
December 3-6, Turkey

### Water Resource Management

**High-Level Regional Workshop: “Reducing Water Losses (Non-Revenue Water) in Urban Water Utilities: Experiences from the Mediterranean”**  
January 22-23, CMI

**Participation in the Mediterranean Water Institute’s Regional Symposium**  
February 6-8, France

**Water Utilities Peer-to-Peer Exchange: Tunisia SONede with ONEE Morocco**  
September 22-26, Morocco

### Water Demand Management

**Regional Seminar on Water and Food Security in the Mediterranean (SESAME)**  
February 21-22, Agropolis, France

**National Workshop: Water Demand Management in Morocco**  
December, Morocco

### Cities and Climate Change

**Awareness Meeting on the Results of Phase 1 of the Report: “Adaptation to Climate Change and Disaster Risk Management in Algiers”**  
February 16, Algeria

**Awareness Meeting: “Adaptation to Climate Change and Disaster Risk Management in Greater Algiers”**  
April 9, Algeria

**WBI Parliamentary Workshop on Climate Change**  
May 13-15, CMI

### 4th Global Forum on Urban Resilience and Adaptation, International Council for Local Initiatives (ICLEI)

**Technical and Steering Committee Meetings for Phase 2 of the Study, “Adaptation to Climate Change and Disaster Risk Management in Greater Algiers”**  
June 17-18, Algeria

**Workshop for a North African Network: “Youth and Climate Change”**  
June 25-26, Tunisia

**Awareness Meeting to Disseminate the Second Phase of the Study on Algiers**  
November 12, Algeria

### Sustainable Urban Transport

**National Sustainable Transport Days**  
December 12-13, 2012, Tunisia

**French-Speaking Training Session of the Leaders in Urban Transport Planning (LUTP) Program**  
June 2-8, CMI

**Leaders in Urban Transport Planning Session**  
September 22-27, Morocco

**National Urban Transport Days**  
September 23-24, Morocco
...SUSTAINABLE GROWTH

Sustainable Urban Development

7th European Conference on Sustainable Cities and Towns
April 17-19, Switzerland

Conference on Sustainable Urban Development Strategies in Maghreb Countries
May 30-31, Tunisia

Environmental Governance of the Mediterranean

5th Project Steering Committee Meeting for the GEF Project (Regional Governance and Knowledge Generation) Implemented by Plan Bleu
January 16, CMI

Regional Training on Environmental and Social Assessments Organized under the Regional Governance and Knowledge Generation Project (GEF grant)
April 15-18, Lebanon

Regional Training on Environmental and Social Assessments Organized under the Regional Governance and Knowledge Generation Project (GEF grant)
May 27-30, Tunisia

6th Project Steering Committee Meeting for the GEF Project, Implemented by Plan Bleu
July 1-2, CMI

GEF Project and Strategic session on “Towards a dashboard of Sustainable Development”
October 7-10, CMI

PARTICIPATORY GOVERNANCE

CoMun

Steering Committee Meeting of CoMun (CoC)
February 26, Morocco

Regional Dialogue on Citizen Participation
March 11-12, Tunisia

Launching of Municipal Contest for Youth Participation
April 16-17, Tunisia

Study Tour on Waste Management to Bamberg
June 17-21, Germany

Study Tour of the City of Münster to Monastir: Exchange on Local Democracy and Youth Empowerment
September 7-11, Tunisia

Study Tour for Tunisian Partners (Ministerial and City Level) to Bavaria on Getting Decentralization into Practice
September 22-26, Germany

UCLG-Summit: 2 Side Events "Apprendre les uns des autres - vers un réseau Maghrébin" and “Role of cities in democratic transformation processes"
October 1st, Morocco

Training (8 weeks) on Local Governance, in Cooperation with the European Academy Berlin
September-November, Germany

Regional Training Sessions on Citizen Participation at Municipal Level in Cooperation with CFAD
October, Tunisia

Symposium between Moroccan City Networks and Ministry Departments
December 3, Morocco

Inauguration of First Municipal One-stop-shops
December, Tunisia

Strategic Urban Development

Support to Sfax Municipality in Developing its Strategy
January 15-17, March 14-15, July 3-4, September 24-26, Tunisia

