CENTER for MEDITERRANEAN INTEGRATION

Annual Report 2018

IT’S ALL ABOUT PARTNERSHIPS
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Now entering its tenth year, the CMI needs to take stock of what has been achieved over a decade, and look into re-inventing itself. We, its members and partners, must instill new energy into its mission, so it responds to the urgencies of now, and to those of tomorrow.

This multilateral forum where governments, civil society, development agencies, and academia have developed partnerships, exchanged ideas and explored new ways to bring the rims of “Our Sea” closer to each other will, once again, have to step up to the fundamental challenges this region is facing. These are numerous and diverse. One, though, is looming large and morphing into the most intractable political, economic and social emergency of our times: migration and displacement.

Whether forced by war and violence, or constrained by economic duress, people are moving from one place to the other. Migrating in waves, they are uninvited and sometimes violently repelled or welcomed with some reticence. But always provoking heated debates and significant political shifts.

Our CMI ought to give thought to this circumstance, and work on analyzing the root causes, the impact of this phenomenon and the ways to address it. As is the case when we talk about climate change, we’ll need to look into both mitigation and adaptation when engaging in this debate over migration.

Just in the Middle East and North Africa region, more than 300 million young people are expected to seek entrance into the labor market by 2050. Much more if we count...
the young people of sub-Saharan Africa. This extraordinary challenge also presents formidable opportunities. This large youth population need not necessarily look at migrating. They need not be lured by the bright lights of Europe. They could be a source of innovation and economic transformation, provided a bold and ambitious effort is invested to remove accumulated obstacles. For that we need a new contract with the youth, where the State engages more effectively, and promotes more innovative, leading-edge, creative, and ambitious policy solutions to address the needs of a young, energetic and ambitious population. We need a plan where Europe and Africa and the Middle East look at opening new horizons for these young people.

Reaching across the Mediterranean, the CMI is uniquely positioned to help reinvent old economic models. I believe that at this delicate juncture, the Center’s greatest comparative advantage lies in addressing the issue of youth labor mobility in the region and beyond. Our Sea, Mare Nostrum, calls more than ever for an integrated space. And the CMI, more than ever, needs the equal support of all its members and partners so it can respond to our common aspirations and objectives to find actionable solutions that will inform policy makers and advance our agenda for more integration.
Italy joined the CMI in 2015 in order to engage in and support the Center’s agenda of improving coordination among its members of the development and implementation of policies that promote Regional Public Goods. In Italy’s view, strengthening human capital is the top regional priority, notably through actions on youth, education, and prevention of violent extremism.

For this reason, Italy supports the newly endorsed CMI 4.0 strategy on human capital. The strategy builds on results achieved by the CMI 3.0 education and radicalization prevention themes, and includes both a reinforced employability component and a particular focus on youth, who are viewed as the main asset and vehicle for transformation in the Mediterranean region.

Of note is the high-level forum and discussion series “Cycle Économique,” which resulted in the publication in June 2017 of a report on “Violent Extremism and Development” in which concrete policy recommendations are provided, with a focus on youth and education. In view of the new phase of the “Cycle Économique,” which maintains its focus on human capital along with exploring the links between education and employability as a means to empowering youth to become engines of change, Italy is pleased to see interagency partnerships developing, namely with Islamic Educational, Scientific and Cultural Organization (ISESCO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Anna Lindh Foundation, the British Council and the Arab Renaissance for Democracy and Development (ARDD).

The first three years of this partnership have highlighted to Italy the great potential of the CMI which, together with the Union for the Mediterranean (UfM) as its main multilateral
forums, is able to contribute to supporting governments and civil society in the region in their efforts to address key regional challenges. Those efforts are focused on the areas of climate change, water and energy (including developing technical and economic solutions to increased water scarcity), and sustainable urban development (including identifying viable solutions for refugees and refugee welfare).

The Italian counterparts who received the recent (September 2018) CMI visit in Rome, Naples and Florence are committed to providing the most productive follow-up in what we increasingly see as a very important common endeavor.
In the past few years, the Mediterranean region has witnessed various crises with devastating humanitarian, social and economic consequences. Overarching threats such as armed conflict, displacement, terrorism and political instability continue to impede efforts to tackle longstanding challenges related to education, climate change and urban development.

In the face of this array of complex and interrelated challenges, it is imperative that governments, local authorities, international and regional organisations, businesses and civil society work together to develop farsighted and multidimensional strategies to promote development, security and prosperity in the region. Increased cooperation and knowledge sharing among relevant actors in the Mediterranean has never been more vital to ensure medium and long-term progress.

Seeking to address these challenges, CMI has, since its creation, provided actors in the region with a platform to disseminate best practices, exchange knowledge and ideas, and implement common initiatives in the field. CMI’s technical expertise and willingness to engage with a wide spectrum of actors in the region have facilitated both North-South and South-South integration, particularly through its overarching focus on youth and the provision of regional public goods. CMI’s initiatives have contributed to transformative reforms in areas such as water security, youth employment, violent extremism prevention, and forced displacement alleviation, to name only a few.

CMI’s emphasis on striving towards a safer and more inclusive region is closely aligned with Greece’s commitment to foster constructive dialogue and increased cooperation between the two rims of the Mediterranean. As a country of the Eastern Mediterranean
with historical ties to the region’s peoples, Greece has been actively involved in trying to bring states and people together in order to cement the synergies and common understanding necessary to tackle the region’s most pressing challenges, particularly those relating to its security and stability.

It is in that spirit that the Greek Minister of Foreign Affairs, Mr Nikos Kotzias, convened the Rhodes Ministerial Conferences on Peace and Stability, which took place on 8-9.9.2016, 22-23.5.2017 and 21-22.6.2018 respectively. Participating ministers of foreign affairs and other senior officials were able to reiterate their commitment to act jointly on a positive agenda in order to promote peace and stability in the region, and agreed to work together to establish an “East Mediterranean Security Conference” as a permanent forum for dialogue and cooperation.

As in the past, in the coming years Greece will continue to play a constructive role in the region and support CMI’s efforts to expand the reach of its programs and consolidate the progress already achieved. Whilst the Mediterranean remains a highly volatile and heterogeneous region, organizations like the CMI remind us that positive change can be achieved when collaboration, dialogue and technical expertise are placed at the heart of the development agenda.
As a founding member of the Center for Mediterranean Integration (CMI), together with the World Bank, the European Investment Bank, and the Government of France, the city of Marseille has been hosting the CMI’s staff at the Villa Valmer since the organization’s creation in 2009.

The CMI focuses on key Mediterranean issues and today comprises France, Morocco, Tunisia, Egypt, the Palestinian Territories, Jordan, Lebanon, Italy, Greece, the European External Action Service (observer), the Provence-Alpes-Côte d’Azur Region, the World Bank, and the European Investment Bank. The CMI also collaborates with various partners, such as the United Nations Development Programme (UNDP) and the German Cooperation Agency (Deutsche Gesellschaft für Internationale Zusammenarbeit, GIZ).

Owing to its pooling of strong partnerships and high-level expertise, the Center for Mediterranean Integration exerts global influence that plays a role in making the city of Marseille a reference point for international policy in this particularly sensitive region of the world. I am immensely proud of this.

In 2017, Marseille actively continued its collaboration with this institution by participating in thematic programs and promoting its assets and alliances.
Our top priority is ensuring that this collaboration continues well beyond the end of the last protocol (June 2018), despite the repurposing of Villa Valmer. It was for this reason that I proposed relocating the Center for Mediterranean Integration to La Marseillaise Tower, Marseille’s new iconic symbol.
It is with great excitement that I arrived to the CMI in September 2017. Thanks to the numerous achievements of my predecessor, Mourad Ezzine, who set high standards for the CMI while consolidating its financial stability, and to the fantastic team that was in place, I have been able to quickly integrate and humbly assume my responsibilities as manager of the CMI.

2018 has been a year of transition, reflection and invigoration for the CMI. At the end of 2017, an independent evaluation indicated the critical need for the CMI to pursue its Mediterranean integration mission by sharpening its role as a knowledge center with operational impact in the region.

Subsequently, the CMI members agreed to extend their cooperation agreements for a fourth phase (CMI 4.0), from July 2018 to June 2021, based on the new strategic directions they unanimously endorsed, grounded on three intertwined pillars: economic opportunities, inclusion and empowerment.

I am grateful to all CMI members for their ideas, support, financial and in-kind contributions, and for allowing the CMI to scale-up its agenda to a higher level of commitment. Transitioning from a resilience agenda to a more proactive engagement focused on urgent priorities, such as creating new income earning opportunities, facilitating labor mobility and adapting to climate change, should make the CMI more transformational and increasingly influential.

Youth will continue to be at the center of the agenda. Youth features prominently in all programs, notably in connection with education for employability. In addition, the CMI continues to engage youth directly by giving them the opportunity to share their experiences and ideas.
knowledge (i.e. MedYWat – the Mediterranean Youth for Water Network) and by listening to their voices (i.e. “The Mediterranean of the Future” forum, in partnership with the Region Sud regional authority).

My gratitude also extends deeply to the city of Marseille for renewing its engagement to host the CMI and facilitate its transition to the emblematic building La Marseillaise, in the Euro-Mediterranean neighborhood, which will give the CMI additional visibility and better connectivity with local and international partners.

Given CMI’s objective to become increasingly influential, membership discussions have advanced significantly with Algeria and Spain, and should reach fruition within the next months. The participation of Libya, Mauritania and Eastern Mediterranean countries in CMI activities also indicates the relevance of its purpose and scope beyond MENA. We have renewed collaboration agreements with key partners. A strong technical partnership with the European Commission (EC) allows us to further harmonize approaches in areas such as energy market integration. Similarly, under the auspices of the EC, we launched a new partnership with the Union for the Mediterranean (UfM) to jointly maximize our effects in the region, build synergies and avoid overlaps. A new collaboration agreement was also concluded with the Ana Lindh Foundation to enhance the role of youth as an engine for change.

New partnerships have also been established with the Growth Dialogue (Washington DC), the Mediterranean Growth Initiative (Cyprus), the Agency for Sustainable Mediterranean Cities and Territo-ries (AVITEM), the Euro-Mediterranean Forum of Institutes of Economic Sciences (FEMISE), the Economic Research Forum (ERF), and the Institute for Advanced Study of Aix-Marseille University (IMERA, Aix-Marseille University), among others. With new members and partners, the CMI will address Mediterranean issues with stronger capabilities, ownership and local presence. In its new phase, all CMI activities will further involve think tanks and universities from the member countries, to build on their expertise and knowledge. A scientific council is also being created to further ensure the quality of the CMI business lines and products.

The CMI’s reputation has been consolidated as the Mediterranean knowledge-sharing institution on which partners can rely to share and distill ideas and lessons in a neutral and inclusive space, and to bridge gaps between lending institutions, civil society and policy makers.

