



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

# Activity Report 2015



The UfM Secretariat  
is co-funded by the  
EUROPEAN UNION





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

# Activity Report 2015



The UfM Secretariat  
is co-funded by the  
EUROPEAN UNION



## Table of Contents

### OVERVIEW OF THE UfM

- 4 A message from the UfM Secretary General
- 6 Facts and figures
- 8 UfM Highlights in 2015
- 10 Introduction

### POLICIES IN ACTION FOR A BETTER FUTURE FOR THE MEDITERRANEAN REGION

- 16 **Business Development**  
Youth employability and inclusive growth
- 24 **Transport**  
Facilitating transport and mobility over land and sea
- 29 **Urban Development**  
Promoting sustainable and innovative urban projects
- 32 **Energy**  
Boosting the development of renewable energy and energy efficiency
- 36 **Climate Action**  
Addressing the challenges of climate change in the region



- 38 **Water & Environment**  
Promoting water and environment projects for a sustainable future in the Mediterranean
- 45 **Higher Education & Research**  
Improving student mobility and employability through education
- 51 **Social & Civil Affairs**  
Fostering gender equality and women's socio-economic empowerment

## CLOSER LINKS WITH UfM INSTITUTIONAL PARTNERS

- 60 Enhanced coordination with Mediterranean institutions
- 61 Building partnerships with financial stakeholders
- 61 Regional and sub-regional international organisations and initiatives
- 62 Memorandums of Understanding (MoUs) signed in 2015
- 63 Partnerships developed in 2015

## AMPLIFYING THE MESSAGE

- 64 Amplifying the message

## A Message from the UfM Secretary General

### The Mediterranean, a region facing growing challenges

The Mediterranean is facing challenges on an unprecedented scale linked to terrorism, extremism, radicalism and xenophobia, the tragedy of the refugee crisis and illegal migration, whereby tens of thousands of people are risking their lives to cross the region. The magnitude of these pressing and serious challenges calls, more than ever, to further consolidate the Euro-Mediterranean regional cooperation and an enhanced common regional agenda for the Mediterranean. These regional challenges call for regional solutions.

At the informal Union for the Mediterranean Ministerial Conference in Barcelona, on 26 November 2015, exactly 20 years after the launch of the Barcelona Process, Ministers of Foreign Affairs of Member States of the UfM, and their representatives, under the chairmanship of Ms Federica Mogherini, High Representative of the EU and Vice-President of the European Commission, and Mr Nasser Judeh, Deputy Prime Minister and Minister of Foreign Affairs and Expatriates of the Hashemite Kingdom of Jordan, unanimously expressed their common commitment to work together on a deepened and operational regional cooperation in order to tackle these challenges.

### Challenges but also opportunities

There is also a largely untapped potential of opportunities ready to be seized in the Mediterranean. Birthplace of major civilisations, the Mediterranean is also young; not only in its demography, but also in its wealth of talent and creative energy, which is a huge asset for the global competitiveness of the region.

A more effective regional integration is now essential to ensure a better socio-economic future for the Mediterranean. Broader connectivity, trade and investment, as well as a steadier path towards sustainable development, could greatly increase the competitiveness of the whole Euro-Mediterranean region in the context of the global economy.

Reinforcing the human capital of the region is the backbone of this sustainable development and inclusive growth. This is why human development is a priority transversally reflected across all regional activities of the UfM, which is implemented through activities such as facilitating higher education, vocational education and training, empowering young people and mainstreaming gender equality, thus promoting social inclusion.

### The Union for the Mediterranean: an action-oriented organisation

The Union for the Mediterranean is the only intergovernmental organisation that gathers all 28 countries of the European Union and the 15 countries of the Southern and Eastern Mediterranean together. The Union for the Mediterranean Secretariat serves as the operational institution that empowers regional dialogue between Member States and stakeholders throughout the region.

Under the leadership of the UfM Co-Presidency, assumed by the European Union and the Hashemite Kingdom of Jordan, as well as with the active involvement of all Member States, the UfM Secretariat has been developing increasing activities and a unique methodology that have yielded concrete results, and given new momentum to the regional cooperation framework in recent years.





The UfM Co-Presidents, Mr Nasser Judeh, Deputy Prime Minister and Minister of Foreign Affairs and Expatriates of the Hashemite Kingdom of Jordan and Ms Federica Mogherini, High Representative of the EU and Vice-President of the European Commission, with the UfM Secretary General, Fathallah Sijilmassi, at the UfM Conference: Towards a Common Development Agenda for the Mediterranean.

