Annual Report 2015
Facing the challenges
Preserving the momentum
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OPENING STATEMENTS

Hafez Ghanem  
Vice President for the Middle East and North Africa  
The World Bank Group

Conflicts and instability in MENA are unprecedented. The magnitude of these conflicts has created regional and international humanitarian and development crises with massive global spillover effects. While numbers fail to capture the scale of the human, economic and social tragedy for millions of people, the Middle East is the theater of the largest forced displacement crisis since World War II, with more than 15 million refugees and internally displaced persons (IDPs). This challenge calls for collective action to leverage partnerships, finance and knowledge.

The Center for Mediterranean Integration (CMI) is a platform for Mediterranean dialogue and knowledge sharing. The CMI has been successful at building partnerships, supporting multi-country cooperation and acting as a platform for dialogue. It has also provided a neutral and inclusive setting to facilitate South-South exchanges. In the Cycle Economique, which focused on the economic transitions in the Mediterranean, I witnessed first-hand how stakeholders and experts from both rims of the Mediterranean – from governments, academia, the private sector, and civil society – can develop alternate visions and ideas that will enrich the regional dialogue and build a more inclusive approach. This is much needed today to bring down the barriers and enhance dialogue and cooperation in the Mediterranean region.

Partnerships lie at the heart of the mission of the CMI. The array of members and partners from both the rims of the Mediterranean contributes to the distinctive character of the Center. The circle of the Center’s founding members – Mediterranean countries (Egypt, France,
Jordan, Lebanon, Morocco and Tunisia) and International Financial Institutions (European Investment Bank, World Bank) – has widened in 2015 to welcome new members from the South (Palestinian territories) and North of the Mediterranean (with Italy and Region PACA). The broadening and deepening of the membership is essential and was highly recommended by the CMI Independent Assessment conducted last year, which also confirmed that “the CMI represents a unique space for dialogue which engages policy makers and facilitates awareness building, knowledge exchange, dissemination of best practices, and open dialogue on public policies.”

While the rationale and relevance of the CMI are well established, its sustainability needs to be ensured. To endure in the current context of budgetary constraints imposed on all of us, it is our collective and shared responsibility to leverage additional funding. It is essential that membership be broadened and deepened to ensure the sustainability of the CMI. This will require creativity and engagement from each one of the members of the Center. We strongly believe that the context warrants the open and inclusive platform of the CMI and that we should all join in the effort of consolidating the Center.
In the last few years, the Middle East and North Africa region has witnessed deep and rapid changes. Unexpected dashes of hope and momentous upheavals have drawn a picture of unprecedented complexity, which severely tests our ability to interpret and harness these transformations for the common good of the people living on both shores of our sea. The Mediterranean remains what it has always been – a space of intense and constant exchanges where the political, ideological, social and economic forces emanating from Europe, Africa and Asia, meet with differing outcomes. Today, more than ever, governments, local authorities, regional organizations, business and civil societies need to develop fresh ideas and tools to effectively tackle longstanding and new challenges arising in the region.

Overarching threats such as terrorism or human smuggling are leading many to see the Mediterranean as a region of risk rather than of opportunities. It’s precisely this paradigm that we need to change, building on shared interests and upholding those common principles and values that global terrorism is trying to erase and replace with exclusion, fear and oppression.

The courage and resilience shown by the Arab people in times of revolutions and turmoil is a powerful reminder of the under-exploited potential lying in these countries. It is also a call to action that all of us must heed. As a country naturally and directly affected by the challenges arising in the Mediterranean, Italy is fully aware that risks and opportunities go hand in hand: it is therefore up to the wisdom and vision of decision-makers and civil societies to make the latter prevail. Indeed, what the MENA region now needs is, first and foremost, a renewed investment in far-sighted policy-making.
Thanks to its commitment to knowledge-sharing and action-oriented programs, CMI provides a tool to deal with key development issues in the Mediterranean. Its agile structure, the World Bank’s expertise and contribution from its partners enable CMI to meaningfully engage in strategic analysis, knowledge and best practices dissemination among key stakeholders, promotion of projects in the field of sustainable economic growth and social enrichment. CMI’s work can effectively support governments and multilateral institutions in their need to constantly review and upgrade their own engagement with the MENA region.

Particularly important will be the work that needs to be done in sectors such as knowledge economy, mobility, economic convergence, local governance, green growth, rural economy, as well as water and waste management. These and other priorities are in line with Italy’s multi-dimensional effort to promote a “pivot” to the Mediterranean region, which we view as front and center of geopolitical transformations worldwide. For Europe, pivoting to this region represents a historic opportunity and a strategic obligation. The European Union has made an effort to increase the priority attached to the Mediterranean and the Middle East. Today, it is showing its readiness to consider the recent tragedies at sea a turning point for the European Agenda on Migration. In parallel, its response to the tragic attacks in Tunisia has been prompt, outlining important measures to support the country in its bold effort to remain on the path of a peaceful, stable and vibrant democracy.

Finally, it is time to push ahead with a comprehensive development plan for the whole region, which could boost investment and employment in southern European countries and provide a gateway to African and Asian markets. Such a plan, to be worked out and implemented through an authentically collective effort, will be critical in setting conditions for greater dialogue, integration, and awareness of a common future.
AN AMBITIOUS GOAL FOR THE CMI: BECOMING A REFERENCE INSTITUTION FOR YOUTH IN THE MEDITERRANEAN SPACE

2015 has been a banner year for the CMI. Early in the year the CMI members decided to extend the CMI cooperation agreement for a third phase, running from July 2015 to June 2018. At the same time they endorsed the new CMI 3.0 strategic directions, which consist in focusing our action along three business areas: multi-partner programs, Mediterranean dialogue forum and the Mediterranean knowledge platform.

At the same time the CMI family expanded to 3 new members: the Provence-Alpes-Côte d’Azur Region Italy, and the Palestinian Authority. We also signed collaboration agreements and worked closely with new partners, notably France Médias Monde, the International Centre for Advanced Mediterranean Agronomic Studies (Centre international de hautes études agronomiques méditerranéennes – CIHEAM), the Conference of Peripheral Maritime Regions of Europe (Conférence des Régions Périphériques Maritimes d’Europe – CRPM), and the Center for Global Development. With those new members and partners the CMI reinforces its capacity to address Mediterranean issues with a stronger presence in the North of the Mediterranean and with local governments. We welcome all these new members and partners who have already contributed significantly to enhance CMI visibility and communication capacity, and to expand the pool of expertise and resources the center can draw on. Further expansion towards Greece and the EU is being explored.

More importantly, for the first time since its creation, the CMI has been given a very clear mandate from its stakeholders: to focus on the theme of “Youth in the Mediterranean Space.”
This decision constitutes a fundamental turn in the CMI’s short history. Indeed, among the many challenges the Mediterranean countries are facing, youth inclusion is by far the most critical, complex and long-standing issue. While youth make up a large share of the population in the southern Mediterranean countries, they are subject to various forms of adversity and exclusion, have become disenchanted with the Arab Spring, and are increasingly cut off from the state and from policy-makers, which they consider as unresponsive to their concerns. With more youth having a sense of injustice and lack of dignity, there is a high risk of seeing increasing numbers of Mediterranean young people fall prey to delinquency, radicalism, violent militancy and illegal migration. This is not only a threat to economic development, but also to political stability. Despite the widely acknowledged importance of the youth agenda around the Mediterranean, we continue to have enormous gaps in knowledge of the most effective ways to tackle the problems. Little progress has been made so far to confront youth unemployment despite the existence of a variety of programs articulated around quality of education and vocational training, employability, improved business environment, effective labor mobility policies, competitiveness and adequate trade policies, and climate change.

Will the CMI be able to fill in this empty space and become a reference institution on youth issues?

The goal is certainly ambitious, but not unrealistic. While the knowledge gaps in this area are dramatic, there is currently no institution either in the North or the South of the Mediterranean that devotes its resources to youth issues and is recognized as a point of reference on this subject. With its demonstrated capacity to forge partnerships, disseminate knowledge, and organize debates, the CMI can certainly fill in a large share of this surprisingly empty space. Because youth issues are complex and multi-faceted, making all partners able to contribute to such a plan is key in addressing these issues in an efficient and coordinated way, and to take into account cross-border spillovers, such as skills and labor mobility, migration and violence.

What are the challenges ahead? With this expanded and ambitious mandate, the CMI needs to consider new resources and rethink its funding paradigm. So far funding has been on an informal basis, which is adequate for a start period to test the concept and forge consensus among members on both the goals and operational dimensions of this partnership. Looking forward to the ambitious objectives set by members and their commitment to the CMI partnership, there is a need for a clearer and more formal funding paradigm, which could include a revision of the operating principles. This will be the next challenge for all members in 2016.
WHAT WE ARE: A Multi-Partner Platform

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.

OUR GOAL: An Economically Vibrant and Politically Stable Region

Through innovative solutions, the CMI aims to help countries achieve transformative reforms and enhance integration in the Mediterranean region.

OUR ESSENCE: Strategic Partnerships

The capacity to build partnerships between a wide spectrum of development actors from the South and the North of the Mediterranean is unique to the CMI.

Members:
- Governments: Egypt, France, Italy, Jordan, Lebanon, Morocco, Tunisia, Palestinian Authority.
- Local authorities: City of Marseille, Provence-Alpes-Côte d’Azur Region.
- International financial institutions: European Investment Bank (EIB), the World Bank Group (WBG).

PARTNERSHIPS AT THE HEART OF THE CMI

Governance: Member institutions are represented in the Center’s Oversight Committee which, in accordance with a Memorandum of Understanding, oversees procedures, and pays close attention to strategy, programs, partnerships, overall orientation and the use of the Multi-Donor Trust Fund. The Oversight Committee meets regularly while the Annual Meeting gathers all partners once a year.

Financing: The CMI’s budget has three main components:
- A Multi-Donor Trust Fund, which collects contributions from members and partner institutions.
- Direct contributions from the CMI’s partners for specific programs and for general support.
- Financing from the World Bank Group.

Staffing: The CMI has a core team of World Bank staff and hosts other staff seconded from member and partner institutions, who act as members of the greater CMI team and ensure connection to their institution of origin. Since its creation in 2009, the Center has hosted representatives from AFD, CDC, the City of Marseille, EIB, GIZ, WBG, as well as the French Ministry of Ecology, Sustainable Development and Energy (Ministère de l’écologie, du développement durable et de l’énergie). Starting late 2016, the CMI will also host secondees from member countries in the South.
Partners: The CMI nurtures strong partnerships with more than sixty institutions, including: French Development Agency (Agence Française de Développement – AFD); Caisse des Dépôts et Consignations (CDC); German Federal Enterprise for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit - GIZ); Union for the Mediterranean (UfM); Arab Urban Development Institute (AUDI); Association of Arab Universities; Islamic Educational, Scientific, and Cultural Organization (ISESCO); International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM); Conference of Peripheral and Maritime Regions of Europe (CRPM); France Médias Monde; and others. The complete list of partners is available on the CMI’s website: www.cmimarseille.org

OUR STRATEGIC RELEVANCE:
Championing Collective Action to Address Regional and Global Challenges

The Middle East and North Africa (MENA) region is in turmoil:
• Syria, Iraq, Libya and possibly Yemen are in civil war, with spillovers of refugees, trade interruptions and economic hardship to neighboring countries. Palestinians are reeling from deadly attacks and blockades.
• Terrorist groups and sectarian factions like ISIS in Iraq and Syria or the Houthis in Yemen spread violence, threaten governments’ ability to perform basic functions, and call into question borders laid a century ago.
• Countries undergoing political transitions such as Egypt, Tunisia, Morocco and Jordan, are facing deep divisions in society that impede consensus on policies promoting prosperity and inclusion.
• Private investment and economic growth is slowing down in all countries, while unemployment—especially of women and young people—remains the highest in the developing world.
The region faces high vulnerability to climate change with consequences for water resources, cities, agriculture, etc.

This turmoil in the MENA region does not just affect the Arab world. The whole world is affected by its spillovers: problems of terrorism, huge refugee migration to Europe and elsewhere, and oil price volatility.

The diffuse nature of these spillovers makes it difficult for any one of the affected countries to address the problem unilaterally. Only a concerted effort by the region’s countries, supported by the international community, has a chance of seriously mitigating the effects, not to mention solving the problems.