The goals are certainly ambitious, but not unrealistic. A new funding model is in place that will preserve the integrity and governance structure of the CMI, while expanding financial contributions to achieve medium-term sustainability. Together, we can achieve our goals and bring Mediterranean integration to a higher level of accomplishments. Thank you for entrusting me with such a noble task.
WHY THE CENTER FOR MEDITERRANEAN INTEGRATION

THE MEDITERRANEAN CONTEXT CALLS FOR COLLECTIVE ACTION

Mediterranean integration continues to be recognized as a public good for the region and for the world.

- **Great potential:** The Mediterranean region offers a high youth component, abundant renewable energy, promising economic and political transitions, and strategic positioning as a crossroads between Europe, Africa and the East, among other assets. Unlocking this potential through vectors of integration across countries would have positive ripple effects in the region and worldwide.

- **Turmoil and spillover effects:** Conflicts in the Middle East and North Africa (MENA), and even increased violent extremism in some enclaves, contribute to forced displacements and instability, causing negative effects with repercussions throughout the world. On the socioeconomic front, slow economic growth and accentuated social inequalities translate into a lack of job opportunities and massive migration flows. In addition, climate change is affecting the region disproportionately, further aggravating existing challenges such as water scarcity. Socioeconomic transformation and improved environmental resilience would have positive spillovers in the region and beyond.

- **Mediterranean Integration is a vector of regional security and development:** Regional cooperation contributes to building trust among countries, through North-South and South-South interlinkages, and multi-directional collaboration channels, hence promoting peace, human security and development in the region.
THE CMI WORKS ONLY AT THE REGIONAL LEVEL

By acting as a technical center that links knowledge to operations and reforms on the ground, the CMI complements the work of the World Bank, the European Commission, and the Union for the Mediterranean, as well as Mediterranean research institutes and other regional partners.

CMI IN NUMBERS IN 2018 (from September 2017 to September 2018)

THE CMI ADDS UNIQUE VALUE

- CMI promotes Mediterranean integration for development and reduced disparities between countries.
- CMI is the only Mediterranean institution bringing together governments, international financial institutions, local authorities and civil society.
- CMI fosters synergies between development lenders, governments, partners and citizens.
- CMI leverages technical expertise, financial resources and networks.
- CMI encourages regional scale-up of successful experiences at the local, country and regional level.
- CMI offers a neutral platform for actionable dialogue on the basis of its multi-partner model.

CMI IS ALL ABOUT PARTNERSHIPS FOR ACTIONABLE KNOWLEDGE

- **Governance:** Members jointly decide on strategic orientations and actions.
- **Financing:** in addition to the financing provided by the World Bank, a Multi-Donor Trust Fund gathers contributions from members and partners; additional in-kind contributions are given by partners in connection with specific activities.
- **Staffing:** The CMI team currently includes staff from the World Bank (WB), the French Development Agency (AFD), the German Federal Agency for International Cooperation (GIZ), and the European Investment Bank (EIB), and is open to other members and partners.
• **Neutrality:** Thematic hubs and Communities of Practice generate common partner frameworks and peer-to-peer learning.

• **Business Lines:** Analytical work, publications, knowledge and learning, and capacity building activities are all multi-partner.

ORIENTATIONS FOR CMI STRATEGY 4.0: TECHNICAL CENTER OF EXCELLENCE FOR MEDITERRANEAN INTEGRATION

THE NEW VISION

This new strategy, CMI 4.0, endorsed by its members in April 2018, proposes that in its next phase the CMI becomes a center of excellence for Mediterranean Integration, playing a highly influential role though the expertise and technical rigor it brings to Mediterranean dialogue. At the same time, CMI will build synergies among Mediterranean stakeholders (governments, funding institutions, private entrepreneurs, civil society, etc.), in order to have a transformational impact on the region.

Under CMI 4.0, Mediterranean integration will continue to be the organization’s overarching goal. Conceived as a unique partnership institution whose members contribute to ensure technical excellence, the CMI will selectively focus on thematic vectors of integration where it has a comparative advantage, always working in partnership with other institutions operating in the Mediterranean landscape.

Thanks to the membership and technical support of members and partners, such as the European Investment Bank, the World Bank Group, and the French Development Agency (AFD), the CMI is in a privileged position to liaise between lenders, academics, civil society and private investors; to create and work with databases useful for rigorous research; to establish global links within the Mediterranean region through knowledge hubs, technical Communities of Practice, and capacity building, among others; and to position the region strategically vis-à-vis the rest of the world.

CMI 4.0 STRATEGIC GOALS

Given the realities of Mediterranean countries and the dynamics of the region, the interrelated goals of Creating Economic Opportunities, Promoting Inclusiveness, and Empowering the Population can be seen as pillars of the new agenda.

THREE DIMENSIONS OF MEDITERRANEAN INTEGRATION

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2 CMI 4.0 covers the period from July 2018 to July 2021

3 CMI members are: Arab Republic of Egypt, French Republic, Italian Republic, Hashemite Kingdom of Jordan, Lebanese Republic, Kingdom of Morocco, Palestinian Authority, Republic of Tunisia, Region Provence-Alpes-Cote d’Azur, City of Marseille. The European External Action Service is an observer and a technical partnership is being established with the European Commission.

4 These three dimensions are inspired by Amartya Sen’s notions of inclusive development and poverty reduction.
PROGRAMS, QUALITY AND RESULTS

Regarding the CMI 4.0 business lines, the focus will switch from knowledge dissemination and dialogue fora towards knowledge creation, sharing and capacity building with an eye to supporting policy reforms.

Under its main strategic directions, CMI 4.0 will concretely focus its mandate on five business lines:

1. Multi-stakeholder thematic policy exchanges and high-level dialogues. Examples include high-level round tables, conferences, and sectoral discussions, often connected with larger regional and global forums. Under this category, the CMI will also continue holding the Cycle Economique discussion series which has allowed the best experts in the region to identify priorities and operational responses to relevant themes such as “Economic Transitions in the Mediterranean” and “Violent Extremism and Development.” The next theme proposed for 2018 is “Education for Employability. Youth as Engine for Change.”

Additional partnerships with universities and think tanks are being developed; in addition, CMI dialogues will continue to involve NGOs, business and worker representatives, and civil society at large throughout the region.

2. Technical Hubs and Communities of Practice, facilitated by CMI. With a clearly defined thematic focus (examples: urban, water, energy, refugees, and social protection), these hubs offer a space for technical dialogue and exchanges among its members, facilitated by the CMI through periodic meetings, newsletters, websites etc.

Technical hubs and CoPs should offer a Mediterranean space for dialogue and provide peer-to-peer technical advice opportunities, which often trigger solutions and lead to policy reforms (example: Mediterranean Youth Water Network Community of Practice).

3. Analytical and advisory products: Current examples include the CMI compendium on “Best Practices in Hosting Refugees,” and the upcoming CMI reports (FY18) on: “Internationalization of Tertiary Education Institutions in the MENA Region,” “Host Communities Compendium on Local Economic Development Experiences,” and “Urban Compendium on Integrated Territorial Development.” The creation of a Mediterranean database to allow the Center to monitor regional developments in real time and better inform program design, is also being proposed.

For the CMI to become a recognized center of technical excellence in the Mediterranean landscape, analytical/advisory products should be prepared in partnership with established think tanks and research centers, and benefit from CMI members’ technical capacity. Regarding ongoing operations and policy reforms, the CMI should focus on drawing lessons from what worked, why and how.

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5 As emphasized by the Oversight Committee (OC) members, national activities (held in one of the member countries) with a regional perspective are included in this category and are encouraged to the extent that they showcase national progress, allow scaling up to the regional level, and facilitate decision making on the ground.
4. Inducing and incubating operations: CMI aims at facilitating transformation by inducing innovative ideas and solutions that can later materialize in projects (to be designed and implemented by the World Bank, AFD, EIB and others\(^6\)), and contributes to increasing the absorption capacity to implement existing operations and investments in the region. In the past, for example, the Medinas 2030 initiative supported the identification of new projects under the Urban Project Finance Initiative in Tunisia, Morocco, and Egypt, and resulted in the launch of an investment program for rehabilitation of Tunisia’s historic centers (EIB- CMI collaboration). Further, the CMI has supported the preparation/implementation of projects in the context of its refugee program\(^7\).

As part of this business line, CMI 4.0 will have an annual flagship event that gathers public and private sector participants around the theme of “Investing in the Mediterranean” in collaboration with other partners (IFC, OECD, EU, private companies). The event will provide a venue for discussion among different actors involved in the region.

5. Capacity building: Targeted activities to enhance the capacity of key policy makers will be delivered, jointly with CMI partners, to support policy reforms\(^8\). For example, the annual training for “Leaders in Urban Transport Planning,” supported jointly by AFD and the World Bank, has been conducive to facilitate policy reforms in the Mediterranean region and beyond. Capacity enhancement activities could also focus on providing effective interventions to assist country counterparts in their definition of projects, using similar parameters at the regional level.

For such capacity building activities to be effective, results should be measured and monitored using a solid capacity development and results framework, which permits the measurement of the impact of CMI’s capacity building initiatives.

Leveraging several partnerships, CMI 4.0 would like to enhance its current small-scale cooperation with the “Knowledge Valorization” department of the AFD (former CEFEB) based in Marseille and collaborate with local think tanks to reinforce implementation capacity in the region. This should allow development of a substantial and coordinated capacity building program in areas of common interest, for example urban and territorial development, and water.

Under CMI 4.0, programs should be delivered according to members’ and sponsoring institutions’ commitments, and their linkages with a southern Mediterranean country. Regional objectives should be continuously monitored. As per the new Memorandum of Understanding (MoU), accountability for each of the programs will reside first with the participating members and partners as laid out in the program specific documentation.

Once a common framework for results is determined, the role of the CMI will be to support and oversee the implementation of those programs throughout preparation and management, to issue an implementation report once a year, as an annex.

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\(^6\) The CMI does not get involved directly in either the design or the implementation of such projects.

\(^7\) World Bank “Municipal Emergency and Social Resilience” Program in Jordan and World Bank “Economic Opportunities for Host Communities” in Afghanistan.

\(^8\) Though capacity building activities have been part of previous CMI strategies and strongly recommended by CMI evaluators in their 2017 report, they have been limited until now due to lack of human resources and funding.
CMI 4.0 should be different from previous procedures in its more systematic establishment and monitoring of inputs, outputs and outcomes, designed along a pyramid of results. The selection of performance indicators will be program-specific as endorsed by the members of the Oversight Committee (OC).

In order to ensure technical excellence, a Scientific Council will be created under CMI 4.0 with experts who can provide quality control. Adequate representation of all member countries and thematic programs should be ensured. Members (academics, researchers) will be invited to join, based on their thematic expertise, following the suggestions of the OC members.

The creation of a Scientific Council will help to liaise with academics by providing a tool better suited to joint work, and to publicizing development research activities from the economic departments of the World Bank, EIB, AFD, the EU and others, as well as from universities and think tanks around the Mediterranean.