Lebanon Workshop: Land Management
February 28, Lebanon

Regional Dialogue on Citizen Participation in Urban Planning
March 12-13, Tunisia

7th European Conference on Sustainable Cities & Towns: Presentation of CMI Strategic Urban Development Program
April 17-19, Switzerland

Dissemination of City Development Strategies
July 2-3, Tunisia

Cities for a New Generation

Workshop on the Modernization of Local Public Services
October 2, Morocco
BEYOND THE PROGRAMS

CMI Courses at Aix-Marseille School of Economics
February 12-20, France

IEG Tunisia Country Program Evaluation (CPE) Learning Week
February 19-22, CMI

Participation in the MEDPRO Final Conference of the Research Group on Foresight in the Euro-Mediterranean
February 26, Belgium

Participation in “Going Global 2013”
March 4-5, Dubai

Participation in the World Investment Conference
March 20-22, Morocco

2013 Anna Lindh Mediterranean Forum
April 4-7, France

High-Level Seminar: “Banking Supervision in Euro-Mediterranean Countries”
April 25-26, CMI

Conference: “A Roadmap for Modernizing Municipal Finance” (WB, AFD)
May 23, Lebanon

World Intellectual Capital Conference
June 6-7, France

Global Partnership for Social Accountability (GPSA)
June 25-26, CMI

LES RENCONTRES VALMER

Employment and Social Protection across the southern Mediterranean
November 27, 2012, CMI

Challenges of Regional Economic Integration and the Golden Growth Report
December 11-12, 2012, CMI

The Transforming Arab City: Local Empowerment and Urban Governance
April 4-5, CMI

“Justice Sector Services across the Mediterranean: Access for All”
May 22-23, CMI

UKP

Urbanization Knowledge Exchange to Support MENA Stakeholders: The Evolving Regional Urban Agenda: Focus on Municipal Finance
March 18-19, Morocco

Arab Youth Initiative

Workshop: Representative Youth Structures, Youth Policy Development and Participation—Lessons Learned and Best Practices on Local/National Youth Councils
March 26-27, Morocco

Launch of the Arab Youth Participation Platform with the League of Arab States and Microsoft
July 9, Egypt

Supporting the Development of a Regional Arab Youth-Led Platform
November 6-7, France

Gender

Report Presentation: “Opening Doors: Gender Equality in the Middle East and North Africa”
April 5, CMI
CMI PROGRAM CHARTER 2013–15

The Center for Mediterranean Integration (CMI) is a multipartner collaborative arrangement to facilitate access to knowledge, best practices, and support among public and independent institutions in order to improve cooperation, enhance sustainable development, and converge policies toward greater integration in the Mediterranean Region.

The CMI organizes its activities and programs around three integrational themes: integrated economies, participatory governance, and sustainable growth.

The CMI hosts programs that are led by members and partners. The Coordination Unit helps to ensure effective delivery of current programs and works to develop future partnerships and synergies. Between the Center’s annual meetings, an Oversight Committee meets periodically to take decisions on the implementation of the activities and programs.

The CMI is headed by a director who manages the Center, provides strategic leadership, and ensures quality and consistency in the Center’s programs and activities. The director also is responsible for building strong partnerships among the Center’s members and beneficiaries. He or she takes the institutional lead in championing proposals for new approaches and products on policy advice on areas under the Center’s mandate.

The aim of this charter is to establish the basic principles for engagement between members, partners, and program participants and to facilitate work between the programs and the Coordination Unit.

1. PROGRAMS

Programs are key to ensuring the value added of the CMI and to supporting development policies and knowledge sharing in the Mediterranean region. Programs are organized under the CMI’s three integrational themes. To avoid duplication, programs carried out by the CMI should take into account analytical work and technical assistance being implemented by other centers of excellence in the region. The CMI should serve as an effective “network among networks”, and programs should be oriented toward knowledge and capacity building through joint learning.

In this spirit, programs that are being developed at the CMI should:

▶ Encompass sector-based or regional issues and be designed in such a way that lessons drawn from the program will be useful for a wide range of stakeholders in the Mediterranean region.

▶ Lay the ground for future improvements in public policies in the concerned areas. Activities carried out by each program vary according to anticipated needs and the scope of the topic; they include knowledge products, high-level dialogue, multipartner support, capacity building and training, and upstream project support.