With the diverse composition of its stakeholders, its multi-country approach, and its neutrality and flexibility, the CMI is uniquely placed to champion such efforts.

**OUR FOCUS: Providing Regional Public Goods**

The CMI focuses its work on providing the regional public goods to address the problems of the region and help it achieve its potential:

- **Economic integration:** promoting trade, finance, investment, public-private partnerships; unlocking the potential of diasporas.
- **Inclusion:** advancing skills, employment, social protection, labor mobility; addressing the problems of youth and gender; confronting refugee crises.
- **Environment and climate change:** promoting water and energy efficiency, urban management and resilience to risks.
- **Knowledge economy:** advancing innovation, education, science and technology.

By providing these regional public goods, the CMI contributes to building economic and social cohesion, cross-border trade and investment, and scientific and cultural exchanges, as well as laying the groundwork for peace.
OUR APPROACH: Three business areas focusing on solutions

The CMI focuses on identifying and disseminating solutions and acts as a comprehensive service platform built around three complementary business areas:

- **Multi-partner programs** encourage development stakeholders to work together to inform policy, operationalize concepts, build capacity and develop innovative analytical tools, concepts and solutions.

- **The Mediterranean dialogue forum** promotes new ideas and weaves together the political, social, environmental and economic dimensions of reforms. The dialogue forum contributes to building consensus and reinforcing cooperation across countries, sectors and stakeholders.

- **The Mediterranean knowledge platform** aims at brokering and disseminating relevant knowledge products from its partners. The CMI adds value to knowledge through further customization, dissemination and “activation.”

LOOKING AHEAD: Focusing on Youth

On July 1, 2015, the CMI entered its third phase, based on a three-year Memorandum of Understanding, which takes it through June 30, 2018. To accompany the start of this new phase and as a concretization of the strategic business plan endorsed by its Members and Partners at the CMI Annual Meeting in December 2014, the CMI will dedicate the first few months of this mandate to operationalize the following:

- **Thematic focus on youth**: In June 2015, members and partners of CMI’s Oversight Committee (OC) gathered to review the region’s challenges, discuss strategic priorities and identify opportunities for deeper collaboration within the CMI. OC members recommended that the thematic
focus of the CMI in the upcoming phase be on youth. A plan to put into action this new thematic focus is being developed on a consultative basis.

- **Service modules linked to results framework:** The effective delivery of a coherent results and monitoring framework, underpinned with indicators for each Business Area and supported by specific monitoring and evaluation tools is crucial to document the Center’s achievements and demonstrate its added value. The CMI Coordination unit will develop such a framework on a consultative basis.

- **Resource allocation aligned with strategy:** Following the definition of a clear business model for the Center, one that is built on three Business areas, a revised resource allocation process will be developed to ensure that it is aligned with the business plan strategy and ultimately contributes to efficiency and relevance of the center.

Putting the above plan into action will result in a clearer focus, a stronger strategic alignment and a greater impact for the Center in its new 2015-2018 phase.

### CMI IN NUMBERS IN 2015 (from November 2014 to September 2015)

**ORGANIZED**
47
Conferences and Workshops in 9 Cities

**CONNECTED WITH**
171
Ministries, Organizations, Funds and Universities

**ENGAGED WITH**
41
Participants

**DISSEMINATED**
179
Countries

**ORGANIZED**
1,746
Participants

**CONVENED**
3
New Members

**WELCOMED**
4
New Partners

**PRODUCED**
42
Reports, Studies, and Conference Materials

**PRODUCED**
21
Blogs

**PRODUCED**
Videos
3.1 MULTI-PARTNER PROGRAMS

The CMI’s multi-partner programs are well-established and reflect demand from members and partners and the need to respond together to identified regional development needs. Their overall objective is to encourage development stakeholders to work together towards action-oriented services and solutions. Programs inform policy, operationalize concepts, build capacity and develop innovative analytical tools, concepts and solutions. Successful programs are based on systematic and continuous engagement with partners and the network over a medium-term perspective.

While the multi-partner programs vary in maturity, each contributed to regional development and integration in the course of 2015:

- Arab Youth Initiative
- CoMun – Municipal Cooperation, Local Governance and Participation in the Maghreb region
- Employment and Social Protection
- Green Growth
  - Climate Change
  - Solid Waste Management
- Higher Education
- Innovation Capacities
- International Labor Mobility
- Knowledge Economy
- Sustainable Urban Development in the Mediterranean (SUD-MED)
- Sustainable Urban Transport
- Urbanization Knowledge Platform
- Water
  - Reducing Water Losses
  - Water Demand Management
  - Water Sector Management in MENA

The program activities described below cover the period from November 2014 to September 2015.
ARAB YOUTH INITIATIVE

Starting Date: January 2012

Beneficiary Countries
Egypt, Italy, Morocco, Spain, Tunisia.

Lead Organization(s)
The World Bank Group, League of Arab States (LAS).

Partner Organization(s)
National Youth Observatory (Tunisia); Italian Youth Forum; Spanish Youth Forum; European Youth Forum; Second Chance School (École de la Deuxième Chance), Marseille; Microsoft corp.

Objectives
To expand the voice, inclusion, and participation of Arab youth in decision making, access to opportunities, and platform-building across the Arab countries and with Europe.

To bring together various stakeholders to facilitate high-level dialogue on youth policy development and capacity-building initiatives for local and national youth organizations.

2015 Outcomes

Network and consensus improved: The Arab Youth Initiative (AYI) conducted mapping of youth organizations in Tunisia, Jordan and Egypt to assess the readiness of youth organizations and platforms and the enabling environment to form a national youth council/platform that would interact with Government counterparts. This mapping pointed to the greater readiness of Tunisia, which resulted in direct assistance from CMI/WB to establish the Tunisian Youth Council through a coalition-building process.

Client capacity increased: At the regional level, following the identification of Co-Opinion, an emerging youth-led platform in a number of Arab countries and Turkey, AYI provided a series of distance training sessions and one face-to-face training to the core members of Co-Opinion. This was considered a promising option for the challenging task of setting up and sustaining a regional youth platform. Earlier attempts initiated by LAS to facilitate the establishment of a regional youth platform indicated the need to ensure a youth-driven process, rather than one led by state actors.
COMUN – Municipal Cooperation, Local Governance and Participation in the Maghreb Region

Starting Date: 2008 (currently in phase III of the program, from 01/2015 to 12/2017)

Beneficiary Countries
Morocco, Tunisia, Algeria. Germany is involved as a partner through the city partnerships.

Lead Organization(s): GIZ.

Partner Organization(s)
Key Partners: General Directorate for Local Government, Tunisia (Direction Générale des Collectivités Publiques Locales – DGCPL); General Directorate for Local Government, Morocco (Direction Générale des Collectivités Locales Maroc – DGCL); Center for Training and Support to Decentralization (CFAD), Tunisia; National Federation of Tunisian Cities (Fédération Nationale des Villes Tunisiennes – FNVT); Moroccan Association of Mayors (Association Marocaine des Présidents des Conseils Communaux – AMPCC); German Association of Cities (Deutscher Städtetag - DST); around 40 partner cities.

CMI Partners: MedCities; AFD’s Center for Financial, Economic and Banking Studies (Centre d’Etude Financière, Économique et Bancaire – CEFEB); the World Bank Group.

Objectives
• Support municipalities in the Maghreb in their role of contributing to sustainable development.
• Strengthen local development and democracy in the Maghreb and improve municipal management to perform their tasks more effectively and efficiently.
• Facilitate mutual learning by promoting networking and dialogues among municipalities in Morocco, Tunisia and Algeria.
• Strengthen the municipal associations and institutions mandated to promote local autonomy in Tunisia and Morocco.

Innovative approaches/applied solutions created:
• In Gafsa, Jendouba, Monastir and Ben Guardene (Tunisia), municipal one-stop shops were opened. These local municipal offices provide access to information on municipal administrative procedure for citizens. They are directly connected to the different municipal sections in order to provide clear information and increase the transparency and efficiency of services for all citizens. Preparations for nine more municipal one-stop shops are under way while funding mechanisms are developed and improvements carried out on the existing service points.
• Seven Moroccan cities worked to foster cooperation between themselves and civil society. These projects allowed the members of the Moroccan Waste Management- and Medina networks to apply lessons learnt and pilot innovative approaches in these two areas of activity. The projects were designed by the communal stakeholders themselves with the active participation of local NGOs and citizens.

Networks and consensus improved:
• Tunisia’s Waste Management Network (WAMA-Net) intensified its exchange and pilot activities with a focus on waste separation and composting. As more municipalities want to join, the network is developing support measures to help additional municipalities develop local waste management plans.
• Creation of a network for participatory local governance in June 2015 with the participation of a first group of nine townships. The purpose is to exchange best practices developed in Moroccan cities to boost citizen participation in the planning and implementation of urban development projects.

Client capacity increased:
• Female participation in local affairs has been supported through a series of training and coaching sessions, in view of upcoming municipal elections in 2016.
EMPLOYMENT AND SOCIAL PROTECTION

Starting Date: June 2011

Beneficiary Countries
Egypt, France, Jordan, Lebanon, Morocco, Tunisia, Turkey.

Lead Organization(s): AFD, the World Bank Group.

Partner Organization(s)
International Labour Organization (ILO), European Training Foundation (ETF).

Objectives
The program responds to the pressing needs of Mediterranean countries for job creation, skills development, employability and social integration, through active labor market policies involving education and training, entrepreneurship, public works, job-search support, and by recalibrating social safety nets from undifferentiated subsidies to targeted transfer programs.

2015 Outcomes
Innovative approaches/applied solutions created with potential operational impact: A workshop on Integrated Social Protection systems was organized in March 2015 in Marseille and Brussels for 18 high-level government officials. It focused on key concepts and practical experiences with robust identification systems, social registries and Management Information Systems. The participants shared their on-going efforts and enhanced their capacities in developing Integrated Social Protection Systems in their respective countries.
**GREEN GROWTH - CLIMATE CHANGE**

**Starting Date:** November 2014

**Beneficiary Countries**
All Mediterranean countries.

**Lead organization(s):** CMI.

**Partner Organization(s)**
Potsdam Institute for climate impact research (PIK), Germany; Union for the Mediterranean (UfM); ClimaSouth project; Aix-Marseille University; Provence-Alpes-Côte d’Azur Region, France; Center for Studies and Expertise on Risks, Environment, Mobility and Urban and Country Planning (CEREMA); the World Bank Group.

**Objectives**
- Sensitize decision makers of the countries of the south and the east of the Mediterranean to take action on climate change issues, which are going to affect the region. The approach was informed by a recent World Bank report series, “Turn Down the Heat,” which contains key messages for governments on water, food security, health and other sectors that will need to adapt quickly.

- Sensitize the urban sector to put in place early warning systems to mitigate the consequences of extreme events.

- Facilitate the creation of experts groups (with scientists from the region, engineering school networks, and under the auspices of such groups as: Union for the Mediterranean, and United Nations Environment Programme – UNEP), to address gaps in data, knowledge, modeling, etc.

**2015 Outcomes**

Knowledge deepened and mainstreamed:

- “Turn Down the Heat” report series was disseminated and mainstreamed on several occasions: annual meeting of the CMI, regional local governments conference and during the Mediterranean Conference on Climate (MEDCOP21).

- Results of completed CMI program, “Cities and Climate Change,” were presented.

Policy/strategy informed:

- The question of climate finance was discussed during a high-level round table during MEDCOP21 and a study on climate finance was launched.

- A group of Mediterranean scientists is being formed and has been included in the “Agenda of Solutions” of MEDCOP21.

- A feasibility study for a regional climate finance platform (a space for exchange among project developers and donors) is under preparation by the CMI and could be discussed during the 2016 Mediterranean Conference on Climate, COP22 in Morocco.
GREEN GROWTH - SOLID WASTE MANAGEMENT

Starting Date: November 2014

Beneficiary Countries
Lebanon, Morocco, Tunisia. (Methods could be applied in all MENA countries).

Lead Organization(s)
The Regional Solid Waste Exchange of Information and Expertise Network in Mashreq and Maghreb Countries (SWEEP-net).

Partner Organization(s)
CMI, The National Waste Management Agency (Ministry of Agriculture and Environment), Tunisia (ANGED).