**MISSION IMPLEMENTATION**

**MEMBERSHIP AND OWNERSHIP**

Recent annual meeting discussions have contributed to a refining of the mission and the search for new members to reinforce economic and social integration in the Mediterranean. The membership and active participation of Egypt, Jordan, Lebanon, Morocco, the Palestinian Authority and Tunisia are key to the character of the Center. Membership discussions are ongoing with other countries, such as Algeria and Spain.

Enhanced southern Mediterranean participation and program ownership will be core to CMI 4.0. The uniqueness of the CMI pivots around its capacity to transform the economies of southern countries by contributing to shaping policy reforms and South-South alliances, and by establishing channels of cooperation with northern Mediterranean countries.

In that sense, the new strategy should fully reflect country priorities, as well as specific integration vectors like the “Mediterranean energy policy” and the “Mediterranean university scorecard”.

Launching the CMI’s enhanced function as a center of technical excellence will be essential for southern Mediterranean countries to fully benefit from their membership. Several steps are being taken in that direction, such as country by country dialogues, better outreach within programs, and additional options for greater southern presence in the CMI management team, including secondments.

Solid relations with the French government (The Ministry of Finance - MOF, The Ministry of Foreign Affairs - MFA, Provence-Alpes-Côte d’Azur region - PACA, the City of Marseille) and the European...
Investment Bank needs to be complemented by engaging with other European partners:

- Italy and Greece are already reinforcing their collaboration and contributing to specific thematic programs.
- Further cooperation with Germany is being pursued through a scaling up of the GIZ program, which has a representative on the CMI team, working on critical themes such as municipal development.
- New partnerships with Algeria and Spain are being discussed.

A new partnership agenda with the European Commission is also being developed around technical programs, and in coordination with the Union for the Mediterranean. Efforts are being pursued to upgrade the observer status of the European Union’s Diplomatic Service (the European External Action Service). In this context, and based on recent agreements, the CMI aims at launching a new model for collaboration, with specific joint output delivery, for which CMI 4.0 could contribute its technical excellence and implementation platform. A new MoU with the Union for the Mediterranean (UfM) will be signed in November 2018.

Partnerships and Dialogue

Outreach beyond North Africa and the Middle East has occurred regularly in the context of CMI activities, based on the technical content they offer (for example Mauritania, Senegal, Turkey). Contacts with those countries flow through sectoral issues of common interest, in line with the programmatic engagements of the CMI. In its new phase, the Center should be open to such dialogue\textsuperscript{10}, which considers the Mediterranean as a “carrefour” or crossroads between both Sub-Saharan Africa and Eastern Europe.

Multilaterally, the European Bank for Reconstruction and Development (EBRD), United Nations Development Program (UNDP), Islamic Educational, Scientific and Cultural Organization (ISESCO), Union for the Mediterranean (UfM), International Organization for Migration (IOM) and others are being engaged. Outreach to other organizations, such as the League of Arab States, the African Development Bank, and the African Import-Export Bank, will be developed in the context of a more transformational, and operationally oriented CMI 4.0.

There is also a need to go beyond governmental representation at the CMI to reflect the evolving reality of independent institutions, the private sector and civil society, and channel these into strategic decisions\textsuperscript{11}. In that respect, the new CMI general MoU indicates that further partnerships are being established with universities, research centers, think tanks and NGOs in northern and southern countries. Such alliances should be “output oriented” and will help with the delivery of activities and products, such as technical reports, the Cycle Economique, capacity building and advisory services.

Communications and Outreach

In achieving the objectives of the CMI 4.0, becoming more influential and promoting Mediterranean integration, the communications

\textsuperscript{10} This approach is consistent with the “The Whole Africa” strategy which encourages additional partnerships with African institutions, as well as the integration of an “All Africa” perspective in CMI activities when relevant and appropriate.

\textsuperscript{11} The CMI is actively seeking to forge stronger partnerships with youth platforms and bring them to the center stage on EuroMed debates on relevant issues such as employment, voice and accountability and policy formulation.
and outreach strategy will continue to be enhanced. A new Communications Strategy 4.0, making full use of social media, e-communities and other outreach in support of programs, is being prepared to integrate a Mediterranean network of members and partners, especially in the Southern countries, for consultation and leverage in policy and program dialogue. The new communications strategy will present the CMI as more transformational and policy-oriented, and create a new “branding.”

CONCLUSIONS

The proposed CMI 4.0 strategy to become a technical center of excellence for Mediterranean integration will involve the following actions:

- Adopt and ensure programs’ consistency with three main interrelated pillars: creating economic opportunities, promoting inclusiveness, and empowering the population;
- Deepen the technical content of the agenda, together with partners, in order to develop cutting-edge knowledge that increases the Center’s operational influence and impacts on policy making;
- Deploy five business lines: knowledge exchanges; technical communities of practice and hubs; analytical and advisory products; incubation of operations; and targeted capacity building;
- Apply a common framework for results that is then monitored on a regular basis;
- Conduct an annual flagship forum, jointly with relevant partners;
- Establish a scientific council to ensure quality control and report to the Oversight Committee (OC);
- Enlarge and deepen membership and ownership, and further develop country engagements; and
- Articulate and implement an enhanced communication strategy.
2018
THE YEAR IN REVIEW*

Consensus building and networks
Training, dissemination and mainstreaming
Analysis and strategies
Pilots and innovative solutions
Linking knowledge with operations
Knowledge deepened and mainstreamed

* Coverage period: 01 September 2017 - 01 September 2018
EDUCATION, INNOVATION AND EMPLOYABILITY
OBJECTIVES / PROGRAM AREAS
The main objective of the program is to improve the quality of human capital and increase its contribution to sustainable economic growth and long-term development. The work program is articulated around four areas which aim at:

- Rethinking education to improve curricula and instructional methods (Primary and Secondary Education)
- Increasing universities’ self-assessment and benchmarking work to enhance the quality of tertiary education (Tertiary Education)
- Developing a targeting approach to employment and social protection (Employment and Social Protection)
- Supporting innovation to promote upscaling and bolster value added, leading to job creation and social integration (Innovation for Value and Employment Creation)

LEAD ORGANIZATION(S)
Agence Française de Développement (AFD), European Investment Bank (EIB), World Bank, and CMI

PARTNER ORGANIZATION(S)
Anna Lindh Foundation, Islamic Development Bank (IsDB), Islamic Educational, Scientific and Cultural Organization (ISESCO), Mediterranean Universities Union (UNIMED), United Nations Educational, Scientific and Cultural Organization (UNESCO)

REGIONAL CONTEXT / RATIONALE
Today’s globalizing economy requires countries to nurture pools of well-educated and/or trained workers who can perform complex tasks and adapt rapidly to their changing environment and the evolving needs of the production system. Promoting innovation is also essential to facilitate economic transformation and upscaling. Finally, well-functioning safety nets are also essential to protect the population, and more specifically vulnerable groups, during transitions and shocks.

In the MENA region, poor quality education has inadequately prepared students for entrance into the labor market and has contributed to high youth unemployment rates. Coupled with a failure to achieve economic diversification and accelerate growth, there are not enough income earning opportunities for a rapidly growing population. In fact, the current MENA youth bulge is projected to result in a record high of 300 million new workers entering the labor market by the year 2050.

Strengthening human capital, promoting innovation and offering a well targeted approach to social safety nets for vulnerable and disadvantaged groups will be key for stimulating economic growth while also protecting the population during shocks and adjustments. A transformation of the education system to adapt to the needs of regional labor markets should build convergent paths of development in the Mediterranean region while also providing a solid basis for increased integration.
SELECTED OUTCOMES

PRIMARY AND SECONDARY EDUCATION

- MENA POLICY MAKERS ACQUIRED GREATER AWARENESS OF THE OPPORTUNITIES ASSOCIATED WITH “INFORMATION FOR ACCOUNTABILITY”

Policy makers from the MENA region gained greater awareness on the importance of information for accountability and the opportunities it offers for improving schools and measuring their improvement over time. This goal was achieved by encouraging the generation and dissemination of reliable indicators.

Participants were provided with better foundational knowledge and skills to develop a roadmap for implementing national information for accountability systems. (Workshop on “Promoting the Use of Information for Accountability in Education,” Marseille, 12-13 September 2017). Promoting the use of information for accountability is one of the five pillars of the World Bank and Islamic Development Bank’s joint Education for Competitiveness Initiative (E4C).

TERTIARY EDUCATION

- PROGRESS ON GOVERNANCE, FINANCING AND INTERNATIONALIZATION OF TERTIARY EDUCATION INSTITUTIONS IN MENA MEASURED

Considerable progress was made by tertiary education institutions regarding their governance practices within the framework of national workshops (Egypt, 24 April 2018; Jordan, 25 April 2018; and Morocco, 7 May 2018). At these events, national and institutional results of the second round of implementation of the University Governance Screening Card (UGSC) - a tool to support governance and accountability reforms to bridge the gap between supply and demand of skills - were presented. Tertiary education institutions were able to discuss the progress made in benchmarking university governance at the national and institutional levels, paving the way for the regional conference to be held this autumn. After the presentations of the preliminary findings of the CMI report on Internationalization of Tertiary Education in the MENA Region, and the World Bank report on Financing of Tertiary Education in the MENA Region, in-depth analyses of these two subjects are underway and should be published in the coming months.
Building on the conclusions of the high-level regional conference on “Youth and Employability in MENA: Better Skills, More Jobs,” organized in July 2017 in Egypt, two new Communities of Practice (CoP) on “Social Protection” and on “Employment” were created - following the update of the former CoP on Employment and Social Safety Nets - and will be launched in the coming months. The aims of these CoPs are to facilitate south-south knowledge exchanges, creating a space for practitioners from the region to share their operational experience, knowledge, and best practices on issues related to the design and implementation of employment and social safety nets programs. Participating countries are Algeria, Djibouti, Egypt, Iraq, Jordan, Lebanon, Morocco, Tunisia, West Bank and Gaza, and Yemen.

Stakeholders and managers of Science and Technology Parks (STP) in the MENA region were introduced to the “Turkish model” of Teknoparks. It enabled them to better understand the role that
STPs can play to integrate and strengthen the functioning of the region’s Industrial and Technology Development Zones, universities, R&D Labs, public research centers, etc.

Conclusions and observations were drawn from the case study of the innovation model of the city of Izmir and included recognition of the need for coherent legal frameworks, the role of dedicated government agencies and the encouragement of a start-up culture.