Contribute to and complement other work being done within the program’s respective integrational theme. The process of program development at the CMI includes the following:

▶ Programs are designed and implemented under the overall guidance of a lead organization (member or partner) that seeks the participation of interested parties, whether members or partners of the CMI or any other interested partners from the region (or beyond), such as centers of excellence or development institutions.

▶ The lead organization drafts a concept note for the program and shares it with the Coordination Unit to ensure synergies, vets it with the Oversight Committee, assembles the necessary technical resources, and commits to mobilizing adequate financial resources.

▶ The lead organization ensures that the concept note is widely circulated and includes details on interaction with the relevant integrational theme; it then liaises with Mediterranean centers of excellence in the various domains covered by the program.

▶ The program description should contain (among other specifications):
A work schedule for a two-year time frame to be developed in the form of a common program progress template, or log frame. The log frame will include the following information on the program: description, objectives, audience, lead organization and partners, outputs, and observations. (All themes and programs should use this template to develop their progress frameworks.)

▶ The lead organization ensures that the program manager includes relevant staff from the Coordination Unit in
the design and delivery of the program. The Coordination Unit can, after consulting with the lead organization and partners, schedule meetings (quarterly or biannually) with the program managers to share progress.

- The lead organization commits itself to the fundamental principle that program managers will facilitate regular information exchange between programs, and between programs and the Coordination Unit, to facilitate the latter’s mission to share knowledge through joint learning and thus help foster improvements in public policies in the region.

- The responsibility for program quality control remains with the lead organization. The results of quality control processes will be made available to the CMI on a regular basis.

- Partners commit themselves to a program following their respective rules and procedures. Staff assigned by partners to work on a program will be governed by the legal and administrative arrangements applicable to their employer.

- Intellectual property resulting from the program is considered to be the common asset of the parties involved in program implementation and of the CMI. The CMI and the said parties may disseminate this intellectual property, taking into account the provisions of Article 9.2 of the Center’s founding memorandum of understanding.

The addition of new programs is under the overall guidance of the Director and the Oversight Committee. Any new programs should follow the above-mentioned guidelines and should include consultations with all potential stakeholders.

2. PROGRAMS AND THE COORDINATION UNIT
The Coordination Unit is responsible for ensuring that programs are consistent with the strategic priorities articulated by the CMI’s Oversight Committee. Toward this end, the Coordination Unit:

- Ensures that members, partners, and program participants comply with the provisions of this charter.

- Makes substantive contributions to CMI’s priorities and work programs. Staff from the Coordination Unit work closely with the programs falling within the three integral themes at the CMI.

- Manages the overall administrative arrangements and provides logistical support, as needed, for effective implementation of programs, using the Center’s resources in an efficient manner. Partners and members benefit from the following facilities: offices and meeting rooms, IT and video conference facilities, office supplies, and CMI stationery.

- Develops annual work programs in consultation with the lead organizations for each theme and for each program; updates the program list; develops the strategic calendar to include global events, internal governance events (annual meetings and meetings of the Oversight Committee), and program events; and prepares annual budgets.

- Reviews program documents, as needed, for consistency with the CMI’s mandate as a center of knowledge and joint learning, serving as a network among networks.

- Liaises with members, partners, and other stakeholders on the Center’s ongoing and future activities and promotes the Center’s activities and programs.

- Establishes regular communication and meetings with members, partners and other stakeholders for continuous, open, and transparent communication and collaboration.

- Fosters effective collaboration with teams, as for example, at the World Bank.

- Provides external communications support for the various programs at the CMI; develops, implements, and monitors a communication strategy and plan; manages the Web site and updates it with latest information on themes, programs, and activities; and reports on CMI’s activities through other communication tools (such as newsletters).

- Ensures that the background and historical data related to ongoing or former programs is accessible to existing and future members and partners.

- Ensures that monitoring indicators are known by all parties as a means to assess the Center’s impact.