Objectives
Convince policy makers to invest in solid waste management.

Following a comparative study of three capital cities in 2013-2014, the program decided to explore the case of tourist areas. The plan was presented by Markus Luecke during the Mediterranean Economic week in Marseille (November 2014). The study was conducted in early 2015.

Studies are conducted using the Cost of Environmental Degradation (COED) methodology promoted by the World Bank Group.

2015 Outcomes

Policy informed: A full report by Sherif Arif, Fadi Doumani and Ilyes Abdeljaouad; available online.

Multilevel regional dialogue convened and leveraged: A presentation during the international conference on solid waste, SWEEP-net forum in Tunis April 2015.

Client capacity increased: The case was used in a training session in order to test a COED calculator.
**HIGHER EDUCATION**

**Starting Date:** January 2013

**Beneficiary Countries**
Algeria, Egypt, Iraq, Lebanon, Morocco, Palestinian Authority, Tunisia.

**Lead Organization(s):** CMI, the World Bank Group.

**Partner Organization(s)**
British Council; International Association of Universities; United Nations Educational, Scientific and Cultural Organization (UNESCO); Islamic Education, Scientific and Cultural Organization (ISESCO); Association of Arab Universities.

**Objectives**
Foster a culture of improved governance and management through sharing information and addressing the following issues across the MENA region and beyond:
- Lack of equitable access to tertiary education.
- Inconsistent quality of tertiary education institutions.
- Discrepancies between graduates’ skills and labor market demands.

**2015 Outcomes**

Innovative approaches/applied solutions created with potential operational impact: A new version of the *University Governance Score Card* to be used in nine MENA countries and, on a pilot basis, globally. It will support CMI and the World Bank Group operations. Also, the program’s 2015 annual conference allowed the sharing of governance good practices and innovative approaches among more than 100 universities in the region.

Multilevel regional dialogue convened and leveraged (network and consensus improved): The program convened tertiary education policy makers, practitioners and others with the purpose of leveraging regional dialogue on issues of common interest, and integrating the region with the rest of the world by broadening interaction with other countries at the annual higher education conference in May 2015 in Beirut, Lebanon.

Client capacity increased: The program introduced network members and other participants to some novel concepts and techniques aimed at improving governance and quality assurance in tertiary education. The 2015 annual conference also enabled professional development of network members through workshops and exchanges with practitioners and experts from the region and beyond.
INNOVATION CAPACITIES

Starting Date: 2013

Beneficiary Countries
Algeria, Egypt, Iraq, Jordan, Lebanon, Libya, Morocco, Syria, Tunisia, West Bank and Gaza; countries of the United Nations Economic and Social Commission for Western Asia (UN-ESCWA).

Lead Organization(s): EIB.

Partner Organization(s)
ISESCO, UN-ESCWA Technology Center.

With participation of: International Association of Science Parks and Areas of Innovation (IASP); Arab League Educational, Cultural and Scientific Organization (ALECSO); LAS.

2015 Outcomes

Knowledge linked with operations – developing an innovation scoreboard for the region: The innovation scoreboard that was agreed upon by innovation policy experts from the different Arab countries will help the countries develop and evaluate their innovation policies and performance. The idea was launched with the first workshop on national innovation systems (NIS) in Amman, November 2013, and unanimously backed up with another meeting at the League of Arab States in Cairo, November 2014. In Cairo, the participants selected 60 possible indicators suitable for the region. During a second experts meeting, held at the Royal Science Society in Amman, March 2015, the national coordinators designated by each country agreed on a final set of 25 indicators that will make up the scoreboard. They also set a timetable for collecting the data and publishing the scoreboard in the final quarter of 2015 or first quarter of 2016.

Policy informed and knowledge deepened and mainstreamed – developing key performance indicators for science and technology parks: In May 2015 a workshop was organized at the El Ghazala Technopark in Tunis. The objective of this workshop was to establish key performance indicators (KPIs) to help STP managers and stakeholders in evaluating and assessing their organizations’ impact from a financial, economic and socio-economic perspective. During this 2-day workshop, the participants discussed the experiences of different countries and worked in groups to agree upon the main characteristics of the KPIs. This workshop built upon two earlier meetings on the issue, held in Casablanca, November 2013 and Ankara, June 2014.

This sub-program helps policy makers and managers of Science and Technology Parks make better-informed decisions when designing, building, and managing STP projects, including technology transfer offices, incubators and other innovation structures. As a result, STP managers will be able to engage in better-informed dialogue with their respective institutions and governments. This sub-program initiated the formation of a MENA community of knowledge for STP practitioners (the online tool used so far is a LinkedIn group).

Objectives

To develop an innovation scoreboard adapted to the specificities of the Arab countries, as a tool to analyze, assess and monitor countries’ innovation performance and policies.

To help MENA managers of science and technology parks (STPs) improve their management and governance skills through thematic workshops and by the development of a set of key performance indicators.
# INTERNATIONAL LABOR MOBILITY

**Starting Date:** July 2012

**Beneficiary Countries**
Australia, Bangladesh, Belize, France, Germany, Libya, Mexico, Morocco, Saudi Arabia, Tunisia, Yemen, United Arab Emirates, Uzbekistan.

**Lead Organization(s):** The World Bank Group, CMI.

**Partner Organization(s)**
Bertelsmann Foundation; Ryerson Global Diversity Exchange; National Agency for the Promotion of Employment and Skills, Morocco (Agence nationale de promotion de l’emploi et des compétences – ANAPEC); Open Society Foundations; European Commission; Le Pôle Emploi, France.

## Objectives
The Labor Mobility Community of Practice seeks to identify and dismantle barriers to labor mobility. By diagnosing barriers in policy, institutions, and public perception, the program has succeeded in creating a body of knowledge useful to international practitioners active in the creation of stronger labor mobility systems.

## 2015 Outcomes

### Innovative approaches/applied solutions created:
- Developed the concept of a foreign labor recruitment portal with receiving-country stakeholders, to facilitate a more transparent selection and migration process.
- Efforts to scale this intervention included a transnational review of its functioning and efficacy.

### Policy/strategy informed:
- Launched a knowledge product addressing the challenges related to international portability of pensions.

### Multilevel regional dialogue convened and leveraged (networks and consensus improved):
- Convened local, regional, and national experts for two round tables (Marseille in October 2014 and Toronto in May 2015) for a cross-sector and cross-regional dialogue on improving labor mobility outcomes in cities, in addition to a number of international expert gatherings.
- Created a practical network of policy makers, implementation experts, and thinkers dedicated to advancing migrant inclusion policy and programming.
- Elevated labor mobility to a global level within the World Bank Group through the creation of a community of practice, and advanced operationally-focused collaboration with education, health, jobs, trade and competitiveness, and urban sectors.

### Knowledge deepened and mainstreamed:
Identified elements of migrant inclusion strategies that have underpinned successful interventions and helped disseminate best practices to recruit foreign labor in an effective, efficient way.
**KNOWLEDGE ECONOMY**

**Starting Date:** 2011

**Beneficiary Countries:** MENA Region.

**Lead Organization(s):** The World Bank Group.

**Partner Organization(s)**
ISESCO, EIB, INSEAD business school, European Commission (EC), Institut de la Méditerranée, others.

**Objectives**

Place a new knowledge-based, productivity-driven growth model at the center of development strategies for countries in the Mediterranean region.

Reinforce regional cooperation among southern and northern institutions on education, knowledge sharing, vocational training and innovation in order to create jobs and enhance mutual understanding.

Provide regional public goods through the creation of a permanent exchange framework on vocational training.

**2015 Outcomes**

Knowledge deepened: A draft report was prepared on the development of the knowledge economy, focusing on Tunisia, 2015-20.

Regional integration deepened:

- Preparing a regional cooperation network among vocational training centers in Mediterranean countries and the EU in order to create a network of vocational training excellency centers to improve the quality of teaching programs and methods and prepare youth for the labor market.
- The CMI participated in an Informal meeting of Ministers of Employment, Social Affairs and Gender Equality on July 16, where it presented, along with the Institut de la Méditerranée, and under the umbrella of the Luxembourg Presidency of the Council of the European Union, an initiative on youth employment through vocational training in the Maghreb countries.

Dialogue deepened: The vocational training project gathered new partners and increased cooperation with the Union for the Mediterranean.
SUSTAINABLE URBAN DEVELOPMENT IN THE MEDITERRANEAN - SUD-MED

Starting Date: 2013

Beneficiary Countries
Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Tunisia, and West Bank and Gaza.

Lead Organization(s): EIB, AFD, CDC.

Partner Organization(s)
UfM, European Commission (DG NEAR).

Objectives
Disseminate knowledge and best practices arising from three technical assistance initiatives: 1) Urban Projects Finance Initiative (UPFI) – focusing on preparation of integrated urban development projects; 2) Medinas 2030 program – focusing on historic urban cores; and 3) Network of Urban Operators - bringing together urban developers around key thematic issues.

2015 Outcomes

Innovative approaches created with potential operational impact: the UPFI has moved from its project identification phase to its project preparation phase in which technical assistance has been mobilized for selected key projects. A launch event, held at the UfM in June 2015, brought all UPFI project developers together to present and share their experiences, establishing the basis for Sud-Med activities for the coming years.

Knowledge linked with operations: a Medinas 2030 conference was held on 4-5 June 2015 in Tunis comprising a regional workshop which compared best practice and a national workshop which successfully resolved key institutional and technical issues that had been holding back the launch of an investment program for rehabilitation of the historic centers of Tunisia.

Multilevel regional dialogue convened and leveraged / knowledge deepened and mainstreamed: The Urban Developers’ Network workshop held in Marseilles in autumn 2015 brought together urban developers from the Network, including several UPFI project developers, in round tables focusing on how to stimulate employment and innovation through integrated urban development projects.

A site visit to La Ciotat illustrated many key elements in a practical way.
SUSTAINABLE URBAN TRANSPORT

Starting Date: April 2010

Beneficiary Countries
Jordan, Morocco, Syria, Tunisia, Turkey.

Lead Organization(s): AFD

Partner Organization(s)
Ministry for Ecology, Sustainable Development and Energy, France (MEDDE); Cooperation for Urban Mobility in the Developing World (Coopération pour le Développement et l’Amélioration des Transport Urbains et Périurbains – CODATU); CEREMA.

Objectives
Support policy making and develop toolkits for devising and implementing integrated public transport systems as a key component of urban and territorial development. Program is informed by the idea that providing people with reliable, efficient and affordable services will enable cities to fulfill their role as ‘engines of growth.’ Long-term financing and the institutional framework of public urban transport are particularly emphasized.

2015 Outcomes
Multilevel regional dialogue convened and leveraged (network and consensus improved): A regional workshop was hosted by the municipality of Izmir, Turkey, in November 2014. It helped to connect the experiences of cities around the Mediterranean, with particular focus on the integrated coastal and terrestrial transport system of Izmir. Further priorities for the program, including capacity building and national workshops aimed at promoting policy reforms, were also discussed.

Knowledge linked with operations: A “Leaders in Urban Transport Planning” training session was organized in Marseille in June 2015, jointly by AFD and the World Bank Group. This session developed leadership, decision-making capabilities and networking among high-level policy officials and senior managers in urban transport, including counterparts involved in the preparation of World Bank and AFD operations.
MENA URBANIZATION KNOWLEDGE PLATFORM (MENA UKP)

Starting Date: September 2012

Beneficiary Countries
While the first three high-level conferences organized by the MENA UKP gathered participants from all MENA countries, the Municipal Finance and Creditworthiness Academy held in Amman in May 2015 targeted specifically Mayors and city financial managers from 20 Jordanian and 15 Palestinian municipalities. Representatives and experts from countries outside MENA (including from Brazil, Colombia, France, India, Indonesia, Italy, South Africa, and the United States) were also invited to these four face-to-face events to share their experiences.

Lead Organization(s): The World Bank Group, AUDI, CMI.

Partner Organization(s)
AFD, Global Facility for Disaster Reduction and Recovery (GFDRR – fiscal year 2014); Public-Private Infrastructure Advisory Facility (PPIAF – fiscal years 2015 and 2016); CEFEB (fiscal year 2016).