The potential of reinforced links between industry and contract research was also identified (“Integrating University and Private Sector Development: The Role of STPs”; Izmir, Turkey, May 8-10, 2018)

- **Consensus building and networks**
  - Creation of 2 new CoPs gathering 74 members working on employment and 135 members working on social protection
  - 4 national workshops organized in the South of the Mediterranean

- **Training, dissemination and mainstreaming**
DISPLACEMENT AND HOST COMMUNITIES
REGIONAL CONTEXT / RATIONALE

Instability and conflicts are having disastrous humanitarian, social and economic consequences in the entire Mediterranean region. Syria’s neighboring countries are facing an unprecedented and protracted refugee crisis with spillover effects across the region and in Europe. There are some 5.6 million (July 2018) registered Syrian refugees in the Mashreq and Turkey, while a significant number have applied for asylum in Europe.

As refugees flee from and to other countries, host communities are carrying the biggest burden of the refugee crisis; they are providing the international community with a global public good and need to be supported in return. Seven years into the Syrian crisis and the beginning of a massive influx of Syrian refugees, in addition to those coming from other countries in the region (Iraq, Yemen, Palestine), local host governments face additional strains on the provision of basic services, mounting risks to social cohesion, increased demands for jobs, and a strong need to boost their local economic development (LED) to guarantee a stable and resilient environment.

OBJECTIVES / PROGRAM AREAS

The main objective of the program is to strengthen existing knowledge and evidence on development solutions to forced displacement.

Focused on medium-term development needs, the program aims at building the response capacities of local host governments/communities and at strengthening and sharing knowledge on refugee inclusion approaches. It contributes to the resilience of both refugees and their hosts, with a special focus on private sector mobilization and the economic engagement of the diaspora in host communities, which is essential to the welfare of host countries and prepares the ground for return and reconstruction in the future.

The program is developed around two areas:

1. Supporting local governments and their communities hosting refugees
   
   **Objective:** Strengthen governments’ capacity at the local level, private sector mobilization, and priority service delivery for hosts, refugees and the most vulnerable, including through South-South and South-North learning, and through facilitation of Syrian investors’ diaspora economic engagement in host countries.

2. Supporting refugee inclusion and their contributions to host countries
   
   **Objective:** Strengthen awareness of refugees’ economic and social contributions to the host countries and build consensus to support refugees’ medium term economic inclusion.

LEAD ORGANIZATION(S)

- Center for Mediterranean Integration (CMI)

PARTNER ORGANIZATION(S)

- Agence Française de Développement (AFD), Centre International de Hautes Etudes Agronomiques Méditerranéennes (CIHEAM), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), International Organization for Migration (IOM), United Cities Local Government-Middle East Western Asia (UCLG-MEWA), UN Agencies, World Bank
SELECTED OUTCOMES

SUPPORTING LOCAL GOVERNMENTS’ EFFORTS AND THEIR HOST COMMUNITIES

- MEDITERRANEAN HOST MUNICIPALITIES LEARNING NETWORK (HMLN) STRENGTHENED

The HMLN was expanded to include 93 local governments from Iraq, Jordan, Lebanon, Palestine, and Turkey that exchanged information and lessons learned on priority topics around forced displacement: private sector mobilization, local economic development (LED), stakeholder mobilization and strategic planning in forced displacement contexts.

- Consensus building and networks

- HMLN LOCAL HOST GOVERNMENTS’ CAPACITIES IMPROVED

CMI has developed a targeted capacity building training curriculum on LED strategies. Local governments’ staff and elected representatives from 6 countries took part in the training and strengthened their capacity on LED and private sector mobilization. They learned how to plan, implement, and adjust a LED strategic plan in the context of forced displacement with a special focus on improving the business environment and private sector-led growth, also looking at refugee investors. 17 cross-country LED twinning arrangements have been formed to continue learning and collaborating among cities facing similar challenges.

- Training, dissemination and mainstreaming
CMI was awarded a World Bank South-South Facility grant, to strengthen South-South learning on improving LED capacities in towns hosting refugees, IDPs and returnees. Representatives from Afghan municipalities (among them two newly appointed ministers) joined HMLN activities to benefit from the improved capacities and expertise of MENA and Turkish local governments. Representatives from East African municipalities will also be involved in future exchanges.

Actionable Knowledge Production

CMI analysis and activities contributed to inform operations:

- **1st Annual Benchmarking Survey** monitors the HMLN CoP’s progress on using their knowledge acquired, their satisfaction, priorities and needs. This exercise – at the beginning of 2018 and one year after the creation of the Network showed a high level of satisfaction in the overall knowledge exchange (average of 3.85 / 5), and a very high level of applicability of the knowledge provided by CMI (4.59 / 5). A second benchmarking survey will be delivered in the fall 2018 to monitor the HMLN’s progress nearly two years after its creation.

- **Self-Assessment of Municipalities on LED issues**, conducted among 35 municipalities, provided insights on the main challenges and priorities in the social and economic environment as perceived by local governments hosting refugees, as well as on levers of action. It gave a snapshot of the host local governments’ perceptions regarding the negative and positive impacts brought by refugees, the main areas of economic activities in refugee-hosting municipalities, and the existing assets, levers of action and opportunities that may exist to turn the crisis into an opportunity.
o 2nd Bilingual Compendium of Experiences in Hosting Refugees focuses on local economic development in forced displacement contexts. It presents lessons learnt from the HMLN, including 16 experiences in: Enabling Business Environment and Private Sector Mobilization, Public Service Delivery, Education and Training, Socio-Economic Integration and Local Employment Generation.

■ UPSTREAM PROJECT SUPPORT THROUGH INCREASED SYNERGIES WITH PARTNERS

o Capacity of local governments in local economic development was strengthened in line with partners’ programs in Jordan (WB Municipal Services and Social Resilience Project), Lebanon (GIZ, UN Habitat) and Afghanistan (WB Economic Response to Regional Displacement in Afghanistan Project);

o Municipal staff and elected representatives in Jordan, Lebanon, and Palestine have a better knowledge of LED; they have initiated creation of LED strategies and exchanged experiences of practical means to attract the private sector for job creation;

o Partners aligned for joint South-South Knowledge Exchange Program

■ KNOWLEDGE SHARED AND AWARENESS RAISED ON THE CONTRIBUTIONS OF SYRIAN INVESTORS TO HOST COUNTRIES AND COMMUNITIES

CMI facilitated the early stages and foundation of the Syrian International Business Association (SIBA) and supported the implementation of its action plan for a greater engagement of Syrian investors in host countries. Continuous involvement of Syrian investors and Syrian businesses associations, e.g. Turkey-based Syrian Economic Forum, in the program’s activities supported the mobilization of the Syrian private sector and informed local authorities about investors’ needs. They give testimony about the benefits of encouraging Syrian businessmen to invest in hosting countries for increased local job creation, opening to new markets, and diversification of the local economy.
A competitively selected, joint CMI - UN-HABITAT side event was organized in the framework of the World Urban Forum in Kuala Lumpur. This international forum featured discussion of the benefits of cross-country regional learning facilitated by the CMI Host Municipalities Learning Network (HMLN). The event also shared perspectives on how local economic development can be strengthened by stronger social and economic inclusion of refugees and migrants for job creation and local growth.

CMI- REPORT “MOBILIZATION OF SYRIAN INVESTORS AND PRIVATE SECTOR TO BOOST LOCAL ECONOMIC DEVELOPMENT IN REFUGEE HOSTING MUNICIPALITIES”

CMI- report “Mobilization of Syrian Investors and Private Sector to Boost Local Economic Development in Refugee Hosting Municipalities” (forthcoming) published in the 2018 edition of CIHEAM’s flagship publication, Mediterra. Drawing from CMI and World Bank experience, the report highlights the benefits brought by Syrian Investors to refugees’ hosting countries from a local perspective.

- 2 awards won: WB MNA Knowledge Sharing Platform Award and WB South-South Facility Grant
- 4 webinars for online learning and training on LED in forced displacement context
- 1 capacity building training workshop on strategic planning in LED developed and delivered
- More than 180 representatives from 90 municipalities mobilized in 5 countries
- 15 cross-country twinning arrangements established between Jordanian, Lebanese, and Palestinian local authorities
- 16 LED good practices collected in new compendium for knowledge-sharing
- 1st benchmarking survey and 2 informative surveys on priorities and needs for local host governments
- Syrian investors involved in 3 interviews, 2 Webinars, 4 learning activities and products to further advocate for the benefits of diaspora engagement in host countries
- 40 blogs/stories

SUPPORT REFUGEE INCLUSION IN HOST COUNTRIES

KNOWLEDGE DISSEMINATION AND EVIDENCE ON DISPLACEMENT AND REFUGEE INCLUSION

In collaboration with AFD, the CMI co-organized a workshop on the psychosocial response to forced displacement in the Mashreq and Turkey, with the aim of improving refugees’ inclusion in hosting contexts. This led to experience- and expertise-sharing among Ministries, NGOs, and donors, who identified major issues for future psychosocial programs, such as enhancing coordination with local authorities, creating sustainable capacity building schemes and building a strong referral system.

A competitively selected, joint CMI - UN-HABITAT side event was organized in the framework of the World Urban Forum in Kuala Lumpur. This international forum featured discussion of the benefits of cross-country regional learning facilitated by the CMI Host Municipalities Learning Network (HMLN). The event also shared perspectives on how local economic development can be strengthened by stronger social and economic inclusion of refugees and migrants for job creation and local growth.
INTERNAL STOCKTAking OF SOCIAL AND ECONOMIC INTEGRATION POLICIES AND PRACTICES FOR REFUGEES

This CMI internal stocktaking compares different policies of various Mediterranean countries pertaining to the socio-economic integration of refugees. It provides a comparative overview on refugee integration policies in Europe and the Middle East based on new recent data, evidence-based information, and research; identifies good practices and lessons learnt on refugee inclusion; and prepares a synthesis about key findings of the comparative study.

Analysis and strategies

- 2 panel discussions organized: 9th World Urban Forum in Kuala Lumpur and AFD Psychosocial Workshop in Beirut, Lebanon
- 1 internal stocktaking on Refugee inclusion including 7 countries

KNOWLEDGE TOOLS

The program areas described above were supported by Knowledge Tools in order to keep track of progress and development news in refugees hosting and migration trends in the Mediterranean.

- A bi-quarterly Mediterranean Refugees and Migrants newsletter (trilingual)
- A knowledge base currently including 180 items
- An online collaborative platform for Host Municipalities

These allow for up-to-date, cross-cutting knowledge support aimed at host communities, governments and development actors.

- 8 issues and 6K recipients of the Mediterranean Refugees and Migrants Newsletter
- 180+ knowledge products in the Refugees Online Knowledge Base
- 46 active members in the HLMN’s Collaboration for Development Online Platform
- 40 blogs/stories
CLIMATE CHANGE (ENERGY)
REGIONAL CONTEXT / RATIONALE

Whilst the Mediterranean region is one of the most vulnerable regions to climate change in the world, it is also the region with the highest potential for climate change mitigation. MENA is the ideal place for renewable energies, given its abundant resources in solar energy, as well as its vast stock of unused land and proximity to the international market of Europe, with its ambitious emissions reduction targets. The southern shore has a clear comparative advantage over Europe in producing electricity from solar.