The primary added value provided by the UfM lies in the interrelation formed between the policy dimension and the way in which this is manifested into concrete projects on the ground, which in turn nourishes the definition of relevant policies through a multi-stakeholder and inclusive approach.

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

This multi-partner approach is a vital component in pursuing opportunities, through exchanging successful practices, sharing experiences, identifying new and innovative methodologies and developing regional and sub-regional networks. The UfM also serves as a tool to better highlight the Euro-Mediterranean region's contributions to the global agenda, combining regional actions in the Mediterranean with Global Sustainable Development Goals.

The work developed in 2015 has produced promising and tangible results, which now need to be amplified to address the pressing challenges for the region.

We must not lose sight of the incredible human, social and economic potential that the Mediterranean area – as it stretches into Africa – represents. This is a major asset in today's globalised world. Let us take a more ambitious, more proactive approach towards our future in the Mediterranean.

I hope that this general overview of our activities will encourage you to work with us. Together, we can positively contribute to the wellbeing of our region.

**Fathallah Sijilmassi**

## UfM Activities 2013-2016



### 7 UfM Ministerial Conferences

- **Blue Economy** (Nov. 2015)
- **Digital Economy** (Sept. 2014)
- **Environment and Climate Change** (May 2014)
- **Industrial Cooperation** (Feb. 2014)
- **Energy** (Dec. 2013)
- **Transport** (Nov. 2013)
- **Strengthening the Role of Women in Society** (Sept. 2013)

### UfM Priorities



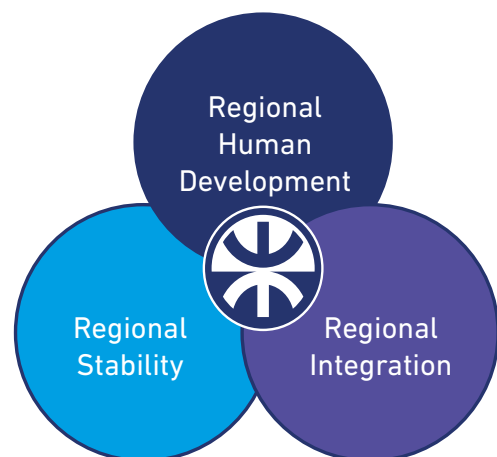
Youth Employability &  
Inclusive Growth



Women's  
Empowerment



Sustainable Development &  
Infrastructures



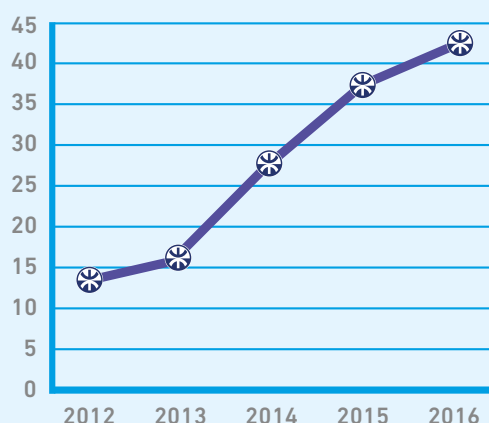
### UfM Members

Albania • Algeria • Austria • Belgium • Bosnia and Herzegovina • Bulgaria • Croatia • Cyprus • Czech Republic • Denmark • Egypt • Estonia • Finland • France • Germany • Greece • Hungary • Ireland • Israel • Italy • Jordan • Latvia • Lebanon • Lithuania • Luxemburg • Malta • Mauritania • Monaco • Montenegro • Morocco • Netherlands • Palestine • Poland • Portugal • Romania • Slovakia • Slovenia • Spain • Sweden • Syria • Tunisia • Turkey • United Kingdom