Objectives
Facilitate knowledge exchange among decision-makers concerned with development in urban areas in the MENA region through face-to-face conferences and electronic exchanges. The UKP enables mayors, national decision-makers, urban practitioners and specialists, private enterprises, and thought leaders to access knowledge, exchange experiences, and conceptualize and collaborate on new initiatives.

2015 Outcomes

Multilevel regional dialogue convened and leveraged (networks and consensus improved): The UKP is now part of the facilitators of the Community of Practice (CoP) for Municipal Finance Practitioners created on the World Bank’s Collaboration for Development (C4D) Platform. This CoP is a community of municipal practitioners with common challenges and interests, who get together to explore ways to work, identify common solutions, and share good practice and ideas.

Knowledge deepened and mainstreamed: Held in May 2015, the Amman Municipal Finance Academy targeted about 40 municipalities from Jordan and West Bank and Gaza. Tailored to the specific context of these two countries, this 5-day intensive training session dealt with the full range of factors affecting cities’ financial management performance (such as revenue management and enhancement, expenditure control and asset maintenance, capital investment planning, etc.).

Client capacity increased: Using a preliminary self-assessment tool, participants in the Academy produced a diagnostic report and developed a customized draft action plan of specific institutional reforms, capacity building, and other actions that will facilitate their ability to plan, finance and deliver infrastructure services and ultimately improve their creditworthiness. Follow up actions are currently being explored for Jordan and West Bank and Gaza where the World Bank Group is already deeply engaged in operations and technical assistance to improve Municipal Finance.
REducing water losses

Starting Date: December 2014

Beneficiary Countries: Lebanon, Malta, Morocco, Tunisia.

Lead Organization(s): World Bank Group’s Water Global Practice.

Partner Organization(s)

Water Services Corporation (WSC), Malta; National Board of Energy and Drinking Water (ONEE), Morocco; National Water Distribution Utility ), Tunisia; Lebanon Beirut Mount Lebanon Water Establishment (BMLWE); Palestinian Water Authority (PWA).

Objectives

To promote improved operational efficiency and water savings in targeted utilities around the Mediterranean facing conditions of extreme water scarcity. The program fosters peer-to-peer exchanges among water utility practitioners, either through regional workshops or direct exchanges among utilities, in order to promote exchange of lessons learned and partnerships between countries.

2015 Outcomes

Innovative approaches/applied solutions created with potential operational impact: Under a partnership between WSC and BMLWE, a pilot zone representing about 40,000 inhabitants has been set to test the impact on consumption levels and operating regime of the network of switching from intermittent water supply (3 hours every two days) to 24/7 continuous water supply. This pilot shall inform the ongoing Bank lending operations in the water sector with BMLWE (intended for new potable water treatment plant and network rehabilitation in East- and South Beirut and a new dam) so as to allow for a well-planned move to 24/7 supply once the new additional production capacity has become operational by 2018-19.

Knowledge linked with operations: As a result of the 2nd Non-Revenue Water (NRW) Mediterranean workshop held in Malta in June 2014, several participating utilities have asked the Bank for technical assistance and lending for improved operational efficiency and water loss reduction. In Tunisia, a technical assistance project has been initiated with PPIAF- and Water Partnership Program (WPP)-grant funding to carry out an operational diagnostic of the National Water Distribution Utility (SONEDE).

Multilevel regional dialogue convened and leveraged (network and consensus improved): The 2nd NRW Mediterranean workshop held in Malta in June 2014 generated a strong consensus from all participants (30 utilities decision makers from 7 MENA countries) about the strategic importance of reducing water losses in a context of growing water scarcity. Participants expressed strong interest in building sustainable networks through peer-to-peer exchanges, with WSC, SONEDE, ONEE, BMLWE and PWA already identifying follow-up activities under the regional NRW program.

Client capacity increased: The 2nd NRW Mediterranean workshop held in Malta in June 2014, allowed participants to learn both best practices from the Maltese experience in dealing with water loss reduction and desalination under conditions of extreme water scarcity, as well as the experiences and challenges from other Mediterranean countries. In addition, two peer-to-peer exchanges have already taken place between participating utilities: one between SONEDE (Tunisia) and ONEE (Morocco) which allowed each partner to learn about the other’s best practices, and another between WSC and BMLWE, where WSC has been helping BMLWE build capacity in assessing NRW levels and switching to 24/7 supply.
WATER DEMAND MANAGEMENT

Starting Date: January 2010

Beneficiary Countries
Main target/contributing countries: Jordan, Morocco, Tunisia and France.
Studies also conducted in: Algeria, Croatia, Cyprus, Egypt, Israel, Italy, Lebanon, Malta, Syria and Turkey.

Lead Organization(s)
AFD; Plan Bleu for Environment and Development in the Mediterranean (Plan Bleu).

Partner Organization(s)
The Mediterranean Water Institute – technical partner; French National Agency for Water and Aquatic Environments (ONEMA) – funding partner.

Objectives
In the face of increasing resource scarcity, the Water Demand Management program focuses on the efficient use of existing water supply. The program develops an economic approach as a common language for the many stakeholders of the water sector, thereby assisting Mediterranean countries in developing sound and integrated water management policies.

2015 Outcomes

Knowledge deepened and mainstreamed: Knowledge products delivered include: i) a report on the economic instruments for Water Demand Management, presenting water pricing principles, water use rights and taxes, and incentives to water-saving in irrigation, with case studies from across the Mediterranean; ii) two synthesis papers on the economic instruments and the management of groundwater resources, issued as a contribution to the 7th World Water Forum; and iii) a guidebook entitled “Decision-making support guide for local authorities: Selecting the measures to implement in your region.”

Multilevel regional dialogue convened and leveraged (network and consensus improved): At a regional workshop in Murcia, Spain, in November 2014, current economic instruments for water demand management were reviewed and innovative tools such as payment for environmental services, water markets and groundwater contracts were discussed, together with water allocation mechanisms across sectors, thus laying the groundwork for further development of public policies.
WATER SECTOR REGULATION FOR MENA

Starting Date: July 2015

Beneficiary Countries
Egypt, Morocco, Palestinian Authority, Tunisia. (Iraq and Libya had planned to participate but were not able to).

Lead Organization(s): The World Bank Group.

Partner Organization(s)
CMI, PPIAF, GIZ, AFD, Institut Méditerranéen de l’Eau (in Marseille).

Objectives
The aim of this workshop was to provide MENA countries with the basic tools, latest thinking, and global lessons on water sector regulation to help equip ministry and regulatory officials to better understand the key principles and procedures in establishing and successfully implementing a regulatory framework which will help improve service delivery and ensure greater accountability of and for all stakeholders.

2015 Outcomes

Knowledge linked with operations: The World Bank Group is working with the Palestinian Authority and other stakeholders on regulatory reform (West Bank & Gaza – Water Sector Capacity Building Project) and on a nation-wide rural sanitation program in Egypt, which is embedded in institutional reform (Sustainable Rural Sanitation in Egypt). Both of these operations are expected to benefit from this knowledge exchange and training, as key counterparts were present and very active at the workshop.

Multilevel regional dialogue convened and leveraged (network and consensus improved): Through this workshop, regulatory, service delivery and civil society representatives in the water sector increased their networking and their consensus on key issues, and the workshop was viewed by all participants as the beginning of a MENA water sector regulatory community of practice (CoP).

Client capacity increased: The objective of this workshop is to provide MENA countries with the basic tools, latest thinking, and global lessons on water sector regulation to help equip ministry and regulatory officials to better understand the key principles and procedures in establishing and successfully implementing a regulatory framework that will help improve service delivery and ensure greater accountability of and for all stakeholders. We believe, and received feedback from the participants confirming, that this objective was broadly achieved. Further activities aimed at spreading knowledge on several specific issues will be explored in the future.
3.2 MEDITERRANEAN DIALOGUE FORUM

Dialogue represents a key channel through which the CMI can make an increasingly relevant contribution to regional integration. The overall objective of this innovative channel is to contribute to closing information gaps, building consensus and reinforcing networking and cooperation across countries, sectors and stakeholders. The Forum promotes new ideas and weaves together the political, social, environmental and economic dimensions of reforms. The comparative advantage of the CMI Debates and Discussion Series lies in their capacity to draw on a wide range of networks and provide a platform for dialogue that is neutral and inclusive. Furthermore, the CMI is under few institutional constraints and is able to address sensitive topics.

The Mediterranean Dialogue Forum, contributed strongly to shape the added value that the CMI brings and to structure the new CMI Strategic Plan (2015 - 2018). In 2015, the CMI successfully convened policy makers, experts, and stakeholders to engage in dialogue through the CMI Debates and Discussion Series. Notably, the Mediterranean Economic Week on Sustainable Tourism in 2014 and the MEDCOP21 (June 2015) let the CMI gather hundreds of participants. The relevance of the “Cycle économique,” a series of discussions on economic transitions in the Mediterranean basin, supported the CMI’s participation in the EU consultations to redefine its European Southern Neighborhood Policy.

The “CMI Debates” bring together communities of decision makers, experts, and other stakeholders from both rims of the Mediterranean to reflect on specific themes. Such events spread knowledge and a deeper understanding among Mediterranean leaders and among actors from the private sector and civil society. In June 2015, the CMI organized several one-day events. The CMI participated in the Mediterranean Conference on Climate (MEDCOP21), led by the Provence-Alpes-Côte d’Azur region, by organizing three panels: a high-level discussion panel on climate finance, an experts discussion on resilience, and a youth panel on climate change. The CMI also contributed to the November 2014 Mediterranean Economic Week to address the issue of sustainable tourism. Such events demonstrate the Center’s capacity to facilitate dialogue in a way that adds value and visibility to partners’ activities. The CMI Debates engage the whole spectrum of actors: technical and financial partners from each member country, as well as representatives of civil society and policy makers from across the region.

The “Discussion Series” convenes a Mediterranean multidisciplinary group over the course of several months. Participants are invited from across the professional and academic spectrum, including: economists and political analysts from both the Northern and Southern Mediterranean, individually selected for their understanding of the region. This working group meets to share detailed insights on a specific topic. Its multidisciplinary composition facilitates cross-sectorial thinking and its multi-country approach enables it to take a global perspective. A meeting of members of the group and outside experts will be convened on an annual basis in order to identify specific themes to be addressed over the following year. In 2015, two Economic Discussion Series took place, one on “Economic Transitions in the Mediterranean,” and the other on “Development and Violent Extremism.” The first series was organized to renew and broaden the discussion on economic transition and integration in the Mediterranean. At the initiative of the Italian Presidency of the Council of the European Union, a comprehensive report from that series was presented on the occasion of the Union for the Mediterranean Senior Officials’ Meeting held in Naples, Italy, on October 28, 2014. It was subsequently submitted to the European Union consultations on the formulation of a New European Southern Neighborhood Policy, on June 30, 2015. It will soon be published in three languages.
In 2015, the Center’s Mediterranean Dialogue Forum consisted of the following activities:

Discussion Series
• Economic Transitions in the Mediterranean
• Development and Violent Extremism

CMI Debates
• Banking Regulation
• From Resilience to Development: High-Level Stakeholder Conference on the Syrian Refugee Crisis

• Mediterranean Climate Conference (MEDCOP21)
• Mediterranean Economic Week: High-Level Conference on Tourism in the Mediterranean, Driving Integrated and Sustainable Development, Enhancing Heritage and Cultural Exchanges
• Trade and Economic Integration - Diaspora

The Mediterranean Dialogue Forum activities described below cover the period from November 2014 to September 2015.
ECONOMIC TRANSITIONS IN THE MEDITERRANEAN (DISCUSSION SERIES)

Starting Date: November 2013
Beneficiary Countries: MENA Region.
Lead Organization(s): CMI.
Partner Organization(s): CMI Partners.

Objectives

Bring together prominent figures from across the professional and academic spectrum, from both the northern and southern Mediterranean, to share insights on the current economic transition in the countries around the Mediterranean.

Stimulate and Influence public debate and provide policy makers with options and strategic visions for the Mediterranean.

Develop an analysis that starts from the point of view of young people in the Mediterranean countries and reviews the social contract with an overriding focus on inclusion.

Foster a global perspective and contribute toward better understanding of the social and economic realities of the Arab world, articulating strategic macroeconomic options that can be directly used by policy makers and civil society in the region.