Using large amounts of renewable energy requires flexible power systems. Regional integration improves power system flexibility, as it increases the area over which supply and demand is balanced in real time, making it less likely that the resource will not be available when needed. Mediterranean integration will also enable both countries in the North and in the South to meet their CO2 reduction objectives at least cost.

OBJECTIVES / PROGRAM AREAS

The overall objective of the Energy Connectivity program is to contribute to the energy transition through Euro-Mediterranean energy market integration, by informing Southern/Eastern Mediterranean stakeholders on the benefits of being better integrated, helping governments and energy players identify interconnector projects that will support the exploitation of their renewable energy potential, and by maintaining networks of experts, policy makers and energy companies that are active in the creation of an integrated Euro-Mediterranean energy market.

To reach this objective, the CMI launched in 2015 the Mediterranean Forum on Electricity and Climate Change, a permanent discussion platform among countries, international organizations, regulators and electricity companies. Forum events cover issues such as the role of Mediterranean integration in the implementation of the Paris Agreement, the benefits of regional energy market integration for renewable energy scale-up, and barriers to building interconnectors to achieve Mediterranean energy market integration.

In addition, the CMI organizes peer-to-peer exchanges with World Bank energy and climate units, in particular the Climate Action Peer Exchange (CAPE), and maintains a tight cooperation with the Union for the Mediterranean (UfM) on energy and climate change related activities.

LEAD ORGANIZATION(S)

European Commission (EC), Center for Mediterranean Integration (CMI), World Bank

PARTNER ORGANIZATION(S)

Agence Française de Développement (AFD), Moroccan Agency for Solar Energy (MASEN), Observatoire Méditerranéen de l’Energie (OME), Région SUD Provence-Alpes-Côte d’Azur (PACA), Union for the Mediterranean (UfM)
SELECTED OUTCOMES

■ PERMANENT DISCUSSION FORUM ON THE BENEFITS OF MEDITERRANEAN ENERGY MARKET INTEGRATION ESTABLISHED

The Forum and other activities under the Energy program were effective at creating networks of government bodies and energy industry representatives to discuss the benefits of Mediterranean energy market integration and identify innovative solutions to design implementation plans for Mediterranean market integration by organizing side events, meetings, workshops and sessions during high-level policy conferences.

Consensus building and networks

■ FURTHER IMPROVEMENT OF MEDITERRANEAN COUNTRIES’ UNDERSTANDING OF THE “CLEAN ENERGY FOR ALL EUROPEANS” PACKAGE

The understanding of the “Clean Energy for All Europeans” (CE4ALL) Package was improved for Mediterranean Countries through two workshops (a November 2017 workshop organized in the framework of the high-level regional conference “The Mediterranean of the Future,” and an April 2018 workshop organized in collaboration with the European Commission DG-Energy) and a session during the Policy Conference at the June 2018 European Union Sustainable Energy Week, organized by the CMI in cooperation with the European Commission. As a result, MENA stakeholders are able to contribute to shaping the final form of the directives and regulations of the CE4ALL, to use the EU experience to inform their own policy making activities and to identify potential markets for their renewable energy resources.

Training, dissemination and mainstreaming
The ability of Mediterranean countries to tap into EU financing for scaling-up their renewable energy potential and developing their integration with the European market, through increased interconnections, is being improved through information and training activities.

- INCREASED KNOWLEDGE ON AVAILABLE FINANCING FOR RENEWABLE ENERGY DEVELOPMENT

- MENA POLICY MAKERS INFORMED AND ENGAGED ON THE ISSUE OF ENVIRONMENTAL TAX REFORMS

Thanks to a workshop on fiscal reforms to support low carbon growth, MENA policy makers will be able to design fiscal reforms to drive their energy transition. The objectives of the workshop are: (i)
to discuss the fiscal reforms that are critical for a low carbon energy transition in the Mediterranean, and (ii) to share country experiences and knowledge on the design of fiscal reforms conducive to the energy transition. Countries that are just starting on the long path of energy pricing reforms can learn from those that have successfully implemented those reforms.
CLIMATE CHANGE (WATER)
REGIONAL KNOWLEDGE PROGRAM ON WATER
The Mediterranean region is one of the most water-scarce regions in the world. In addition to the long-standing challenges of demographic pressure, urbanization and inefficiencies in soil and water management, it will increasingly be exposed to extreme climatic conditions due to climate change, which is already severely straining scarce water resources in the region, with major consequences for human life, the environment, and regional food and water security.

More regional dialogue on water security and efficient approaches to water management and governance is urgently needed to adopt sound principles and approaches, and to disseminate water innovation and best practices that can help the region increase its overall water security as well as its climate change adaptation and mitigation capacities in a context of ongoing regional instability and migration.

Furthermore, giving more voice to and building the capacity of Mediterranean youth and specifically young water professionals is essential to preparing the next generation of water leaders and practitioners to face the coming challenges that the Mediterranean will increasingly face in terms of water scarcity and its numerous knock-on effects.

**OBJECTIVES / PROGRAM AREAS**

- To strengthen regional awareness on water security through better information sharing and exchange of experiences.
- To strengthen the CMI Mediterranean Water Youth network as a regional group of young members who exchange ideas and share good practices on a regular basis.

**LEAD ORGANIZATION(S)**

- CMI

**PARTNER ORGANIZATION(S)**

SELECTED OUTCOMES

REGIONAL WATER SECURITY

- REGIONAL WATER SECURITY INITIATIVE (RWSI) STRENGTHENED

The CMI increased awareness of regional water security, resilience and stability in the context of climate change and ongoing regional fragility, while encouraging the inclusion of youth and women in the regional water agenda through:

i) the regional dissemination of analytical work (Beyond Scarcity: MNA Water Security), all CMI Water Youth activities/webinars, the CMI Water Hub, the Arab Water Forum, Partner workshops, website, and

ii) improved engagement with key constituents of the demand side (Youth and Women) through CMI youth-based capacity building on Water Security:

- CMI-MANAGED MEDITERRANEAN YOUTH FOR WATER (MedYWat) NETWORK STRENGTHENED

Initiated by participants of the “Mediterranean Water Heroes” contest at the CMI World Water Day workshop (March 2017), the network has been expanding continuously. A second edition of the Mediterranean Water Heroes contest led to the second CMI World Water Day workshop in Egypt: “Nature-Based Solutions for a Water Secure Mediterranean” (March 2018), organized with the Swedish Institute Alexandria, which attracted new young water practitioners to the network. It now gathers around 100 young water researchers, entrepreneurs and activists from the region, with the objective to give more voice to Mediterranean youth on the regional water agenda and to encourage knowledge- and innovation-sharing amongst its members. It focused on the potential for nature-based solutions (NbS) to help improve water security in the Mediterranean and support networking to support the development of the MedYWat network. The workshop deepened participants' knowledge of NbS for water in the region, such as large-scale ecological restoration, agroforestry and urban agriculture for increasing Mediterranean water and food security while providing green entrepreneurship opportunities, especially for Mediterranean youth. It also significantly boosted MedYWat's capacity to structure itself as a regional network.

Training, dissemination and mainstreaming
MedYWat's Growth and Capacity Supported

- The CMI organized and facilitated periodical capacity-building MedYWat webinars throughout the year, supported by the CMI-managed MedYWat Collaboration 4 Development (C4D) virtual platform. This resulted in the election of a dedicated coordination group with a clear division of labor and assignments around themes, communications, events, partnerships and membership task forces.

- To boost MedYWat's visibility and strengthen Med Water youth voices, the CMI supported its members' active participation at several regional and global water events: Bonn COP23 (November 2018), the International Water Association Regional Conference on Water Reuse and Salinity (June 2018, Murcia, Spain) and the High-level International Conference on the International Decade for Action – “Water for Sustainable Development, 2018-2028” (June 2018, Dushanbe, Tajikistan). This initiated collaboration with several other international youth networks, notably Central Asian Young Water Professionals.

- To strengthen MedYWat’s internal capacity, the CMI organized for the MedYWat coordination group in September 2018 a mid-term meeting with capacity-building sessions for the group to lay out the vision, mission and objectives for MedYWat for the year to come. This milestone training session aimed specifically at boosting MedYWat’s capacity to define and implement a targeted agenda of activities on water-related themes in 2018 and 2019. MedYWat will participate in the linked CIHEAM 2nd Mediterranean Forum for PhD Students and Young Researchers: “Research and Innovation as Tools for Sustainable Agriculture, Food Security and Nutrition.”

Moving the Water and Women’s Agenda Forward

The CMI and the Arab International Women's Forum (September 2018 Amman, Jordan) partnered to organize the first high-level conference on Women, Water and Youth, taking an intersectional approach to three critical development challenges – water scarcity, women’s economic participation, and youth unemployment. The CMI, together with World Bank, also championed the Youth and Water themes by...
supporting the presence of young MedYWat leaders on each of the conference panels. In addition, this meeting provided the opportunity for the CMI to showcase its growing work on the theme of women and water through the support extended to the participation of the “Storytellers of the Maghreb,” winners of the second Mediterranean Water Heroes Contest 2018.

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<thead>
<tr>
<th>Consensus building and networks</th>
<th>Training, dissemination and mainstreaming</th>
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<tr>
<td>• 16 Mediterranean countries engaged</td>
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<td>• 100 MedYWat members involved in the MedYWat network</td>
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<td>• Posts yielded 17.2K impressions on Twitter during the &quot;Nature-Based Solutions for a Water Secure Mediterranean&quot; in Egypt</td>
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<td>• 16-member MedYWat coordination group and country chapters created; MedYWat Action plan initiated</td>
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ACTIONABLE KNOWLEDGE

1ST WATER YOUTH MEDYWAT BENCHMARKING SURVEY

The CMI launched the survey to align the objectives and ideas of the network’s members with the CMI’s support for MedYWat. The survey focuses on the levels of satisfaction of network members with how MedYWat is evolving, and provides the CMI and MedYWat with a better understanding of the network members’ profiles.

• 82% of MedYWat respondents satisfied with the overall work done by CMI.
• 74% of respondents indicated their membership in MedYWat significantly increased their confidence in their ability to make a difference in the regional water agenda, especially connecting them with other young water professionals in the Mediterranean, expanding their international network, and exchanging ideas on how to raise awareness and engage youth around water issues.
The CMI WDM program develops an economic approach to Water Demand Management and promotes the use of economic concepts and tools to facilitate communication amongst the many stakeholders of the water sector. The program aims to fuel policy-making and help the design and implementation of projects funded by international financial institutions (IFIs), including on water tariffs, the financing of water infrastructure, and subsidies to water savings in irrigation.