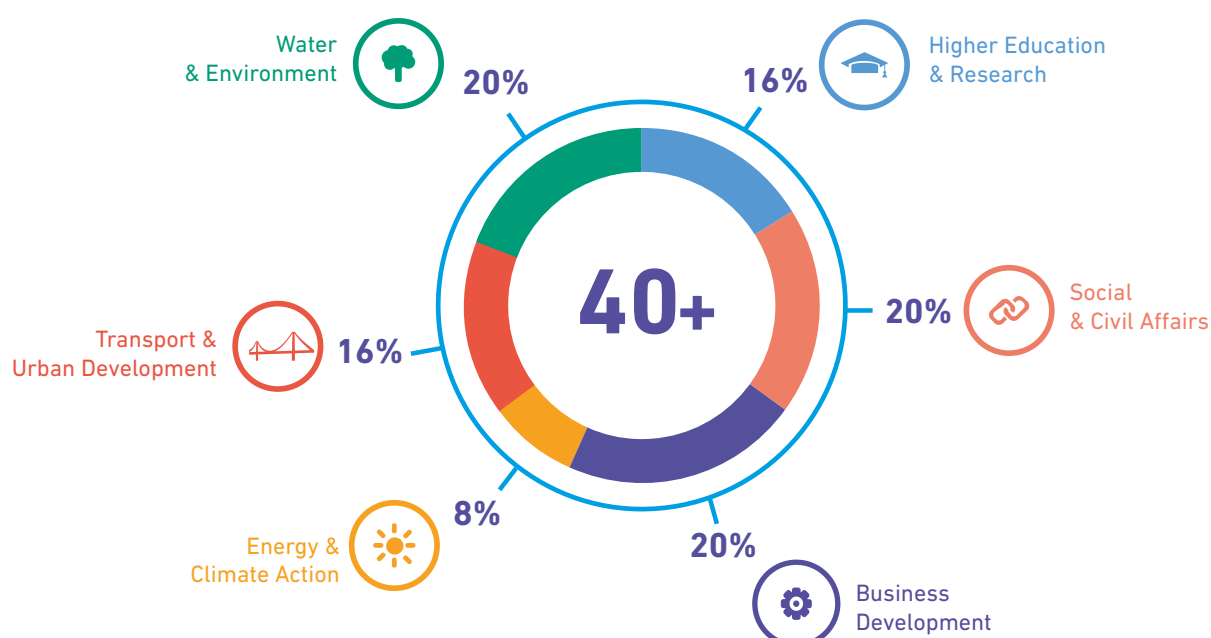
## Significant increase of UfM-labelled projects



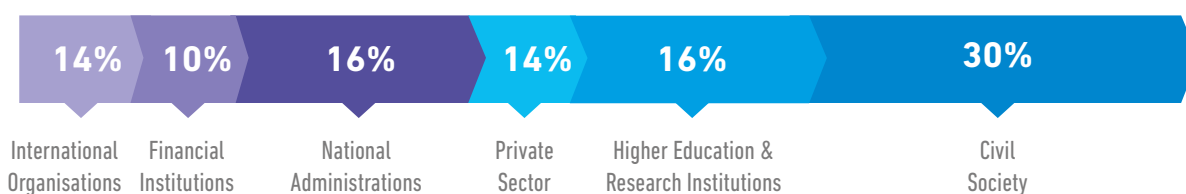
## Platform for Cooperation

- 12 High-level Conferences (Climate Change, Development, Economic Cooperation, Food Security, Employment, Private Sector, Transport, Women's Empowerment)
- 16 Senior Officials Meetings with representatives from the 43 members
- >120 Expert forums & round tables gathering over 10,000 stakeholders

## Labelled projects Per Area



## Per promoter





# UfM Highlights in 2015



LAUNCH OF  
Méditerranée Nouvelle  
Chance (MedNC)

COUNTRIES

DZ	FR	MA	TN
----	----	----	----



100+ Euro-Mediterranean parliamentarians & the UfM exchange views on regional economic, social and security challenges and opportunities.



LAUNCH OF  
Tafila Wind Farm  
117MW

COUNTRIES

JO
----

JANUARY

FEBRUARY



LAUNCH OF  
EMUNI Master programmes.



REGIONAL PROJECT (OPEN TO ALL UfM COUNTRIES)



Commissioner Johannes Hahn, former Tunisian Prime Minister Mehdi Jomaa and UfM Secretary General Fathallah Sijilmassi agree to foster cooperation between the private sector, international financial institutions & regional organisations.



LAUNCH OF  
Capacity-building  
Programme on Water  
Integrity in the Middle East  
and North Africa.

COUNTRIES

JO	LB	MA	PS	TN
----	----	----	----	----



LABELLING OF  
Women of the  
Mediterranean  
(WOMED).

COUNTRIES

DZ	EG	JO	LB
MA	PS	TN	TR

APRIL

MAY



The UfM, FAO & EBRD boost food security in the Mediterranean region.