2015 Outcomes

Policy/strategy informed: The working group provided the Italian EU presidency with a comprehensive report offering a new vision for Euro-Mediterranean relations in a paper entitled “Series of discussions on economic transitions in the Mediterranean.” In June 2015 the group provided a response, based on this work, to the European Union consultation for the revision of the European Neighborhood Policy.

Multilevel regional dialogue convened and leveraged (network and consensus improved): Identification of priority actions: i) progressively developing value chains linking the northern and southern Mediterranean; ii) fostering the development of the knowledge economy; iii) supporting the rural economy and regional development; iv) securing the mobility of individuals legally residing in the common space.
## DEVELOPMENT AND VIOLENT EXTREMISM (DISCUSSION SERIES)

**Starting Date:** May 2015

**Beneficiary Countries:** MENA Region.

**Lead Organization(s):** CMI

**Partner Organization(s):** CMI Partners.

### Objectives

Bring together prominent figures from across the professional and academic spectrum, from both the northern and southern Mediterranean, to contribute toward a better understanding of how the trend of violent extremism and radical behavior among young people could be controlled through long term development initiatives, involving poverty reduction, education, and citizen participation.

### 2015 Outcomes

Multilevel regional dialogue convened and leveraged (network and consensus improved): Enriching the public debate on the issue of violent extremism and radical behavior in Europe and in the Arab world.
**BANKING REGULATION**

**Starting Date:** November 2013

**Beneficiary Countries**
Algeria, Albania, Croatia, Cyprus, Egypt, France, Greece, Italy, Jordan, Lebanon, Macedonia, Malta, Montenegro, Morocco, Palestinian Authority, Portugal, Slovenia, Spain, Tunisia, Turkey.

**Lead Organization(s)**
Banque de France, the World Bank Group.

**Partner Organization(s):** EIB.

**Objectives**
To share experiences of Euro-Mediterranean countries on financial stability issues and consider whether approaches that have worked in one jurisdiction can work elsewhere.

**2015 Outcomes**

**Multilevel regional dialogue convened and leveraged**
(network and consensus improved):

- A high-level seminar of the heads of banking supervision and financial stability along with representatives of international institutions was organized in May 2015 at the CMI in Marseille. The seminar was entitled “Financial stability and financial supervision in the Euro-Mediterranean Countries.” It focused on the issue of the development and operation of macro and micro prudential frameworks.
- The seminar led to the creation of an informal regional network of heads of banking supervision and financial stability from Algeria, Albania, Croatia, Egypt, France, Greece, Italy, Jordan, Lebanon, Montenegro, Malta, Morocco, Portugal, Slovenia, Tunisia, and Turkey. Participants identified key recommendations for the implementation of and running of macro prudential frameworks. Recommendations are posted on the CMI website.

**Knowledge deepened and mainstreamed:**

- The seminar contributed to regional integration by bringing together a wealth of experience and promoting shared understanding. It has hopefully strengthened the capacity for early identification of systemic crises and the ability to design macro prudential policy.
- The seminar disseminated best practices from around the Mediterranean on how to operationalize macro-prudential policies. A survey of key lessons has been made public on the CMI website.
FROM RESILIENCE TO DEVELOPMENT: HIGH-LEVEL STAKEHOLDER CONFERENCE ON THE SYRIAN REFUGEE CRISIS

Starting Date: September 2015

Beneficiary Countries
Egypt, Iraq, Jordan, Lebanon, Turkey, Tunisia.

Lead Organization(s): CMI, the World Bank Group.

Partner Organization(s)
AFD, United Nations Refugee Agency (UNHCR), United Nations Economic and Social Commission for Western Asia (UNESCWA), United Nation Development Program (UNDP).

Objectives
The conference was planned to explore new ways to increase the resilience of hosting countries in the Mashreq that are facing a massive presence of refugees. The aim was to address their growing needs and discuss long term policies that could be implemented including tapping into available international financing to mitigate the crisis.

2015 Outcomes
Multilevel regional dialogue convened and leveraged (network and consensus improved):
- Raised awareness about the long term development implications and the global dimensions of the refugee crisis in the Mashreq region and ways to prepare for a common effort to support refugee-hosting countries in their development agendas.
- Explored innovative avenues of financial support including access of host countries to concessional funding.
- Brought together high-level participants including Ministers from Syrian-refugee-hosting governments most affected by the crisis (Iraq, Jordan, Lebanon, Turkey), along with development partners and potential financers and financial and development experts and practitioners experienced with fragility contexts.

Knowledge deepened and mainstreamed: Shared knowledge and good practices about innovative programs on the refugee issues in the region, in order to inform development policies in the long term.
MEDITERRANEAN CLIMATE CONFERENCE
(MEDCOP21)

Starting Date: June 2015

Beneficiary Countries
Southern and northern Mediterranean countries.

Lead Organization(s)
Provence-Alpes-Côte d’Azur (PACA) Region, CMI.

Partner Organization(s)
EIB, Group Renewable Energies, Environment and Solidarities (GERES), Cerema, Pôle Risques.

Objectives
This event was intended as a crucial part of the preparations for the 21st Conference of the Parties to the United Nations Framework Convention on Climate Change, taking place in Paris (November 30-December 11, 2015). The CMI’s participation aimed at contributing to building consensus among Mediterranean stakeholders on the following topics: financing, resilience and youth involvement.

2015 Outcomes

Multilevel regional dialogue convened and leveraged (network and consensus improved):
- Contributions to building consensus among Mediterranean stakeholders for a “Mediterranean Positive Agenda” on Climate Change. The event looked at how Mediterranean cooperation can generate and accelerate positive policy changes. It brought together 500 representatives from the Mediterranean countries, including local elected representatives, national state officials, economic stakeholders, researchers, associations and NGOs, as well as climate change experts.
- The CMI’s “Enhancing Resilience toward Climate Change” session led to the inclusion of new proposals in the final draft of the “Mediterranean Positive Agenda.”
- The “Young People, Climate Change and Solutions” panel gave a platform to several young people from the Mediterranean to present their initiatives on climate change.
- The high-level panel on “Development and Climate Change: Financing and Engineering Mediterranean Projects” brought together representatives of government, civil society, development agencies, the private sector and youth associations to discuss climate finance issues, including effectiveness of climate finance. It identified three solutions to leverage financing: 1) create a Euro-Mediterranean market for green energies; 2) consider developing a regional platform to facilitate project financing; 3) mainstream climate considerations into economic models and then support the transition to a zero carbon economy.

Knowledge deepened and mainstreamed: The CMI’s booth at the Village des Solutions showcased CMI members’ work on climate change issues.

Client capacity increased: #MyClimateMySolution interactive campaign engaged the general public in the discussion. It amplified citizens’ solutions to climate issues. More than 200 clear and powerful solutions in English, French and Arabic were proposed.
MEDITERRANEAN ECONOMIC WEEK - HIGH-LEVEL CONFERENCE ON TOURISM IN THE MEDITERRANEAN: DRIVING INTEGRATED AND SUSTAINABLE DEVELOPMENT, ENHANCING HERITAGE AND CULTURAL EXCHANGES

Starting Date: November 2014

Beneficiary Countries: MENA Region.

Lead Organization(s): CMI.

Partner Organization(s)
Provence-Alpes-Côte d’Azur (PACA) Region.

Objectives
Draw lessons from the implementation of public policies on tourism development in the context of increasing tourist flows.

Bring new insights to several topics linked to the development of an integrated approach to tourism, including the question of regulating tourist flows, sustainability, economic diversification, revenue and employment generation, and the preservation of the cultural and natural heritage.

2015 Outcomes
Multilevel regional dialogue convened and leveraged (network and consensus improved): The event created a space for dialogue among various actors working for an integrated and sustainable development in the Mediterranean (government ministers from Egypt, Morocco and Tunisia, elected local, regional and national authorities, civil society, and others). 35 panelists took part, representing policy makers, local authorities, experts and civil society from 9 Mediterranean countries (Algeria, Egypt, France, Italy, Jordan, Lebanon, Morocco, West Bank and Gaza, and Tunisia), in addition to representatives from 6 international and donor institutions (WB, AFD, EIB, GIZ, International Finance Corporation (IFC), UNESCO).

Knowledge deepened and mainstreamed: The Mediterranean Economic Week, a high-visibility event, attracted 350 Mediterranean stakeholders. The event garnered widespread media coverage with a total of 66 media mentions in Arabic, French and English. In addition, a total of 15 in-depth interviews were arranged for panelists.
## TRADE AND ECONOMIC INTEGRATION – DIASPORA

**Starting Date:** January 2014

**Beneficiary Countries:** MENA countries.

**Lead Organization(s):** The World Bank Group.

**Partner Organization(s):**

### Objectives

Fostering knowledge and strengthening the collective action to support regional and global integration of the MENA countries. The program aims to generate and share knowledge, establish networks of “champions” from various constituencies, foster business-to-business dialogue and actions, enhance communication over the agenda, and engage and support the Arab diaspora.

### 2015 Outcomes

**Innovative approaches/applied solutions created with potential operational impact:** Development of an online web platform for the Arab diaspora.

**Policy/strategy informed:** A diaspora survey was done, as were focus groups with Algerian, Egyptian, Lebanese, Moroccan, and Tunisian members of the diaspora, to investigate how to better mobilize the diaspora to further contribute to the economic development and globalization of their countries of origin. The online survey (in English and French, currently open to MENA Citizens Living Abroad) provided information on the potential of diaspora in promoting the economic development of the region.

**Multilevel regional dialogue convened and leveraged (network and consensus improved):**
- Organized a workshop that brought together 50 MENA diaspora members, government representatives, and development partners. It aimed at better understanding how to foster and strengthen diaspora contribution to the home country. A pilot online platform was built connecting diaspora members with entrepreneurs in home countries from the Maghreb with the objective of testing it and expanding it to the wider MENA region.

**Client capacity increased:** The preliminary findings of the survey and focus group discussions were presented at the workshop and a conference organized by the Tunisian government. Policy dialogue with governments of the MENA region was held to raise awareness and mainstream the diaspora agenda.
Between November 2014 and September 2015 the CMI added value to its partners’ knowledge through the following:

**Blogs:** A total of 42 blogs were produced, most of which were published in Arabic, French and English. The CMI engaged with guest bloggers from partner organizations and regional experts for generating content. Subjects included employment, municipal finance, economic transitions, labor mobility, etc. Two series of blogs were produced, notably on climate change as a follow up to the MEDCOP21 dialogue and another on migration and development, as a continuation of the discussion series on economic transitions in the Mediterranean. Blogs were considerably cross-promoted on partners’ channels.

**Videos:** A total of 21 videos were produced this year, giving voices to practitioners from the north and the south of the Mediterranean on a number of issues, notably, diaspora, municipal finance, social protection, women’s entrepreneurship, and climate change, among others.

**Conference Material:** The CMI focused on capturing the wealth of knowledge, practices and solutions that is exchanged throughout the various workshops. As a result, more than 119 conference materials (experts’ PowerPoint presentations, workshop summary reports, etc.), as well as 29 reports and studies, are now published on the CMI external website and accessible to all.

### 3.3 MEDITERRANEAN KNOWLEDGE PLATFORM

The Mediterranean Knowledge Platform is the CMI’s newest business area. While knowledge sharing is at the core of the CMI mandate and has long constituted a key dimension of CMI programs and dialogue activities, in 2015, this knowledge role was developed into a full-fledged business area: the Mediterranean Knowledge Platform.

The repositioning of the CMI as a Mediterranean Knowledge platform is of strategic relevance given the unique regional context. Knowledge constitutes a public good par excellence. Moreover, over the next decade, in southern Mediterranean countries, the exchange and application of knowledge will constitute an essential ingredient in the transition process. The CMI’s role becomes critical as a regional platform for awareness building, knowledge exchange, and dissemination of best practices.

The overall goal of the Mediterranean Knowledge Platform is to broker and disseminate high quality knowledge products from its own business areas and from the analytical work of its partners. This will be done through packaging and customizing knowledge, and expanding knowledge exchange options.