Analysis and strategies

A regional workshop on the use of economic instruments for WDM was organized on April 12-13, 2018 in Marseille by AFD and the World Bank with the support of the French Research Institute on Environment and Water (IRSTEA) and in cooperation with Plan Bleu, a Regional Activities Centre of the UNEP Mediterranean Action Plan. The workshop aimed at widely sharing the analytical work of the CMI WDM Program, the AFD and the World Bank, and to make progress towards a common understanding with clients and partners from Southern Mediterranean countries. Issues of practical significance for projects were discussed, including current instruments (water tariffs and taxes, water savings in irrigation period) Innovative solutions such as payments for environmental services and water markets, were also introduced for development in the near future. The consensus reached on key points (improving the governance framework for water, using selected instruments appropriate to prioritized management goals, monitoring results and enforcing regulations) will inform further policy reforms and project design.

Training, dissemination and mainstreaming

- 20 high-level decision-makers from Morocco, Algeria, Tunisia, Lebanon, Jordan, Palestine and Turkey participated in the high-level April 2018 workshop on WDM.
TERRITORIAL COHESION AND URBAN DEVELOPMENT
The Southern Mediterranean region is facing demographic pressure and rapid urbanization: while the region is currently 60% urbanized, it will experience a projected 45% increase of its urban population by 2030 (equal to 106 million additional urban inhabitants). Concentrating populations and resources, cities have represented powerful engines of growth and largely contributed to the improvement of standard development indicators, which have shown a constant decrease in absolute poverty in most countries over the past decades until 2010. However, the urbanization process has also contributed to concentrate and exacerbate socio-economic inequalities within growing urban territories, between larger and smaller cities, and between cities and their peri-urban areas. Born and anchored in Mediterranean cities, the “Arab Spring” uprisings were fueled by significant regional disparities in access to basic services and to opportunities, and also by growing demands for bringing the state closer to citizens through strengthened and genuine decentralization.

The program aims at accomplishing two goals:
- Strengthen the knowledge on issues of urban development and territorial cohesion within the Southern Mediterranean Region.
- Support learning networks to help stakeholders in the region share experiences and find actionable solutions.

Center for Mediterranean Integration (CMI)

Agence Française de Développement (AFD), Coopération pour le Développement et l’Amélioration des Transports Urbains et Périurbains (CODATU), Agence des Villes et Territoires Méditerranéens Durables (AViTeM), Cities Alliance, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the World Bank, European Investment Bank (EIB), MedCities, United Cities and Local Governments (UCLG), United Cities and Local Governments – Middle East and West Asia Section (UCLG-MEWA), United Nations Human Settlements Programme (UN-HABITAT).
This compendium is an attempt to capture some of the territorial development experiences implemented in the Mediterranean region in order to inform the thinking and action of all concerned stakeholders and initiate a dialogue among them. It presents and discusses specific case studies of fourteen completed or ongoing projects, programs and policies implemented in nine countries of the Mediterranean region, in connection with integrated territorial development. It was prepared by the CMI’s Urban Hub using a consultative process over fiscal year 2018 and will be released at the beginning of fiscal year 2019.

In September 2017, the CMI started producing, on a quarterly basis and in partnership with members of the CMI Urban Hub, a trilingual newsletter on Territorial and City Development. The newsletter compiles actions related to regional and urban development undertaken in the Mediterranean region by the CMI Urban Hub partners. It also aims at contributing to a better understanding of “integrated territorial development” by sharing knowledge on different implementation approaches linked to this concept. Three newsletters have been produced in FY18.
Jointly organized on an annual basis by the World Bank, the French Development Agency and CODATU with the support of the CMI, the francophone sessions of the “Leaders in Urban Transport Planning” training program aim to develop the urban planning and mobility abilities of decision-makers from WB and AFD client countries and counterparts. The last session was held in October 2017 in Marseille. 23 participants including 5 from Morocco and Tunisia benefitted from the training.

- Training, dissemination and mainstreaming

A forum organized by the German Agency for International Cooperation (GIZ) with the support of the CMI in Rabat on April 25 and 26, 2018 under the theme “Cities’ Network as Agents of Urban Development,” was an opportunity for members and local partners of the CoMun (Cooperation of Cities and Municipalities in the Maghreb Region) Program to present results and take stock of achievements. It provided participants from the Maghreb countries (Morocco, Algeria and Tunisia) with a space for reflection on the constraints they face in urban management as well as on the challenges to be met to ensure sustainable ownership of the approaches developed over the last eight years of cooperation.

- Training, dissemination and mainstreaming
- Consensus building and networks
PROMOTING KNOWLEDGE EXCHANGE ON METROPOLITAN TRANSITIONS IN THE MEDITERRANEAN REGION

The CMI supported the organization of the first and second gatherings of the 2018 High-Level Cycle of Seminars on Urban and Territorial Development, led by the Agence des Villes et Territoires Méditerranéens Durables (AViTeM), which were held in Tangiers/Tetouan, Morocco (May 2018) and Tunis (September 2018). These events gave about 20 participants from across the Mediterranean an insight into the ongoing regionalization process in Morocco, as well the dynamics being put in place to reinforce the territory’s appeal to investors for the Tangier-Tétouan region to be seen as a European-African hub. The events also examined the challenge of balanced territorial development around the metropolitan area of Tunis. The organization of this high-level cycle builds on a partnership agreement signed in April 2017 between the CMI and AViTeM. It also involves the Development Campus (ex-CEFEB) – in terms of capacity building and valorization of knowledge center of AFD – and GIZ, with support from Cities Alliance.

MAINSTREAMING ACTIONABLE PUBLIC TRANSPORT SOLUTIONS

The Community of Practice (CoP) on Sustainable Urban Transport, launched in May 2016 and operated by Codatu, has offered, since May 2016, a platform to identify actionable public transport solutions. In FY2018, the CoP contributed to the “transport corner” of three issues of the CMI Newsletter on City and Territorial Development, organized 4 webinars, and published several blog articles.

- 2 capacity-building sessions targeting decision-makers on, respectively, metropolitan governance (Cycle of Seminars) and transport (LUTP) issues
- 1 high-level event
- 3 beneficiary countries (Morocco, Algeria, Tunisia)
PREVENTING VIOLENT EXTREMISM
FOSTERING YOUTH AND EMPLOYABILITY
REGIONAL CONTEXT / RATIONALE

Young populations throughout the region are experiencing a threefold exclusion—on the economic, social and political levels—with high unemployment and lack of opportunities to take part in civic and political life and influence decision making. Moreover, with the youth bulge predicted to explode, poor quality education that inadequately prepares students for entrance into the labor market, and an obsolete social contract with a lack of trust in governments and institutions, the challenges can only be expected to be further exacerbated.

It is therefore imperative that young populations take a role as actors in social, economic and political life so they can contribute to the development and socioeconomic transformation of the region. Upgrading and enhancing knowledge and skills, and empowering individuals, should facilitate the promotion and cultivation of cognitive and soft skills, such as critical and entrepreneurial thinking and civic engagement, which would also prevent youth radicalization.

This issue must be considered from a genuinely multi-sectoral approach that takes into consideration the full complexity of the origins of youth grievances. Moreover, a purely national focus has strong limitations; therefore cooperation among countries and relevant stakeholders is essential in order to provide an effective and coordinated response.

OBJECTIVES / PROGRAM AREAS

The main objective is to foster youth inclusion in MENA. The work program is articulated around 3 areas which aim to:

- Raise awareness on the need to promote economic opportunities for youth in the region
- Give the youth a voice by facilitating dialogue and engagement to be connected at local, national and regional levels, and build powerful narratives
- Prevent violent extremism through education

LEAD ORGANIZATION(S)

Anna Lindh Foundation, Center for Mediterranean Integration (CMI), United Nations Educational, Scientific and Cultural Organization (UNESCO)

PARTNER ORGANIZATION(S)

Islamic Educational, Scientific and Cultural Organization (ISESCO), Arab Renaissance for Democracy and Development (ARDD)
NEW DISCUSSION SERIES ON CHALLENGES TO QUALITY EDUCATION, EMPLOYABILITY AND INCLUSIVENESS

A new phase of the high-level discussion series, “Cycle Economique” on the theme of human capital was launched. It focuses on the link between education and employability as means to empower the youth to become the engine for change in the region. Two consultations, convening high-level researchers and economists, have already taken place (December 2017 and February 2018). The discussion series aims to produce a policy report that will contain a number of recommendations that will be effective in reducing the vulnerability and exclusion of youth—policies that pave the way towards an empowered youth, rooted in their own societies and cultures, whilst open to the world. Related issues will include youth inclusion in connection with public policy reform, and the interconnected challenges and opportunities for youth at the economic, education, personal and cultural levels.

STEPS TOWARDS THE OPERATIONALIZATION OF THE YOUNG MEDITERRANEAN VOICES PROGRAM

As co-founder and co-partner of the Young Mediterranean Voices program (YMV – a central flagship regional youth network, coordinated by the Anna Lindh Foundation, that unites civil society, education institutions and policy makers throughout the Mediterranean), the CMI participated in the first strategic meeting that brought together all the partners involved in the YMV program (Malta, 14 May, 2018). This meeting was an important milestone in signing off on the operational calendar up to 2020 and consolidating the roles of partners in the coming years.
Through its partnership with UNESCO, the CMI participated in the Preliminary Consultation on Inter-Institutional Cooperation on the Prevention of Violent Extremism through Education (Paris, France, 18-19 April 2018). This meeting was an opportunity for the CMI to present its unique role, being the only organization represented in the meeting working on development, education and violent extremism with a specific focus on the Mediterranean region. The CMI also presented its policy paper on “Violent Extremism and Development” published in June 2017 as an outcome of the previous phase of the discussion series, “Cycle Economique”. The main issues that were highlighted through the discussions included the importance of fostering critical thinking from an early age, instilling the values of citizenship, and the importance of women’s role in the prevention of violent extremism.
Annual Report 2018
It’s All About Partnerships
PARTNERSHIPS

THE CMI AS A UNIQUE PARTNERSHIP MODEL
Nurturing enduring partnerships lies at the heart of the CMI’s mission, whereby members and partners have enabled the CMI to become a unique and permanent space for dialogue in the Mediterranean region. The CMI stands as a privileged space of interaction bringing together, on an equal footing, states, donors, local authorities, civil society, academic institutions and media. This plurality, both in members’ and partners’ natures and activities, makes the CMI stronger in an increasingly challenging Mediterranean region.

ENLARGING MEMBERSHIP: PAST AND FUTURE
To date, the CMI counts 13 members: 9 countries (Egypt, France, Greece, Italy, Jordan, Lebanon, Morocco, Palestinian Authority, Tunisia), 2 local authorities (City of Marseille, Region Provence-Alpes-Côte d’Azur), and 2 international financial institutions (European Investment Bank [EIB], and the World Bank). The CMI partners at the technical level with the European Commission and membership is being discussed. Today, the EC’s European External Action Service (EEAS) holds observer status.
Under the new phase of the CMI, which started in July 2018, enlarging membership is key to ensuring strengthened dialogue and cooperation among Mediterranean actors. The CMI is actively pursuing its outreach activities toward new potential key members to the North, including notably Spain and Germany. In the South, discussions are well advanced with Algeria, which should become a member of CMI in the upcoming months. The CMI is also targeting Cyprus, Malta and Portugal for membership in its enlargement efforts, as well as Eastern European countries. In its new phase, the CMI also is intensifying efforts to enlarge its donor membership. In this regard, discussions are underway with several potential partners including the European Bank for Reconstruction and Development (EBRD).