LABELLING OF  
Empowering Women  
in Business (CEED).

COUNTRIES

AL	MA	TN
----	----	----



LABELLING OF  
UPFI Development Project  
for Phase 3 of the Bouregreg  
Valley Development  
Plan (Bouregreg Valley  
Development Project).

COUNTRIES

MA
----



LAUNCH OF  
Women of the  
Mediterranean  
(WOMED).

COUNTRIES

DZ	EG	JO	LB	MA	PS	TN	TR
----	----	----	----	----	----	----	----

MAY

JUNE



HR/VP Federica Mogherini, Minister Nasser Judeh & 43 countries give a strong signal of political commitment to the UfM and call for unity and collective action to face the challenges of the Mediterranean region during the first Ministerial Meeting since 2008.



UfM Ministerial Meeting  
on the Blue Economy.



Publication of the European Neighbourhood Policy review underlining the progress achieved in regional cooperation through the UfM, having proved to be a valuable forum for political and economic discussion.

NOVEMBER



Business Development



Transport & Urban Development



Energy & Climate Action



**LAUNCH OF**  
High Opportunity for  
Mediterranean Executives  
Recruitment  
(HOMERe)

**COUNTRIES**

DZ EG FR GR IT LB MA ES TN



The UfM Secretariat  
ensures the operational  
follow-up to the Dialogue  
5+5 on Higher Education,  
Research & Innovation.



**LABELLING OF**

Med4Jobs – Regional Youth  
Employability Programme –  
Maharat (Maharat MED)

**COUNTRIES**

EG JO MA PS

**MARCH**



**LAUNCH OF**

The SOM approved the  
establishment of the 3 UfM  
Energy Platforms on Gas,  
Regional Electricity Market  
& Renewable Energy and  
Energy Efficiency.



**LAUNCH OF**

Citizenship and Equality  
Education for School  
Prevention of Violence  
(Forming Responsible  
Citizens).

**COUNTRIES**

EG MA TN



**LAUNCH OF**

Developing Women's  
Empowerment  
(DWE).

**REGIONAL PROJECT (OPEN TO  
ALL UfM COUNTRIES)**



250 experts gathered at  
the UfM Conference on  
Women's Empowerment  
and Fostering Women's  
Participation in  
Economic Life.



Intercultural and  
religious actors  
meet in Barcelona  
to confront regional  
challenges.



**LAUNCH OF**

Med RESCP: Post Rio+20 – supporting the  
adoption of sustainable consumption and  
production patterns, in particular resource  
efficiency, in the Mediterranean region.

**COUNTRIES**

AL BA EG JO ME MA TN TR



**LABELLING OF**

UfM Energy  
University by Schneider  
Electric.

**REGIONAL PROJECT  
(OPEN TO ALL UfM  
COUNTRIES)**



**LABELLING OF**

UNIDO Promoting Women's  
Empowerment for Inclusive and  
Sustainable Industrial Development in  
the MENA Region

**COUNTRIES**

DZ EG JO LB MA PS TN

**JULY**

**OCTOBER**

**NOVEMBER**



**LAUNCH OF**

Med4Jobs – Réseau  
Entreprendre en  
Méditerranée.

**COUNTRIES**

MA TN



**LABELLING OF**

Economic Development  
through Inclusive and Local  
Empowerment (EDILE).

**COUNTRIES**

ES FR IT LB PS TN



**LABELLING OF**

EUROMED Invest  
Promotion  
& Observatory  
(EMIPO).

**COUNTRIES**

DZ EG IL JO  
LB MA PS TN



The UfM is granted  
observer status at the  
General Assembly of the  
United Nations.

**DECEMBER**



Higher Education & Research



Social & Civil Affairs



Water & Environment

## Introduction

### The Union for the Mediterranean: a unique organisation serving a common ambition

The Union for the Mediterranean is the unique intergovernmental Euro-Mediterranean organisation that brings all 28 countries of the European Union and the 15 countries of the Southern and Eastern Mediterranean together, with an aim to enhance regional dialogue and cooperation amongst its Member States.

Considering the magnitude of the pressing challenges in the region, but also the largely untapped potential of opportunities, in 2015, the UfM adopted a reinvigorated **Mediterranean development agenda**, building on the progress achieved so far, on the UfM identity and on methods to provide added value, thus consolidating Euro-Mediterranean regional cooperation.