### PACKAGING AND CUSTOMIZING KNOWLEDGE

In 2015, efforts focused on having knowledge customized and packaged in formats that are readily usable by decision makers, practitioners, civil society, youth and media. As such, the CMI sought to package and expand the life span of knowledge products by distilling lengthy documents into easy-to-use formats, tailoring content to specific audiences, and releasing snippets of facts on a regular basis. As often as possible, the Center made selected content available in Arabic, French, and English. Priority was given to blogs, multimedia products and data visualization. To support this process, the CMI partnered with CMI fellows, experts and practitioners who had already participated in CMI activities, to produce high quality articles and blogs on specialized topics.

Between November 2014 and September 2015 the CMI added value to its partners’ knowledge through the following:

- **Blogs:** A total of 42 blogs were produced, most of which were published in Arabic, French and English. The CMI engaged with guest bloggers from partner organizations and regional experts for generating content. Subjects included employment, municipal finance, economic transitions, labor mobility, etc. Two series of blogs were produced, notably on climate change as a follow up to the MEDCOP21 dialogue and another on migration and development, as a continuation of the discussion series on economic transitions in the Mediterranean. Blogs were considerably cross-promoted on partners’ channels.

- **Videos:** A total of 21 videos were produced this year, giving voices to practitioners from the north and the south of the Mediterranean on a number of issues, notably, diaspora, municipal finance, social protection, women’s entrepreneurship, and climate change, among others.

- **Conference Material:** The CMI focused on capturing the wealth of knowledge, practices and solutions that is exchanged throughout the various workshops. As a result, more than 119 conference materials (experts’ PowerPoint presentations, workshop summary reports, etc.), as well as 29 reports and studies, are now published on the CMI external website and accessible to all.

### EXPANDING KNOWLEDGE EXCHANGE OPTIONS

In 2015, opportunities for knowledge dissemination, including peer learning
events, were increased through an increased collaboration with regional media, the launch of the CMI-facilitated Platform for Communities of Practice, and by adapting the structure of the CMI website.

Launch of the Mediterranean Debates TV Show Series
The CMI partnered with France 24 and the French Museum of European and Mediterranean Civilizations (MuCEM) for the co-production of a new television program entitled “The Mediterranean Debates” in Arabic, French and English.

The show consisted of a one-hour debate on the topic of migration and mobility in the Mediterranean. It was recorded in September 2015 in Marseille in three languages – Arabic, French and English – and broadcast on France 24’s corresponding language channels, as well as on the MuCEM’s and CMI’s websites and channels.

A total of 12 speakers (4 for each language) from around the Mediterranean debated the issue, trying to think differently about the widespread phenomenon of migration and mobility in the Mediterranean. The show also featured a special infographic segment.

This show served as a pilot and the CMI, along with France 24 and the MuCEM are looking into renewing the operation, on a twice-a-year basis.

Thematic Radio Debate Show
The CMI in partnership with the Arabic-language radio station Monte Carlo Doualiya organized a dedicated one-hour talk show in the form of a roundtable on the following topic: “How to better adapt to climate change effects in the Mediterranean region. How to collaborate and carry out shared efforts for a better adaptation.” Four climate experts and practitioners from Morocco, Lebanon, Palestinian Authority and the CMI took part in the discussion.
The talk show was held in the framework of the program ‘Rifqan bi Ardina’ hosted by journalist Hassane Tlili and in the context of the Mediterranean Climate Forum Event MEDCOP21 that took place in Marseille, in June 2015.

Moving forward, the CMI will be supporting several communities of practice through its convening capacity, and by providing technical support, as well as in a secretariat function. Participants are able to join through their computers (using Webex, an easy-to-use web-based videoconferencing system) or from the videoconferencing facility of a nearby World Bank Group office. The CMI plans to open participation to all interested partners around the Mediterranean.

Knowledge-Focused Website Structure
The development of a new CMI website provided a good opportunity for expanding knowledge sharing options. As such, a new knowledge library with actionable solutions and conference material was created, with an advanced search engine by keywords and countries. This database serves as a repository for the knowledge generated by the CMI’s members, partners and business areas. Another new feature offered by the website consists of sections dedicated to the media, civil society, practitioners and decision makers, thus providing these groups of stakeholders with a shortcut to the content that matters most to them.
CMI’s
DRIVE FOR PARTNERSHIPS

Enduring partnerships lie at the heart of the CMI’s pursuit of its mission. The CMI is unique in the richness of its membership in both the South and the North. Its array of members and partners is central to the character of the Center and includes public institutions (governments and multilateral agencies) and independent entities (civil society organizations, academic institutions, and networks of independent actors) that participate in CMI activities and collaborate with the CMI at the strategic level.

A FIRST IN CMI’S HISTORY: Three New Members Joined in 2015

The CMI being a partnership, building solid external cooperation and increasing the number of members and partners is vital to the sound functioning of the Center. In 2015, and for the first time since the CMI’s creation in 2009, the Center extended membership to three new members: Italy, the Palestinian Authority and the French Provence-Alpes-Côte d’Azur (PACA) Region. This change has deeply contributed to legitimate the CMI as a hub for a broad range of Mediterranean development actors, and will allow it to leverage and scale up the Center’s work. The three new members joined the founding members, which are other Mediterranean rim countries (Egypt, France, Jordan, Lebanon, Morocco, and Tunisia) and local authorities (the City of Marseille), as well as international financial institutions (the European Investment Bank, the World Bank Group). The CMI’s numerous partners (the French Development Agency [AFD], the Caisse des Dépôts et Consignations [CDC], the Islamic Educational, Scientific, and Cultural Organization [ISESCO], the Union for the Mediterranean [UfM], among others) help to make the Center a unique space for integration around the Mediterranean.

The European Union expressed its wish to join the Center through its European External Action Service (EEAS) and discussions are ongoing to finalize an agreement according to regular procedures. In the meantime, the EEAS has agreed to participate in the governance structure and activities of the CMI.

In addition, CMI has continued to nurture its partnership and extended its network to academia and regional institutions through the signature of a memorandum of understanding with the Center for Global Development, the Conference of Peripheral Maritime Regions of Europe (CPMR), and the International Centre for Advanced Mediterranean Agronomic Studies (CIHEAM).

OUTREACH STRATEGY

In agreement with the Oversight Committee, the CMI will pursue its outreach action to potential new members from the north and the south of the Mediterranean.

Countries: The Center will target for membership Algeria, Malta, Portugal, and Spain, which are members of the 5+5 Dialogue, an important discussion and cooperation platform. It will also pursue outreach to Greece and Monaco. Currently chairing the Deauville Partnership, and president of the G7, Germany is economically very active in the MENA region. Germany’s membership has been encouraged by CMI members, and targeted consciousness-raising efforts have been directed toward German policy makers. Luxembourg held
the presidency of the European Union during the second half of 2015 and the revision of the European Neighborhood Policy is happening under its presidency. The CMI already contributed to the consultation that redefined the European Southern Neighborhood Policy. The Netherlands hosts a large south Mediterranean diaspora population. The World Bank Group has good relations with the Netherlands and further cooperation on Mediterranean issues is being explored. Switzerland is very active through the Swiss Agency for Development and Cooperation. Turkey’s growing role and economy makes it a key actor in the region.

Development agencies: The CMI is exploring ways to further its collaboration with development agencies working on the same themes, such as the African Development Bank (AfDB), the European Bank for Reconstruction and Development (EBRD) and the Islamic Development Bank.

Local authorities: Since its creation, the CMI has had a deeply-rooted relationship with the city of Marseille. Building on this success, the Center wishes to develop its relationships with other local authorities from the north and the south of the Mediterranean. Recently, the Center welcomed as a member the Provence-Alpes-Côte d’Azur Region, a step that will allows the Center to share knowledge and resources with local authorities there. Collaboration has been important; this was the case, for example, during a key dialogue event, the Mediterranean Conference on Climate change, organized by the Region in June, 2015. Working more closely with French local authorities could be a first step toward cooperation with local authorities from the southern rim of the Mediterranean.

Partnership with Mediterranean institutions: The CMI has an operational partnership with the secretariat of the Union for the Mediterranean and is exploring concrete collaboration with the Anna Lindh Foundation. The CMI will build on the successful example of its joint work with ISESCO on the knowledge economy to foster joint work with regional institutions from the South. Other Memoranda will be signed soon with Aix-Marseille University (the largest francophone university in the world) and UNIMED (Mediterranean Universities Union).

Non-governmental organizations: The CMI is exploring different ways of strengthening relations with non-governmental partners such as Mediterranean think tanks and research institutes and European think tanks working on the MENA Region.

Moving forward, the CMI will continue to focus on outreach and partnerships. It will continue to implement its partnership strategy in consultation with the Oversight Committee.
Communication featured among the CMI’s top priorities for the year 2015. Communication is fundamental to the CMI’s effectiveness. It increases the efficiency of knowledge sharing, gives resonance to dialogue, strengthens the impact of programs, facilitates partnerships and paves the way for fundraising.

Face-lifting the CMI brand: In line with the objective of creating a greater understanding of the CMI’s identity, communication efforts focused on face-lifting the CMI brand, by clarifying it and tailoring it to various audiences. This was implemented via:

- The development of a unique short narrative about the CMI for greater clarity on the Center’s identity, added value and strategic priorities.
- The launch of a new trilingual logo for the CMI, in English, Arabic and French, for a stronger link to Mediterranean audiences.
- The development of a new brochure in Arabic, French and English, in line with the new 2015-2018 business model.
- The refreshing of the CMI graphics policy, for a new, fully Mediterranean and youth-oriented identity.
- The mainstreaming of this branding on all channels and products: brochures, newsletter, social media, website, etc.

Launch of new website: The CMI launched its new external website in April 2015. With a refreshed look and feel, the new site reflects the CMI’s new strategy and gives prominence to the wealth of knowledge and solutions generated through its multi-partner programs, its Mediterranean Dialogue Forum, and its Mediterranean Knowledge platform. New features include an enhanced visual design, compatibility with mobile devices, advanced...
THE CMI HAS A NEW WEBSITE!

After joining the social media wave on Facebook, Twitter, Vimeo and Flickr, the CMI launched its new website, one that offers an enhanced user experience and reflects the CMI’s new strategy. New features are:

- **Enhanced visual design:** larger images, bigger fonts, more spacing, for a better reading experience
- **Reflects the CMI’s identity:** Members, partners and business areas clearly visible
- **Stronger multimedia presence:** Emphasis on videos, infographics
- **Responsive:** Adapted to all devices and screen sizes
- **Stronger social media presence:** social media buttons, social feeds, share buttons, tweetable sentences
- **Easy-to-use search engine:** filters by keywords and countries
- **A new blog section**
- **A new knowledge library** with an advanced search engine (by theme, type, date, language)
- **Customized entries** for civil society, decision makers, development institutions, researchers, and media

It is all here: www.cmimarseille.org

search engine (filters by themes and countries), a blog section, a knowledge library, greater social media integration, stronger multimedia presence, enhanced interactivity, stronger visibility for partners, and customized entries for civil society, decision makers, development institutions, researchers, and media. Visit our website: www.cmimarseille.org

Launch of social media channels: The CMI launched its social media channels on Twitter and Facebook. These platforms contribute to enhancing the center’s visibility and allow for an enriched interaction between the CMI and a wider audience of web– and smartphone–users. Tweets and posts are in the region’s three working languages: Arabic, French and English, and they cover key issues facing the Mediterranean region. Join the Mediterranean conversation on Twitter: www.twitter.com/cmimarseille and Facebook: www.facebook.com/cmimarseille

Sealing Partnership with France Médias Monde Group: In May 2015, the CMI and France Médias Monde (FMM) Group signed a memorandum of understanding (MoU) to collaborate on the dissemination of knowledge and solutions to address key development challenges facing Mediterranean countries. The MoU covers a period of three years and was signed by CMI Manager, and FMM CEO in the
STRUCTURAL PARTNERSHIP WITH THE MEDIA: A First for the CMI!

CMI and France Medias Monde sealed a partnership, for a period of three years.

○ This partnership is a first for the CMI: While the Center’s members and partners include development agencies, governments, local authorities, and civil society, it is a first for the CMI to sign an agreement with a media group.

○ The partnership is a natural step: Both institutions share a Mediterranean mandate, have partners in common (from the south and north of the Mediterranean), and use the same languages to communicate: Arabic, French and English.

○ The partnership is timely: This collaboration comes at an opportune time especially given that the region is undergoing major political and economic changes.