All staff employed by members, partners, or other participating organizations working on the Center’s programs should comply with the administrative and other rules established by the CMI director.
2013 Oversight Committee Members

EGYPT
Amb. Mahmoud EL-SAID
Executive Director
Project Evaluation and Macroeconomic Analysis
Ministry of International Cooperation

FRANCE
Ms. Marie-Cécile TARDIEU SMITH
Deputy Director
Bilateral Economic Relations Division
Ministry of Finance

Mr. Jean-Marc CHATAIGNER
Deputy Director General for Global Affairs
Ministry of Foreign Affairs

Ms. Marie-Pierre NICOLLET
Director
Mediterranean/Middle East Department
Agence Française de Développement

Ms. Florence MANGIN
Director of Institutional Relations, International and European Affairs
Caisse des Dépots et Consignations

JORDAN
Ms. Zeina TOUKAN
Director, International Cooperation
Ministry of Planning and International Cooperation

LEBANON
Mr. Alain BIFANI
Director General
Ministry of Finance

MOROCCO
Mr. Mohammed CHAFIKI
Director
Economic Research and Financial Forecasting
Ministry of Economy and Finance

TUNISIA
Ms. Naouel BEN ROMDHANE
Director General
Euro-Mediterranean Cooperation
Ministry of Investment and International Cooperation