### Strong support within the framework of the ENP Review

The conclusions of the December 2015 European Council highlighted that “the Union for the Mediterranean has proved to be a valuable forum for political and economic discussion, as well as for agreeing concrete projects in priority sectors”. It was also stated that the UfM “should be considered a key regional framework for political dialogue and regional cooperation efforts, including through regular Ministerial Meetings”.

### Observer status to the United Nations (UN)

The United Nations General Assembly adopted Resolution A/70/124 on 14 December, granting observer status to the UN, at the initiative of the Hashemite Kingdom of Jordan, Co-President of the Union for the Mediterranean, and with the sponsorship of Member States. This solution strengthens the Union for the Mediterranean’s global role as a driving force for regional cooperation and integration in the Mediterranean.



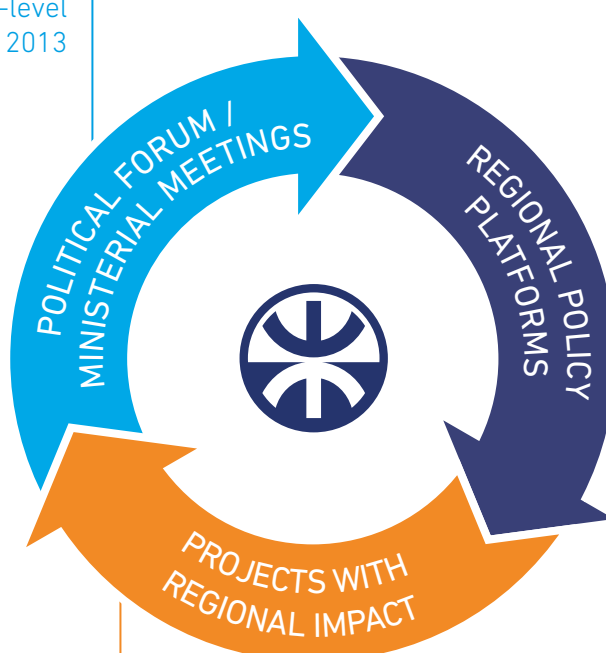
At the informal Ministerial Conference held in Barcelona on 26 November 2015, **20 years after the launch of the Barcelona Process**, the UfM’s Ministers of Foreign Affairs and their representatives, under the chairmanship of its Co-Presidents HR/VP Federica Mogherini and Nasser Judeh, Deputy Prime Minister and Minister of Foreign Affairs and Expatriates of the Hashemite Kingdom of Jordan, unanimously expressed their common commitment to work together on a deepened and operational regional cooperation within the framework of the UfM.

“Regional cooperation in the Southern neighbourhood has seen progress through the Union for the Mediterranean. The organisation has proven to be a **valuable forum for political and economic discussion**, providing a framework for cooperation on issues of common interest and on operational projects in the region. Many in the public consultation recommended deepening that cooperation. The Commission and the High Representative work to further invigorate this regional cooperation. For this reason, the EU will give priority wherever suitable to the Union for the Mediterranean in its regional cooperation efforts.”

Joint Communication on the review of the European Neighbourhood Policy on 18 November 2015 by the European Commission and the High Representative of the European Union for Foreign Affairs and Security Policy

## THE FOLLOWING RESULTS WERE ACHIEVED by February 2016

**7 Ministerial Conferences**  
and more than 15 High-level  
Meetings since 2013



**8 new projects** were labelled  
in 2015 and 4 new projects in  
February 2016, totalling 41 UfM  
regional cooperation projects,  
valued at over €5 billion

Increasingly structured regional dialogues have involved a cooperative network of over **10,000 stakeholders** across the Mediterranean, including specialist organisations, parliamentarians, civil society, international financial institutions, development agencies, industry representatives, the private sector and universities

## THE UfM ACTIVITIES TACKLE 3 KEY INTERRELATED PRIORITIES OF THE REGION: HUMAN DEVELOPMENT, STABILITY AND INTEGRATION

Specifically targeting 3 main areas:



### YOUTH EMPLOYABILITY and INCLUSIVE GROWTH

 **15** projects

 **100,000+** beneficiaries



### WOMEN'S EMPOWERMENT


 **8** projects

 **50,000+** beneficiaries



### SUSTAINABLE DEVELOPMENT

 **18** projects

 **MILLIONS OF PEOPLE** across the region are going to benefit directly and indirectly from improved living conditions.

The UfM project pipeline continues to develop, with the following



**8 new projects**  
having been labelled in 2015



**1** Maharat MED – Developing Youth Employability and Entrepreneurial Skills

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

**3** EUROMED Invest Promotion & Observatory



**4** Women of the Mediterranean

**5** Promoting Women's Empowerment for Inclusive and Sustainable Industrial Development in the MENA Region

**6** CEED GROW: Growing and Scaling Small and Medium-Sized Businesses



**7** Bouregreg Valley Development

**8** UfM Energy University by Schneider Electric



## The Union for the Mediterranean working methodology: an asset to address the challenges of the region

The work of the UfM received strong political support throughout 2015, allowing the Secretariat to accelerate and amplify its efforts.