○ The partnership is strategic: The partnership will enrich the dialogue on topics pertaining to current Mediterranean issues, and will maximize the Center’s reach.

The presence of the Directors of RFI, France 24 and Monte Carlo Doualiya radio.

France Médias Monde is the public media group in charge of French international broadcasting. It comprises the news channels France 24 (broadcasting in three languages: French, Arabic and English), the international radio station Radio France Internationale (RFI – broadcasting in thirteen languages) and the Arabic-language radio station Monte Carlo Doualiya. Every week, RFI, France 24 and Monte Carlo Doualiya attract more than 90 million listeners and viewers. France Médias Monde’s new digital media platforms attract 23.4 million visitors a month and around 24 million followers on social media.

The collaboration of CMI and FMM will focus on a number of themes (jobs and employment; climate change; inclusion of women and youth; labor mobility and diasporas; cities and urban development; etc) and will take various forms, notably the co-production of a trilingual TV debate show on the Mediterranean, jointly with the Museum of European and Mediterranean Civilizations (MuCEM), in addition to the promotion by FMM of events organized by the CMI around themes of common interest; and the contribution by CMI of relevant content to FMM’s radio broadcasting and digital media.

Providing quality support to members and partners: With the objective of strategizing content and unlocking the communication potential of CMI’s work, quality advisory support was provided to CMI programs, dialogue...

STATISTICS DEMONSTRATE IMPACT

ο New website reaps results: Since the launch of the new website, and compared to statistics from the previous year, the number of users increased by 272%. In addition, users were 100% more engaged, spending more time on the website during their visit.

ο Facebook kicks off: Since its launch in May, and in only four months, the CMI Facebook page gathered more than 19,000 followers from the Mediterranean region.

ο Newsletter on constant increase: Twelve issues were produced in 2015. The number of views increased around threefold compared to the newsletter’s first issue produced in April 2014, passing from 392 views for issue 1, to 966 views for issue 15.
and knowledge activities. These services included advice on strategy, development of webpages, web applications, production of videos, brochures, organizing booths, interactive campaigns, media relations, social media, etc. As often as possible, content was made available in Arabic, French and English. Below are some examples from the September 2014 – 2015 period:

**Interactive awareness campaigns:**
#MyClimateMySolution campaign engaged the general public in the global discussion around climate change. It amplified citizen’s solutions to climate issues. As a result, more than 200 clear and powerful proposals in English, French and Arabic were shared on social media.

**Web pages:** More than 30 event news webpages were published on the CMI website. In addition, a monthly newsletter was produced and disseminated.

**Live tweeting:** Live tweeting in Arabic, French and English was provided for several events.

**Exhibits:** Two art exhibits were organized. One on graffiti in Mediterranean countries entitled “Walls of Change, Voices of Youth” in the presence of two artists, a Saudi Arabian blogger and French illustrator and street artist. The other consisted of a photo exhibit “Everyday Climate Change” featuring the work of six photographers and presenting visual evidence that climate change is real.

**Visibility partnership:** A visibility partnership was established in the context of the Mediterranean Climate Forum (MEDCOP21), notably with Monte Carlo Doualiya radio, Radio France Internationale, and France 24 in English, French and Arabic.

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**#MyClimateMySolution INTERACTIVE CAMPAIGN**

In the framework of the ‘Solutions Village,’ a parallel event to the MEDCOP21 climate conference, targeting the general public, the CMI launched #MyClimateMySolution, an interactive campaign that aims at voicing citizens’ solutions to climate change. More than two hundred clear and powerful proposals were issued, in English, Arabic and French. This campaign was widely promoted on partners’ platforms.

#MyClimateMySolution, #MonClimatMaSolution, #مناخي_مسؤوليتنا
OVERVIEW OF CMI FUNDING AND EXPENDITURES

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

- Financing from the World Bank, which covers the costs of the Coordination Unit, including staff, staff travel, equipment, and administrative support services, as well as direct funding for various programs.
- A Multi-Donor Trust Fund (MDTF), which collects 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, the Provence-Alpes-Côte d’Azur Region, and the governments of Jordan and Tunisia.
- Direct contributions from the CMI’s partners to specific business areas and for CMI general support.

Since the CMI’s establishment in 2009, total contributions from all three funding sources stand at US$42.9 million. Table 1 provides an overview of contributions for fiscal years 2010-15 (the fiscal year runs from July 1 to June 30). It shows that contributions from the World Bank amounted to US$17.3 million for the period, for both CMI administration (US$10.8 million) and CMI programs (US$6.5 million). Over the same period, total MDTF contributions were US$8.3 million, while allocations were US$7.6 million. Direct contributions from partners, including monetary and in-kind, to both programs and general support, as estimated by the partners, amount to US$17.2 million.

Table 2 shows the breakdown of resources contributed by the World Bank, the MDTF, and partners from CMI inception to June 30, 2015. The table shows: i) the total allocation to CMI-supported business areas 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. Latter totaled US$13.2 million, including US$10.8 million from the World Bank, US$1.1 million from the MDTF, and US$1.2 million from the City of Marseille, reflecting the value of providing the CMI with partial use of the Villa Valmer and its adjoined offices.

1. US$ 679K contribution from French Ministry of Foreign Affairs and International Development, US$331K contribution from European Investment Bank (EIB), and US$226K from French Ministry of Economy and Finance, were received in FY16 and reflected in FY10-15 MDTF resources.
| TABLE 1: WORLD BANK AND PARTNER CONTRIBUTIONS FOR FISCAL YEARS 2010-15, COVERING PERIODS BETWEEN 1 JULY AND 30 JUNE |
|---|---|---|---|---|---|---|---|
|  | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | TOTAL FY10-15 |
| World Bank Contribution /1 | 2,254 | 2,873 | 3,926 | 2,713 | 2,996 | 2,564 | 17,326 |
| To Business Areas | 754 | 833 | 1,926 | 1,133 | 1,070 | 775 | 6,490 |
| To Center Administration | 1,500 | 2,040 | 2,000 | 1,580 | 1,962 | 1,789 | 10,835 |
| Partner Contribution to MDTF /2 | 2,889 | 3,278 | 197 | 1,347 | 620 | 8,331 |
| French Ministry of Foreign Affairs and International Development | 1,353 | 2,641 | - | - | - | 3,994 |
| European Investment Bank (EIB) | 597 | 392 | 192 | 812 | - | 1,994 |
| French Development Agency (AFD) | 535 | 257 | - | 419 | 340 | 1,551 |
| Caisse des Dépôts et Consignations (CDC) | 285 | 134 | - | 132 | 118 | 670 |
| French Ministry of Economy and Finance (MINEFI) | 300 | - | - | - | - | 300 |
| Provence-Alpes-Côte d’Azur Region (PACA) | - | - | - | - | 111 | 111 |
| Government of Jordan | - | - | - | 70 | 70 | 70 |
| Tunisian Ministry of Development and International Cooperation | - | - | - | 48 | - | 48 |
| Trust Fund Investment Income and Fees | (181) | (147) | 5 | (64) | (20) | (407) |
| Partner Contribution to Multi-Partner Programs /3 | 15,917 |
| French Development Agency (AFD) | 2,632 |
| Caisse des Dépôts et Consignations (CDC) | 1,180 |
| Cities Alliance | 250 |
| City of Marseille | 435 |
| European Investment Bank (EIB) | 1,438 |
| European Training Foundation (ETF) | 152 |
| Global Environment Facility (GEF) | 3,000 |
| Global Facility for Disaster Reduction and Recovery (GFDRR) | 430 |
| Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) | 1,401 |
| French Ministry of Ecology, Sustainable Development and Energy (MEDDE) | 102 |
| Islamic Educational, Scientific and Cultural Organization (ISESCO) | 203 |
| International Water Association (IWA) | 100 |
| League of Arab States (LAS) | 250 |
| Migration Policy Center | 100 |
| Morocco Governance Transition Fund | 730 |
| Nordic Trust Fund (NTF) | 375 |
| Organisation for Economic Co-operation and Development (OECD) | 122 |
| Plan Bleu | 1,045 |
| Public-Private Infrastructure Advisory Facility Sub-National Technical Assistance (PPIAF_SNTA) | 100 |
| Private Companies | 142 |
| United Nations Development Programme (UNDP) | 653 |
| World Bank Water Partnership Program (WPP) | 100 |
| Others | 978 |
| Partner Contribution to Mediterranean Dialogue Forum | 60 |
| French Development Agency (AFD) | 20 |
| Provence-Alpes-Côte d’Azur Region (PACA) | 40 |
| Partner Contribution to Mediterranean Knowledge Platform | - |
| Partner Contribution to General Support | 1,234 |
| City of Marseille /4 | 1,234 |

/1 Amounts reflect expenditures.
/2 US$311K contribution from European Investment Bank (EIB), US$679K from French Ministry of Foreign Affairs and International Development (MoFA), and US$226K from French Ministry of Economy and Finance (MINEFI) were received in Fiscal Year 2016.
/3 Based on information (includes staff, in-kind and functioning) provided by partners and estimated exchange rates.
/4 City of Marseille Villa and offices put at the disposal of CMI in co-use with other institutions.
### TABLE 2: WORLD BANK EXPENDITURES, MDTF ALLOCATIONS AND BALANCES, AND PARTNER CONTRIBUTIONS TO BUSINESS AREAS FOR FISCAL YEARS 2010-2015, COVERING PERIODS BETWEEN 1 JULY AND 30 JUNE

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>LEADERS</th>
<th>PARTNER CONTRIBUTION</th>
<th>WORLD BANK CONTRIBUTION</th>
<th>MDTF CONTRIBUTION</th>
<th>SUM</th>
<th>MDTF Balance by Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation Capacities</td>
<td>EIB</td>
<td>702</td>
<td>-</td>
<td>200</td>
<td>903</td>
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<tr>
<td>Higher Education</td>
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<td>200</td>
<td>1,212</td>
<td>546</td>
<td>1,958</td>
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<tr>
<td>International Labor Mobility</td>
<td>WB</td>
<td>1,060</td>
<td>507</td>
<td>455</td>
<td>2,022</td>
<td>18</td>
</tr>
<tr>
<td>Employment and Social Protection</td>
<td>AFD &amp; WB</td>
<td>538</td>
<td>342</td>
<td>93</td>
<td>973</td>
<td>49</td>
</tr>
<tr>
<td>Municipal Cooperation for Local Participatory Governance in the Maghreb Region (CIArMaDGS)</td>
<td>GIZ</td>
<td>1,077</td>
<td>-</td>
<td>90</td>
<td>1,167</td>
<td>24</td>
</tr>
<tr>
<td>Sustainable Urban Development</td>
<td>EIB &amp; AFD &amp; CDC</td>
<td>941</td>
<td>-</td>
<td>215</td>
<td>1,157</td>
<td>38</td>
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<tr>
<td>Water Resource/Demand Management</td>
<td>WB &amp; Plan Bleu</td>
<td>2,057</td>
<td>305</td>
<td>730</td>
<td>2,731</td>
<td>49</td>
</tr>
<tr>
<td>Urbanization Knowledge Platform</td>
<td>WB</td>
<td>941</td>
<td>-</td>
<td>1,077</td>
<td>2,022</td>
<td>18</td>
</tr>
<tr>
<td>Knowledge Economy /1</td>
<td>WB</td>
<td>941</td>
<td>-</td>
<td>1,077</td>
<td>2,022</td>
<td>18</td>
</tr>
<tr>
<td>Green Growth /1</td>
<td>WB</td>
<td>941</td>
<td>-</td>
<td>1,077</td>
<td>2,022</td>
<td>18</td>
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<tr>
<td>Integrated Risk Management /1</td>
<td>WB</td>
<td>941</td>
<td>-</td>
<td>1,077</td>
<td>2,022</td>
<td>18</td>
</tr>
<tr>
<td>Data Improvement and Quality in Access Initiative (DIQA) /1</td>
<td>WB</td>
<td>941</td>
<td>-</td>
<td>1,077</td>
<td>2,022</td>
<td>18</td>
</tr>
<tr>
<td>Cities and Climate Change /1</td>
<td>WB</td>
<td>941</td>
<td>-</td>
<td>1,077</td>
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<tr>
<td>Environmental Health Initiative /1</td>
<td>WB</td>
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<td>-</td>
<td>1,077</td>
<td>2,022</td>
<td>18</td>
</tr>
<tr>
<td>Strategic Urban Development /1</td>
<td>CDC &amp; WB</td>
<td>941</td>
<td>-</td>
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<td>2,022</td>
<td>18</td>
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<tr>
<td>Cities for a New Generation /1</td>
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<td>941</td>
<td>-</td>
<td>1,077</td>
<td>2,022</td>
<td>18</td>
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<tr>
<td>MUDUN (Joint Work Program) /1</td>
<td>Cities Alliance</td>
<td>941</td>
<td>-</td>
<td>1,077</td>
<td>2,022</td>
<td>18</td>
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<tr>
<td>ART (Articulation des Reseaux Territoriaux) – Local Empowerment /1</td>
<td>UNDP</td>
<td>941</td>
<td>-</td>
<td>1,077</td>
<td>2,022</td>
<td>18</td>
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<td>Arab Youth Initiative /1</td>
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<td>1,077</td>
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<tr>
<td>Open Government Initiative /1</td>
<td>WB</td>
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<td>-</td>
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<td>Public Procurement Reform /1</td>
<td>WB</td>
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**MULTI-PARTNER PROGRAMS**