**PARTNERSHIP EXPANSION**

Stronger partnerships allow both northern and southern countries to benefit from exchanges of knowledge and practices, something that is crucial to providing regional public goods across the Mediterranean.

Partners to the CMI today span a wide network including UNESCO, the Anna Lindh Foundation, ISESCO, UNIMED and Cities Alliance. Outreach to other partners is underway, including with the Growth Dialogue (Washington DC) and the Growth Initiative (Cyprus and France). Active working relationships have been established with various partners, including with the Union for the Mediterranean (UfM) with whom a new MoU was signed in October 2018. Indeed, CMI’s engagement with the UfM is being reinforced on the basis of a successful thematic collaboration. In its new phase, the CMI is also establishing further partnerships with universities, think tanks, research centers and NGOs in the North and the South of the Mediterranean.
COMMUNICATIONS
Communications remain among the CMI’s priorities for the year 2018. Communications are fundamental to CMI’s effectiveness. They increase the efficiency of knowledge sharing, give resonance to dialogue, strengthen the impact of programs, facilitate partnerships and pave the way for fundraising.

In 2018, efforts focused on stepping up the communications strategy laid out in the 2015-2018 Strategic Business plan. After laying the groundwork in 2016 by clarifying the CMI’s identity and the framework of its activities, optimizing channels (website, social media), and sealing media partnerships, efforts in 2018 have focused on addressing the recommendations of the July 2016 independent assessment, notably on increasing the Center’s visibility by strategizing content and optimizing knowledge sharing:

**STATISTICS DEMONSTRATE IMPACT**

- **Media coverage on the rise:** 143 mentions of the CMI in 2018 in local and regional media.
- **Website reaps results:** Since the launch of the new website in 2015, and compared to statistics from the previous website, the number of users has increased by 270%.
- **Facebook kicks off:** Two years after its launch, the CMI Facebook page has gathered more than 128,000 followers from the Mediterranean region.
- **Newsletter viewership on constant increase:** 41 issues produced so far. The number of views keeps increasing, with a high of 1,630 views for issue 38.
- **Videos:** A total of 79 videos produced, featuring changers and doers from the region.
- **Social media reach:** A total of 399.8K Twitter impressions in 2018. An average of 1.5K in post reach per day on Facebook.
EXPANDING KNOWLEDGE SHARING OPTIONS

In 2018, opportunities for knowledge dissemination, including peer-learning events, were increased through the design of efficient knowledge sharing instruments and processes:

- **CMI-facilitated Communities of Practice (CoP) and webinars**: Launched in 2015, the initiative continued to thrive in 2018 with five active Communities of Practice. The first one, for young water heroes, now brings together around 100 members. Another CoP of municipalities hosting refugees now contains more than 90 members with 4 virtual peer-to-peer learning sessions conducted. The third, the MENA CoP on sustainable urban transport, jointly managed by CODATU and AFD, was also supported. It conducted 4 virtual workshops in 2018. In addition, two new Communities of Practice on “Social Protection” and on “Employment” were set-up and will be launched in the upcoming months.

- **Dedicated learning and exchange platforms**: Collaboration for development (C4D) communities for the “Mediterranean Host Municipalities Network” and “Water Heroes” were created. These platforms were designed to offer a privileged space for members to exchange ideas and learn from each others’ experiences and best practices.

- **Thematic newsletters**: The CMI has been producing 2 thematic newsletters: 1) “Mediterranean Refugees and Migrants,” launched in 2016 and produced on a twice-quarterly basis and 2) “Territorial and City Development in the Mediterranean.” Both newsletters compile groundbreaking solutions for refugee hosting and regional and urban development, respectively, which are being implemented by actors around the Mediterranean at all levels of society and government.

ZOOM IN ON THE WATER PROGRAM (since 2016): EXAMPLE OF A COMMUNICATIONS PACKAGE—jointly implemented with the WATER TEAM

- C4D Platform gathering almost 100 MedYWat members and counting
- 10 video interviews featuring network members and partners
- 2 Online campaigns:
  - #WaterHeroes: Presenting, through an interactive photo booth, the solutions youth are proposing for water scarcity in the Mediterranean region.
  - #SheWaterHero: A photo story featuring 6 inspiring women working in the water field
- Cross promotion on partners’ platforms: SwitchMed, World Bank, RevolveMedia, CIHEAM, GWPMed, Swedish Institute of Alexandria, etc.
- A total of 11 articles by regional and local media
• **Online knowledge bases**: Two knowledge bases, on “Mediterranean Refugees and Host Communities and Development,” and “Violent Extremism Prevention.” These databases offer evidence-based analyses and innovative actions and solutions to help communities develop more effective responses to these crises. It is essential to boost actors’ capacities to work towards the common welfare. A total of 230 reports and studies have been curated and compiled on the website.

• **A trilingual website on “Concentrated Solar Power in MENA”**: Jointly developed with the World Bank, it gathers up-to-date information and resources and produces a monthly newsletter.

• **CMI external website**: Launched in April 2015, the website gives prominence to the wealth of knowledge and solutions generated through the Center’s activities. It includes an advanced search engine (a blog section, a knowledge library, multimedia products), and allows users interactivity and social media integration. Visit our website: www.cmimarseille.org

• **PACKAGING AND CUSTOMIZING KNOWLEDGE**

  In 2018, efforts focused on having knowledge customized and packaged in formats that are readily usable by decision makers, practitioners, civil society, youth and media. As often as possible, the Center has made content available in Arabic, French, and English.

• **Blogs**: A total of 177 blogs have been produced so far, most published in all three languages (Arabic, French and English). The CMI engaged with guest bloggers from civil society, partner organizations and regional experts for generating content. Subjects included employment, radicalization, refugees, youth, climate change, the Mediterranean energy market, education, university governance, etc. Blogs were often cross-promoted on partners’ channels.

• **Videos**: A total of 75 videos produced in 2018, featuring changers and doers from the region.

• **Live tweeting and live streaming of events**: Live tweeting in three languages was provided for 7 of CMI’s regional events. In addition, online live streaming was provided for 2 of them.

• **Conference Material**: The CMI has focused on capturing the wealth of knowledge, practices and solutions that was exchanged throughout the various workshops. More than 900 conference materials (experts’ PowerPoint presentations, workshop summary reports, etc.), as well as over 300 reports and studies, are now published on the CMI external website and accessible to all.
CMI FUNDING AND EXPENDITURES
CMI FUNDING AND EXPENDITURES

THE CMI HAS THREE SOURCES OF FUNDING:

• Financing from the World Bank

• Multi-Donor Trust Funds (MDTF), which collectes contributions from the French Ministry of Foreign Affairs and International Development, the European Investment Bank (EIB), the French Development Agency (AFD), Caisse des Dépôts et Consignations (CDC), the French Ministry of Economy and Finance, Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the Provence-Alpes-Côte d’Azur Region, and the governments of Jordan and Tunisia.

• Direct contributions from the partners for specific programs and activities

Since the CMI’s establishment in 2009, total contributions from all three funding sources stand at US$54.1 million. Table 1 provides an overview of contributions for fiscal years 2010-18 (the fiscal year runs from July 1 to June 30). It shows that contributions from the World Bank amounted to US$21.5 million for the period. Over the same period, total MDTF contributions were US$11.7 million. Direct contributions from partners, including monetary and in-kind is estimated by the partners, amount to US$20.8 million.

Table 2 shows the breakdown of resources allocated to current activities by the World Bank, the MDTF, and partners from CMI inception to June 30, 2018. The table shows: i) the total allocation to CMI themes, by source of funding, and ii) the resources allocated to cross-cutting activities at the Coordination Unit, such as CMI governance, program support, and communications. The latter totaled US$16.5 million, including US$13.1 million from the World Bank, and US$1.7 million from the MDTF. In addition, the City of Marseille Villa and offices are put at the disposal of the CMI, in co-use with other institutions, reflecting a value of US$1.7 million.

Table 3 shows the breakdown of resources allocated to activities by source of financing from the World Bank, the MDTF, and partners, implemented in fiscal year 2018 (July 1st to June 30).

Table 4 (Annex) shows the breakdown of resources contributed to completed activities by the World Bank, the MDTF, and partners from CMI inception to June 30, 2018.
## TABLE 1: WORLD BANK, MDTF AND PARTNER CONTRIBUTIONS FOR FISCAL YEARS 2010-18, COVERING PERIODS BETWEEN 1 JULY AND 30 JUNE

<table>
<thead>
<tr>
<th>World Bank Contributions</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>FY18</th>
<th>TOTAL FY10-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>To Business Areas</td>
<td>2,254</td>
<td>2,873</td>
<td>3,926</td>
<td>2,713</td>
<td>2,996</td>
<td>2,564</td>
<td>2,169</td>
<td>1,000</td>
<td>1,048</td>
<td>21,543</td>
</tr>
<tr>
<td>To Center Administration</td>
<td>754</td>
<td>833</td>
<td>1,926</td>
<td>1,133</td>
<td>1,070</td>
<td>775</td>
<td>634</td>
<td>768</td>
<td>563</td>
<td>8,456</td>
</tr>
<tr>
<td>Contribution to MDTF</td>
<td>1,500</td>
<td>2,040</td>
<td>2,000</td>
<td>1,580</td>
<td>1,926</td>
<td>1,789</td>
<td>1,535</td>
<td>232</td>
<td>485</td>
<td>13,087</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Partner Contribution /1</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agence Française de Développement (AFD)</td>
<td>1,353</td>
<td>2,641</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4,999</td>
</tr>
<tr>
<td>Anna Lindh Foundation (ALF)</td>
<td>597</td>
<td>392</td>
<td>192</td>
<td>812</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,180</td>
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<tr>
<td>Arab Republic of Egypt</td>
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<td>257</td>
<td></td>
<td>419</td>
<td>340</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,054</td>
</tr>
<tr>
<td>Caisse des Dépôts et Consignations (CDC)</td>
<td>285</td>
<td>134</td>
<td></td>
<td>132</td>
<td>118</td>
<td>112</td>
<td>105</td>
<td></td>
<td></td>
<td>886</td>
</tr>
<tr>
<td>French Ministry of Economy and Finance (MINEFI)</td>
<td>300</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>639</td>
</tr>
<tr>
<td>Region Provence Alpes-Cote D’Azur (PACA)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>11,702</td>
</tr>
<tr>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)</td>
<td>150</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<td>Italy-Ministry of Foreign Affairs</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>120</td>
</tr>
<tr>
<td>Government of Jordan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>70</td>
</tr>
<tr>
<td>Tunisia Ministry of Development and International Cooperation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>48</td>
</tr>
<tr>
<td>Trust Fund Investment Income (Fees)</td>
<td>(181)</td>
<td>(146)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>458</td>
</tr>
</tbody>
</table>

| TOTAL                    |       |       |       |       |       |       |       |       |       | 20,809         |

/1 Based on information (includes staff, in-kind and functioning) provided by partners and estimated exchange rates.