The High Representative of the EU and Vice-President of the European Commission, Federica Mogherini, and the Commissioner for European Neighbourhood Policy and Enlargement Negotiations, Johannes Hahn, presented the review of the European Neighbourhood Policy on 18 November. The new ENP highlights the EU's strong political will to further strengthen the UfM as the true expression of co-ownership in managing common issues in the Mediterranean. This also came as a result of the consultations organised at the Secretariat with the Southern Mediterranean countries: Ministerial Meetings on 13 April in Barcelona, hosted by the Prime Minister of Spain, Mariano Rajoy, and on 24 June in Beirut, hosted by the Minister of Foreign Affairs and Emigrants of Lebanon, Gebran Bassil, during which Southern countries explicitly expressed the need to strengthen the UfM.

The UfM stepped up efforts in 2015 to **bring relevant actors and stakeholders together**, and to strengthen its existing partnerships by significantly drawing on the synergies and shared characteristics among them, with an aim to increase the impact of its activities and to find cost-efficient and coordinated responses to the region's needs. Efforts were also undertaken during the year to enhance the UfM's **outreach to its institutional partners**.



On 22-23 July at the UfM Headquarters in Barcelona, a meeting on **Intercultural and Interreligious Dialogue** was organised, at the initiative of Spain, in partnership with the Anna Lindh Foundation, the King Abdullah Bin Abdulaziz International Centre for Interreligious and Intercultural Dialogue, the UN Alliance of Civilizations and the European Union. Intercultural and interreligious dialogue can be a powerful tool for achieving stability and peace, combatting intolerance and extremism and upholding the values of peaceful coexistence and mutual understanding. Under this premise, the conference brought together 80 representatives from institutions for intercultural dialogue and cooperation, interfaith organisations and religious authorities.

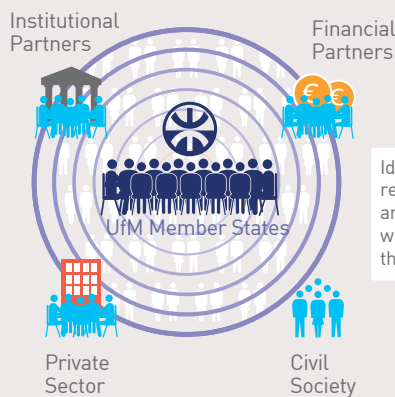
# How does the UfM work on projects?



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

## 1. IDENTIFICATION OF PROJECTS

### PROMOTING REGIONAL DIALOGUE



Identification of regional priorities and relevant projects within 3 strategic thematic areas



#### INCLUSIVE GROWTH & YOUTH EMPLOYABILITY

- Foster job creation
- Promote youth mobility
- Support skill development and vocational training
- Encourage entrepreneurship



#### WOMEN'S EMPOWERMENT

- Promote equal rights of women and men
- Fight violence and discrimination
- Change in attitudes and behaviour
- Strengthen women's economic participation



#### SUSTAINABLE DEVELOPMENT

- Improve living conditions in urban areas
- Establish an integrated transport network
- Promote renewable energy and energy efficiency
- Protect and preserve environmental resources
- Promote universal access to water

Check UfM Public Agenda here:  
<http://ufmsecretariat.org/events/>



## 2. APPRAISAL OF PROJECT PROPOSALS BY PROMOTER

### ENGAGING IN OPERATIONAL RESPONSES



Project proposal

Projects should be presented by experienced promoters and comply with the following **criteria for UfM labelling**:

- ✓ Address key regional challenges in one of the six UfM mandated sectors: Business Development, Energy & Climate Action, Water & Environment, Higher Education & Research, Social & Civil Affairs, Transport & Urban Development
- ✓ Present a regional, sub-regional or transnational scope
- ✓ Enhance regional integration
- ✓ Encourage North-South and South-South cooperation
- ✓ Present a clear financial perspective (the UfM label is a political and not a financial commitment)