<table>
<thead>
<tr>
<th>BUSINESSES AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUB-TOTAL</td>
</tr>
<tr>
<td>14,641</td>
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**MEDITERRANEAN DIALOGUE FORUM**

| CMI Debates                                                                 | EIB & PACA & WB                  | 39          | 39          | 39          | -     |
|MEDCOP21 and Follow Up                                                      | EIB & PACA & WB                  | 39          | 39          | 39          | -     |
| Mediterranean Economic Week                                                | EIB & PACA & AFD & WB            | 100         | 100         | 100         | 1     |
| Sustainable Urban Transport                                                | AFD                               | 333         | 333         | 333         | 33    |
| Trade and Economic Integration (Diaspora)                                  | WB                               | 509         | 509         | 509         | -     |
| Banking Regulation                                                         | Banque de France & WB            | 230         | 230         | 230         | -     |
| Public-Private Partnerships /1                                              | EIB & WB                         | 195         | 195         | 195         | 25    |
| Rencontres Valmer and others /1                                            | WB                               | 889         | 889         | 889         | 194   |
| Discussion Series                                                          |                                   |             |             |             |       |
| Economic Transitions in the Mediterranean                                   | WB                               | 79          | 79          | 79          | -     |
| SUB-TOTAL                                                                  |                                   | 1,328       | 1,319       | 3,408       | 253   |
| Mediterranean Knowledge Platform                                           | WB                               | 124         | 124         | 124         | 22    |
| SUB-TOTAL                                                                  |                                   | 94          | 94          | 94          | 22    |
| BUSINESS AREAS SUB-TOTAL                                                   |                                   | 15,969      | 6,490       | 6,496       | 28,956 | 675 |

**MEDITERRANEAN KNOWLEDGE PLATFORM**

| General Support /2                                                          | 1,234 | 428 | 11,621 | 212 |
| Governance and Administration                                               | -     | 498 | 712    | 115 |
| Communications and Outreach                                                 | 8     | 220 | 890    | 67  |
| SUB-TOTAL                                                                  | 1,242 | 1,145 | 13,223 | 394 |

**COORDINATION**

| AVAILABLE TRUST FUND BALANCE AS OF JUNE 2015 /3                              | 689   | 689 | 689 |
| GRAND TOTAL /3                                                              | 17,211 | 17,326 | 8,331 | 42,867 | 1,758 |

/1 Activities were completed as of the reporting date.
/1* Activities with forthcoming closure by December 2015.
/2 City of Marseille Villa and offices put at the disposal of CMI in co-use with other institutions.
/3 US$8.3M were received from inception to June 2015, of which US$7.6M were allocated and of the allocated US$6.6M were spent.
## 7.1 Members of the Oversight Committee 2015

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

### Egypt
- Ambassador Marwan Badr, Advisor to the Minister of International Cooperation, Ministry of International Cooperation

### Jordan
- Ms. Zeina Toukan, Director, International Cooperation, Ministry of Planning and International Cooperation

### Lebanon
- Mr. Alain Bifani, General Director, Ministry of Finance

### Morocco
- Mr. Mohammed Chafiki, Director, Economic Studies and Financial Forecast, Ministry of Economy and Finance

### Palestinian Authority
- Ms. Laila Sbaih Eghraib, Acting Director General of International Relations and Projects, Ministry of Finance

### Tunisia
- Ms. Naouel Ben Romdhane, Director General, Euro-Mediterranean Cooperation, Ministry of Finance, Development, and International Cooperation

### France
- Ms. Sandrine Gaudin, Assistant Secretary for Bilateral Affairs and International Business Development, Directorate-general of the treasury, Ministry of the Economy, Industry and the Digital Sector, Ministry of Finance and Public Accounts
- Ms. Anne-Marie Descôtes, Director General for Globalization, Development and Partnerships, Ministry of Foreign Affairs and International Development
- Ms. Marie-Hélène Loison, Director, Mediterranean and Middle-East Department, Agence Française de Développement
- Mr. Laurent Zylberberg, Director of Institutional, International and European Relations, Caisse des dépôts et consignations
- Mr. Guillaume Huet, Head of Unit, Mediterranean Projects and Partnerships, Provence-Alpes-Côte d’Azur Region

### Italy
- Mr. Enrico Granara, Minister Plenipotentiary Coordinator for Multilateral Affairs in the Mediterranean and the Middle East, Italian Ministry of Foreign Affairs

### European Investment Bank
- Mr. Henry Marty-Gauquié, Director, Paris Office

### The World Bank Group
- Mr. Mourad Ezzine, Manager, CMI, Chair Oversight Committee
### 7.2 ACRONYMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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</thead>
<tbody>
<tr>
<td>AARU</td>
<td>Association of Arab Universities</td>
</tr>
<tr>
<td>AFD</td>
<td>French Development Agency (Agence française de développement)</td>
</tr>
<tr>
<td>AFDB</td>
<td>African Development Bank</td>
</tr>
<tr>
<td>AMPCC</td>
<td>Moroccan Association of Mayors (Association marocaine des présidents des conseils communaux)</td>
</tr>
<tr>
<td>ANAPEC</td>
<td>National Agency for the Promotion of Employment and Skills (Agence nationale de promotion de l’emploi et des compétences), Morocco</td>
</tr>
<tr>
<td>AUDI</td>
<td>Arab Urban Development Institute</td>
</tr>
<tr>
<td>AYI</td>
<td>Arab Youth Initiative</td>
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<tr>
<td>CDC</td>
<td>Caisse des dépôts et consignations, France</td>
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<tr>
<td>CEFEB</td>
<td>Center for Financial, Economic and Banking Studies (Centre d’études financières, économiques et bancaires)</td>
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<tr>
<td>CEO</td>
<td>chief executive officer</td>
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<tr>
<td>CEREMA</td>
<td>Center for Studies and Expertise on Risks, Environment, Mobility, and Urban and Country Planning (Centre d’études et d’expertise sur les risques, l’environnement, la mobilité et l’aménagement), France</td>
</tr>
<tr>
<td>CFAD</td>
<td>Center for Training and Support to Decentralization (Centre de formation à l’appui de la décentralisation), Tunisia</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>
</tr>
<tr>
<td>CODATU</td>
<td>Cooperation for Urban Mobility in the Developing World (Coopération pour le Développement et l’Amélioration des Transport Urbains et Périmétrie)</td>
</tr>
<tr>
<td>CoMun</td>
<td>Cooperation of Cities and Municipalities in the Maghreb Region</td>
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<tr>
<td>CoP</td>
<td>Community of Practice</td>
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<tr>
<td>CRPM</td>
<td>Conference of Peripheral Maritime Regions of Europe (Conférence des Régions Périphériques Maritimes d'Europe)</td>
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<tr>
<td>DGCL</td>
<td>General Directorate for Local Government (Direction générale des collectivités locales), Morocco</td>
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<tr>
<td>DGCPL</td>
<td>General Directorate for Local Government (Direction générale des collectivités publiques et locales), Tunisia</td>
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<tr>
<td>DST</td>
<td>German Association of Cities (Deutscher Städtetag)</td>
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<tr>
<td>EBRD</td>
<td>European Bank for Reconstruction and Development</td>
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<tr>
<td>EC</td>
<td>European Commission</td>
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<tr>
<td>EU</td>
<td>European Union</td>
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<tr>
<td>FMM</td>
<td>France Médias Monde Group</td>
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<tr>
<td>FNVT</td>
<td>National Federation of Tunisian Cities (Fédération nationale des villes tunisiennes)</td>
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<tr>
<td>GFDGRR</td>
<td>Global Facility for Disaster Reduction and Recovery</td>
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<tr>
<td>GIZ</td>
<td>German Federal Enterprise for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit)</td>
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<tr>
<td>IASP</td>
<td>International Association of Science Parks and Areas of Innovation</td>
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<tr>
<td>IFC</td>
<td>International Finance Corporation</td>
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<tr>
<td>ILO</td>
<td>International Labour Organization</td>
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<tr>
<td>INSEAD</td>
<td>Graduate business school</td>
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<tr>
<td>IPEMED</td>
<td>Economic Foresight Institute for the Mediterranean Region (Institut de prospective économique du monde méditerranéen)</td>
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<tr>
<td>ISESCO</td>
<td>Islamic Educational, Scientific and Cultural Organization</td>
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<td>LUTP</td>
<td>Leaders in Urban Transport Planning</td>
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<tr>
<td>Medcop21</td>
<td>Mediterranean Conference on Climate</td>
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<tr>
<td>MEDDE</td>
<td>Ministry of Ecology, Sustainable Development, and Energy (Ministère de l’écologie, du développement durable et de l’énergie), France</td>
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<tr>
<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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<tr>
<td>MuCEM</td>
<td>Museum of European and Mediterranean Civilizations</td>
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<tr>
<td>NGO</td>
<td>non-governmental organization</td>
</tr>
<tr>
<td>OECD</td>
<td>Organisation for Economic Co-operation and Development</td>
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<tr>
<td>ONEE</td>
<td>National Office for Electricity and Drinking Water (Office national de l’électricité et de l’eau potable), Morocco</td>
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<tr>
<td>ONEMA</td>
<td>National Agency for Water and Aquatic Environments (Office national de l’eau et des milieux aquatiques), France</td>
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<tr>
<td>PACA</td>
<td>Provence-Alpes-Côte d’Azur region, France</td>
</tr>
<tr>
<td>PIK</td>
<td>Potsdam Institute for Climate Impact Research (Potsdam-Institut für Klimafolgenforschung), Germany</td>
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<tr>
<td>Plan Bleu</td>
<td>Plan Bleu for Environment and Development in the Mediterranean (environnement et développement en Méditerranée)</td>
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<tr>
<td>PPIAF</td>
<td>Private Participation in Infrastructure Advisory Facility</td>
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<tr>
<td>SONEDE</td>
<td>National Public Water Supply Utility (Société nationale d’exploitation et de distribution des eaux), Tunisia</td>
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<tr>
<td>STP</td>
<td>science and technology park</td>
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<tr>
<td>Acronym</td>
<td>Full Name</td>
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<tr>
<td>SWEEP-Net</td>
<td>The Regional Solid Waste Exchange of Information and Expertise Network in Mashreq and Maghreb Countries</td>
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<td>UfM</td>
<td>Union for the Mediterranean</td>
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<tr>
<td>UPFI</td>
<td>Urban Projects Finance Initiative</td>
</tr>
<tr>
<td>UKP</td>
<td>Urbanization Knowledge Platform</td>
</tr>
<tr>
<td>UNEP</td>
<td>United Nations Environment Programme</td>
</tr>
<tr>
<td>UN-ESCWA</td>
<td>United Nations Economic and Social Commission for Western Asia</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Program</td>
</tr>
<tr>
<td>UNIMED</td>
<td>Mediterranean Universities Union</td>
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<tr>
<td>WAMA-Net</td>
<td>Waste Management Network, Tunisia</td>
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<tr>
<td>WB</td>
<td>The World Bank</td>
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<tr>
<td>WBG</td>
<td>World Bank Group</td>
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<tr>
<td>WSC</td>
<td>Water Service Corporation, Malta</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.