/2 City of Marseille Villa and offices put at the disposal of CMI in co-use with other institutions.
### TABLE 2: WORLD BANK, MDTF AND PARTNER CONTRIBUTIONS TO PROGRAMS AND ACTIVITIES FOR FISCAL YEARS 2010 - 2018

<table>
<thead>
<tr>
<th>Theme</th>
<th>World Bank Contribution</th>
<th>MDTF Contribution</th>
<th>Partner Contribution</th>
<th>SUM (° USD 1000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education/ Innovation/ Employability</td>
<td>2,053</td>
<td>1,429</td>
<td>2,570</td>
<td>6,052</td>
</tr>
<tr>
<td>Refugees and mobility</td>
<td>1,873</td>
<td>942</td>
<td>1,418</td>
<td>4,233</td>
</tr>
<tr>
<td>Urban Development</td>
<td>316</td>
<td>1,341</td>
<td>4,210</td>
<td>5,867</td>
</tr>
<tr>
<td>Climate Change</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td>555</td>
<td>731</td>
<td>2,621</td>
<td>3,907</td>
</tr>
<tr>
<td>Energy</td>
<td>274</td>
<td>100</td>
<td>165</td>
<td>539</td>
</tr>
<tr>
<td>Regional Events</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>140</td>
<td>893</td>
<td>308</td>
<td>1,341</td>
</tr>
<tr>
<td>Youth</td>
<td>-</td>
<td>100</td>
<td>20</td>
<td>120</td>
</tr>
<tr>
<td>Violent extremism</td>
<td>96</td>
<td>185</td>
<td>70</td>
<td>351</td>
</tr>
<tr>
<td>Completed Programs and activities from 2010-2017 (see Annex 1 for breakdown)</td>
<td>3,149</td>
<td>2,799</td>
<td>7,699</td>
<td>13,648</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>8,456</strong></td>
<td><strong>8,520</strong></td>
<td><strong>19,081</strong></td>
<td><strong>36,058</strong></td>
</tr>
<tr>
<td>Coordination</td>
<td>13,087</td>
<td>1,711</td>
<td>1,728</td>
<td>16,526</td>
</tr>
<tr>
<td><strong>Available Trust Fund Balance as of June 30, 2018</strong></td>
<td><strong>1,471</strong></td>
<td></td>
<td><strong>1,471</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>21,543</strong></td>
<td><strong>11,702</strong></td>
<td><strong>20,809</strong></td>
<td><strong>54,054</strong></td>
</tr>
</tbody>
</table>

### TABLE 3: WORLD BANK, MDTF AND PARTNER CONTRIBUTIONS TO PROGRAMS AND ACTIVITIES IMPLEMENTED IN FISCAL YEAR 2018, COVERING PERIODS BETWEEN 1 JULY AND 30 JUNE

<table>
<thead>
<tr>
<th>Theme</th>
<th>World Bank Contribution</th>
<th>MDTF Contribution</th>
<th>Partner Contribution</th>
<th>SUM (° USD 1000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education/ Innovation/ Employability</td>
<td>146</td>
<td>206</td>
<td>414</td>
<td>766</td>
</tr>
<tr>
<td>Refugees and mobility</td>
<td>148</td>
<td>309</td>
<td>166</td>
<td>623</td>
</tr>
<tr>
<td>Urban Development</td>
<td>-</td>
<td>136</td>
<td>141</td>
<td>277</td>
</tr>
<tr>
<td>Climate Change</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td>132</td>
<td>167</td>
<td>192</td>
<td>491</td>
</tr>
<tr>
<td>Energy</td>
<td>137</td>
<td>-</td>
<td>70</td>
<td>207</td>
</tr>
<tr>
<td>Regional Events</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General</td>
<td>-</td>
<td>78</td>
<td>-</td>
<td>78</td>
</tr>
<tr>
<td>Youth</td>
<td>-</td>
<td>36</td>
<td>-</td>
<td>36</td>
</tr>
<tr>
<td>Violent extremism</td>
<td>-</td>
<td>-</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td><strong>Sub-Total</strong></td>
<td><strong>563</strong></td>
<td><strong>932</strong></td>
<td><strong>998</strong></td>
<td><strong>2,493</strong></td>
</tr>
<tr>
<td>Coordination</td>
<td>485</td>
<td>430</td>
<td>92</td>
<td>1,007</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>1,048</strong></td>
<td><strong>1,362</strong></td>
<td><strong>1,090</strong></td>
<td><strong>3,500</strong></td>
</tr>
</tbody>
</table>
WORLD BANK, MDTF AND PARTNER CONTRIBUTIONS TO COMPLETED PROGRAMS AND ACTIVITIES FOR FISCAL YEARS 2010–2017

<table>
<thead>
<tr>
<th>Name</th>
<th>World Bank Contribution</th>
<th>MDTF Contribution</th>
<th>Partner Contribution</th>
<th>SUM (' USD 1000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Growth</td>
<td>321</td>
<td>618</td>
<td>3,435</td>
<td>4,374</td>
</tr>
<tr>
<td>Environmental Health Initiative</td>
<td>5</td>
<td>58</td>
<td>56</td>
<td>119</td>
</tr>
<tr>
<td>Knowledge Economy</td>
<td>259</td>
<td>527</td>
<td>182</td>
<td>967</td>
</tr>
<tr>
<td>Data Improvement and Quality in Access initiative (DIQA)</td>
<td>58</td>
<td>52</td>
<td>0</td>
<td>110</td>
</tr>
<tr>
<td>Open Government Initiative</td>
<td>232</td>
<td>159</td>
<td>1,005</td>
<td>1,396</td>
</tr>
<tr>
<td>Public Procurement Reform</td>
<td>0</td>
<td>31</td>
<td>0</td>
<td>31</td>
</tr>
<tr>
<td>Arab Youth Initiative</td>
<td>878</td>
<td>409</td>
<td>429</td>
<td>1,716</td>
</tr>
<tr>
<td>Integrated Risk Management</td>
<td>256</td>
<td>148</td>
<td>0</td>
<td>403</td>
</tr>
<tr>
<td>Cities and Climate Change</td>
<td>306</td>
<td>40</td>
<td>598</td>
<td>944</td>
</tr>
<tr>
<td>Strategic Urban Development</td>
<td>445</td>
<td>87</td>
<td>719</td>
<td>1,251</td>
</tr>
<tr>
<td>Cities for a New Generation</td>
<td>317</td>
<td>346</td>
<td>100</td>
<td>763</td>
</tr>
<tr>
<td>MUDUN (Joint Work Program)</td>
<td>68</td>
<td>222</td>
<td>250</td>
<td>540</td>
</tr>
<tr>
<td>ART (Articulation des Reseaux Territoriaux) – Local Empowerment</td>
<td>(4)</td>
<td>103</td>
<td>762</td>
<td>861</td>
</tr>
<tr>
<td>Public-Private Partnerships</td>
<td>7</td>
<td>0</td>
<td>163</td>
<td>170</td>
</tr>
<tr>
<td>Grand Total</td>
<td>3,149</td>
<td>2,799</td>
<td>7,699</td>
<td>13,648</td>
</tr>
</tbody>
</table>
MEMBERS OF THE OVERSIGHT COMMITTEE 2018

Members oversee processes in accordance with the Memorandum of Understanding, paying particular attention to strategy, programs, partnerships, and overall orientation. The Oversight Committee vets the strategy and new programs, reviews program content, and discusses the execution of the total budget, including the Multi-Donor Trust Fund.

EGYPT
- Ms. Dina Safwat, Advisor, Ministry of International Cooperation

FRANCE
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- Mr. Yohann Chaigneau, Senior Policy Officer

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CENTER FOR MEDITERRANEAN INTEGRATION
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Catherine Coventry, Program Assistant (World Bank)
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Cécile Duquesnay, AFD Program Coordinator (AFD)
Jacques Van Der Meer, EIB Program Coordinator (EIB)

The CMI team also includes a number of consultants
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>AFD</td>
<td>French Development Agency (Agence française de développement)</td>
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<tr>
<td>AViTeM</td>
<td>Agence des Villes et Territoires Méditerranéens Durables</td>
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<tr>
<td>CIHEAM</td>
<td>International Centre for Advanced Mediterranean Agronomic Studies (Centre international de hautes études agronomiques méditerranéennes)</td>
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<tr>
<td>CODATU</td>
<td>Cooperation for Urban Mobility in the Developing World (Coopération pour le Développement et l’Amélioration des Transport Urbains et Périurbains)</td>
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<tr>
<td>CoP</td>
<td>Community of Practice</td>
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<tr>
<td>EBRD</td>
<td>European Bank for Reconstruction and Development</td>
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<td>EC</td>
<td>European Commission</td>
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<td>EIB</td>
<td>European Investment Bank</td>
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<tr>
<td>EU</td>
<td>European Union</td>
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<tr>
<td>GIZ</td>
<td>German Federal Agency for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit)</td>
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<tr>
<td>HMLN</td>
<td>Host Municipalities Learning Network</td>
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<td>IFC</td>
<td>International Finance Corporation</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<td>IOM</td>
<td>International Organization for Migration</td>
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<tr>
<td>ISESCO</td>
<td>Islamic Educational, Scientific and Cultural Organization</td>
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<tr>
<td>LED</td>
<td>Local economic development</td>
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<td>MENA</td>
<td>Middle East and North Africa</td>
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<tr>
<td>MoU</td>
<td>Memorandum of Understanding</td>
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<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>OECD</td>
<td>Organisation for Economic Co-operation and Development</td>
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<td>PACA</td>
<td>Provence-Alpes-Côte d’Azur region, France</td>
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<td>STP</td>
<td>science and technology park</td>
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<tr>
<td>UCLG</td>
<td>United Cities and Local Governments</td>
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<td>UCLG-MEWA</td>
<td>United Cities and Local Government Middle East and West Africa</td>
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<td>UNEP</td>
<td>United Nations Environment Programme</td>
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<td>UNIMED</td>
<td>Mediterranean Universities Union</td>
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<td>WB(G)</td>
<td>The World Bank (Group)</td>
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<tr>
<td>IDPs</td>
<td>Internally Displaced Persons</td>
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<td>MedYWat</td>
<td>Mediterranean Youth for Water Network</td>
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<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
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</table>
The Center for Mediterranean Integration (CMI) is a space where development agencies, Governments, local authorities and civil society from around the Mediterranean convene in order to exchange knowledge, discuss public policies, and identify the solutions needed to address key challenges facing the Mediterranean region.