EUROPEAN INVESTMENT BANK
Mr. Henry MARTY-GAUQUIÉ
Director, Paris Office

WORLD BANK
Mr. Mourad EZZINE
Manager, CMI
Chair, Oversight Committee
### A List of CMI Terms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ACJLS</td>
<td>Arab Council for Judicial and Legal Studies</td>
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<tr>
<td>ACWUA</td>
<td>Arab Countries Water Utilities Association</td>
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<tr>
<td>AfDB</td>
<td>African Development Bank</td>
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<tr>
<td>AFD</td>
<td>Agence Française de Développement</td>
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<tr>
<td>AGB</td>
<td>Association of Governing Boards of Universities and Colleges</td>
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<tr>
<td>AMSE</td>
<td>Aix-Marseille School of Economics</td>
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<tr>
<td>ANQAHE</td>
<td>Arab Network for Quality Assurance in Higher Education</td>
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<td>ARADO</td>
<td>Arab Administration Development Organization</td>
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<tr>
<td>AROQA</td>
<td>Arab Organization for Quality Assurance in Education</td>
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<tr>
<td>ART</td>
<td>Articulation des réseaux territoriaux</td>
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<tr>
<td>AUDI</td>
<td>Arab Urban Development Institute</td>
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<td>AYI</td>
<td>Arab Youth Initiative</td>
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<td>BMZ</td>
<td>German Federal Ministry for Economic Cooperation and Development</td>
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<tr>
<td>CA</td>
<td>Cities Alliance</td>
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<tr>
<td>CCJAA</td>
<td>Conseil Consultatif de la Jeunesse et l'Action Associative</td>
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<tr>
<td>CDC</td>
<td>Caisse des Dépôts et Consignations</td>
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<tr>
<td>CDS</td>
<td>City Development Strategy</td>
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<tr>
<td>CEFEB</td>
<td>Centre d’Etudes Financières Economiques et Bancaires</td>
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<tr>
<td>CEHA</td>
<td>Center for Environmental Health Activities</td>
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<tr>
<td>CEO</td>
<td>Chief executive officer</td>
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<tr>
<td>CEPEJ</td>
<td>European Commission for the Efficiency of Justice</td>
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<tr>
<td>CERTU</td>
<td>Center for Studies on Networks, Transport, Urban Planning and Public Buildings</td>
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<tr>
<td>CF Assist</td>
<td>Carbon Finance Assist</td>
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<tr>
<td>CFAD</td>
<td>Centre de formation et d'appui à la décentralisation (Tunisia)</td>
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<tr>
<td>CGD</td>
<td>Center for Global Development</td>
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<tr>
<td>CNG</td>
<td>Cities for a New Generation</td>
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<tr>
<td>CODATU</td>
<td>Cooperation for Urban Mobility in the Developing World</td>
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<td>CoMun</td>
<td>Coopération des villes et des municipalités au Maghreb</td>
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<tr>
<td>COP</td>
<td>Community of practice</td>
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<tr>
<td>CSO</td>
<td>Civil society organization</td>
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<tr>
<td>DAECT</td>
<td>Délégation pour l'Action Extérieure des Collectivités Territoriales (MAEE)</td>
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<tr>
<td>DDC</td>
<td>Swiss Agency for Development and Cooperation</td>
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<tr>
<td>DGCL</td>
<td>Direction Générale des collectivités locales au Maroc</td>
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<tr>
<td>DGCL</td>
<td>Direction Générale des collectivités locales en Tunisie</td>
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<tr>
<td>DIQA</td>
<td>Data Improvement and Quality in Access</td>
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<tr>
<td>EBRD</td>
<td>European Bank for Reconstruction and Development</td>
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<tr>
<td>EC</td>
<td>European Commission</td>
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<tr>
<td>ECA</td>
<td>Europe and Central Asia region</td>
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<tr>
<td>EIB</td>
<td>European Investment Bank</td>
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<td>EIF</td>
<td>European Investment Fund</td>
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<td>ENQA</td>
<td>European Association for Quality Assurance in Higher Education</td>
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<td>EPEC</td>
<td>European public-private partnership expertise center</td>
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<td>ETF</td>
<td>European Training Foundation</td>
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<tr>
<td>EU</td>
<td>European Union</td>
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<tr>
<td>FEMIP</td>
<td>Facility for Euro-Mediterranean Investment and Partnership</td>
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<td>FEMISE</td>
<td>Forum Euro-Méditerranen des Instituts de Sciences Economiques</td>
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<tr>
<td>FNVT</td>
<td>National Federation of Tunisian Cities</td>
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<tr>
<td>FY</td>
<td>Fiscal year</td>
</tr>
<tr>
<td>GAC</td>
<td>Government and Anticorruption</td>
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<tr>
<td>GCC</td>
<td>Gulf Cooperation Council</td>
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<tr>
<td>GEF</td>
<td>Global Environment Facility</td>
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<tr>
<td>GFDRR</td>
<td>Global Facility for Disaster Reduction and Recovery</td>
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<td>GGP</td>
<td>Green Growth program</td>
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<tr>
<td>GII</td>
<td>Global Innovation Index</td>
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<tr>
<td>GIZ</td>
<td>German Society for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH)</td>
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<tr>
<td>GWP Med</td>
<td>Global Water Partnership - Mediterranean</td>
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<tr>
<td>ICT</td>
<td>Information and communication technologies</td>
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<tr>
<td>ICZM</td>
<td>Integrated coastal zone management</td>
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<tr>
<td>IDB</td>
<td>International Development Bank</td>
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<tr>
<td>Abbreviation</td>
<td>Description</td>
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<tr>
<td>IFI</td>
<td>International financial institution</td>
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<td>ILM</td>
<td>International Labor Mobility</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<tr>
<td>IMHE</td>
<td>Institutional Management in Higher Education (OECD)</td>
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<tr>
<td>INAU</td>
<td>Institut National d’Aménagement et d’Urbanisme (Maroc)</td>
</tr>
<tr>
<td>INHE</td>
<td>International Network for Higher Education</td>
</tr>
<tr>
<td>INYS</td>
<td>Inter-Ministerial Committee for Implementation of the Integrated National Youth Strategy</td>
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<tr>
<td>IP</td>
<td>Intellectual property</td>
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<tr>
<td>IPCC</td>
<td>International Panel on Climate Change</td>
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<tr>
<td>IRD</td>
<td>Institut de recherche pour le développement</td>
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<tr>
<td>IRM</td>
<td>Integrated Risk Management</td>
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<tr>
<td>ISESCO</td>
<td>Islamic Educational, Scientific and Cultural Organization</td>
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<tr>
<td>IT1</td>
<td>Supporting the Promotion and Financing of Innovation in the Mediterranean</td>
</tr>
<tr>
<td>JICA</td>
<td>Japan International Cooperation Agency</td>
</tr>
<tr>
<td>JWP</td>
<td>Joint work program</td>
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<tr>
<td>KE</td>
<td>Knowledge economy</td>
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<tr>
<td>KfW</td>
<td>German Development Bank</td>
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<tr>
<td>LEDA</td>
<td>Local economic development agency</td>
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<tr>
<td>LUTP</td>
<td>Leaders in Urban Transport Planning</td>
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<tr>
<td>MAEE</td>
<td>Ministry of Foreign Affairs (France)</td>
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<tr>
<td>MAP</td>
<td>Mediterranean Action Plan</td>
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<tr>
<td>MDTF</td>
<td>Multi-Donor Trust Fund</td>
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<tr>
<td>MEDENER</td>
<td>Mediterranean Association of National Agencies of Energy Conservation</td>
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<tr>
<td>MENA</td>
<td>Middle East and North Africa region</td>
</tr>
<tr>
<td>MNSHD</td>
<td>MENA Human Development Department</td>
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<tr>
<td>MNSSD</td>
<td>MENA Sustainable Development Department</td>
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<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
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<tr>
<td>NCA</td>
<td>Natural Capital Accounting (WAVES)</td>
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<tr>
<td>NEET</td>
<td>Not in education, employment or training</td>
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<tr>
<td>NGO</td>
<td>Non-governmental organization</td>
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<tr>
<td>NIS</td>
<td>National innovation system</td>
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<td>NSO</td>
<td>National statistical offices</td>
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<tr>
<td>NUTD</td>
<td>National Urban Transport Days</td>
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<tr>
<td>OCEMO</td>
<td>Office of Economic Cooperation for Mediterranean and Middle East</td>
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<tr>
<td>OECD</td>
<td>Organisation for Economic Co-operation and Development</td>
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<tr>
<td>PPP</td>
<td>Public-private partnership</td>
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<tr>
<td>QER</td>
<td>Quality enhancement review</td>
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<tr>
<td>RCREE</td>
<td>Regional Center for Renewable Energy and Energy Efficiency</td>
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<tr>
<td>RDI</td>
<td>Research, development and innovation</td>
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<tr>
<td>REGOKO</td>
<td>Regional Governance and Knowledge Generation Project</td>
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<tr>
<td>SDC</td>
<td>Swiss Agency for Development and Cooperation</td>
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<tr>
<td>SUD-MED</td>
<td>Sustainable Urban Development in Mediterranean Cities</td>
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<tr>
<td>UAE</td>
<td>United Arab Emirates</td>
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<tr>
<td>UCLG</td>
<td>United Cities and Local Government</td>
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<td>UFM</td>
<td>Union for the Mediterranean</td>
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<tr>
<td>UKP</td>
<td>Urbanization Knowledge Platform</td>
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<tr>
<td>UN-ESCWA</td>
<td>United Nations’ Economic Commission for Western Asia</td>
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<td>UNDP</td>
<td>United Nations Development Program</td>
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<tr>
<td>UGSC</td>
<td>University Governance Screening Card</td>
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<tr>
<td>UNEP</td>
<td>United National Environment Program</td>
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<tr>
<td>UNIMED</td>
<td>Mediterranean Universities Union</td>
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<tr>
<td>UPFI</td>
<td>Urban Projects Finance Initiative</td>
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<tr>
<td>UTICA</td>
<td>Union tunisienne du commerce, de l’industrie et de l’artisanat</td>
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<tr>
<td>WAVES</td>
<td>Wealth Accounting and the Valuation of Ecosystem Services</td>
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<tr>
<td>WB</td>
<td>World Bank</td>
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<tr>
<td>WBI</td>
<td>World Bank Institute</td>
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<tr>
<td>WHO</td>
<td>World Health Organization</td>
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<td>WIPO</td>
<td>World Intellectual Property Organization</td>
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<tr>
<td>WWF</td>
<td>World Water Forum</td>
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</table>
THE CENTER FOR MEDITERRANEAN INTEGRATION (CMI), A MULTI-PARTNER COOPERATIVE ARRANGEMENT, FACILITATES ACCESS TO ADVANCED KNOWLEDGE AND BEST PRACTICES IN COUNTRIES IN THE MEDITERRANEAN REGION. WITH THE SUPPORT OF PUBLIC AND INDEPENDENT INSTITUTIONS, IT PROVIDES INPUTS FOR EVIDENCE-BASED POLICY CHOICES AND SEEKS TO IMPROVE GOVERNMENT STRATEGIES AND ACTIONS, INCREASE REGIONAL INNOVATIVE ACTIVITY AND INVESTMENT, STIMULATE COOPERATION, AND ENHANCE SUSTAINABLE DEVELOPMENT.