Find UfM project guidelines and official templates here:  
<http://ufmsecretariat.org/how-to-submit-a-project/>



## 3. UFM LABELLING OF PROJECTS

### SECURING POLITICAL ENDORSEMENT



Projects are labelled

The labelling by UfM countries provides:

- ✓ Strong political commitment from 43 countries
- ✓ Regional visibility & recognition
- ✓ Access to dynamic partnerships with a wide range of financial & technical partners
- ✓ A pragmatic approach based on variable geometry, which allows replicating successful projects and sharing best practices throughout the region

See all UfM projects & initiatives here:  
<http://ufmsecretariat.org/projects/>



## 4. IMPLEMENTATION OF PROJECTS AND RESULTS

### DELIVERING RESULTS WITH A DIRECT IMPACT ON CITIZENS

40+ UfM-labelled projects across the region worth more than €5bn



#### INCLUSIVE GROWTH & YOUTH EMPLOYABILITY

15+ projects labelled  
100,000+ beneficiaries



#### WOMEN'S EMPOWERMENT

8+ projects labelled  
50,000+ beneficiaries



#### SUSTAINABLE DEVELOPMENT

18+ projects labelled  
Investments of more than €4bn

For queries on UfM initiatives, label and project cycle, contact: [project.info@ufmsecretariat.org](mailto:project.info@ufmsecretariat.org)



# Policies in action for a better future for the Mediterranean Region



Business Development

16



Transport & Urban Development

24



Energy & Climate Action

32



Water & Environment

38



Higher Education & Research

45



Social & Civil Affairs

51



## YOUTH EMPLOYABILITY AND INCLUSIVE GROWTH

### A key issue for regional stability

Almost 60% of the regional population is currently under the age of 30, and the number of under-15s is expected to increase by over 18% by 2020.<sup>1</sup> 2.8 million young people enter the job market each year in the MENA region. With an average of about 30% youth unemployment, the Middle East and North Africa region has one of the highest youth unemployment rates in the world. The International Labour Organization has estimated that the region's Gross Domestic Product (GDP) could increase by \$25 billion by 2018 if the youth unemployment rate is reduced by half.<sup>2</sup>

Youth employability is a key issue, both for Southern Mediterranean countries and for the EU. Thus, there are solid grounds for regional cooperation, and action taken by the Union for the Mediterranean in this area consists in boosting efforts to achieve a higher impact on youth employability, higher education and vocational training, through developing exemplary projects and replicating best practices.



**\$25 billion** by 2018

The potential increase in the region's Gross Domestic Product if youth unemployment is cut in half

<sup>1</sup> Source: ILO (<http://www.silatech.com/home/news-events/silatech-news/silatech-news-details/2014/11/04/mena-s-long-run-a-region-off-track-generation-unemployed>)

<sup>2</sup> Source: ILO – see above.



## Regional dialogue (Ministerial Meetings, Platforms, Expert Groups)

Regional dialogue meetings were held in 2015 to facilitate cooperation among local and regional actors, to open a dialogue on issues of mutual interest, to exchange best practices, and to explore opportunities to potentially replicate/up-scale specific projects:

- A regional workshop was co-organised with the German Development Agency (GIZ) in Milan, attended by representatives from ministries, business associations, civil society and employment promotion programmes across the region. The objective was to set up a network of public and private employment services, in order to identify and promote innovative approaches towards youth-oriented employment interventions, and to introduce best practices into national or regional reform processes. This project is expected to be labelled in 2016.
- Active participation in the fourth Union for the Mediterranean High-Level Working Group (HLWG) Meeting on Employment and Labour, organised in Brussels by the European Commission – Directorate General for Employment, Social Affairs & Inclusion, and preparation for the upcoming UfM Ministerial on Labour and Employment, which is expected to take place in the second semester of 2016 in Amman.
- *Ad hoc* working groups on job creation in Amman and Brussels explored effective and innovative initiatives that support job creation in the formal economy, and facilitate transition from the informal to the formal economy, with a focus on youth.
- Participation in the 4th meeting of the Entrepreneurial Communities Initiative Advisory Board (February 2015) developed by the European Training Foundation (ETF), and in the selection process of the best entrepreneurial communities following the launch of the call for interest in November 2014.
- A regional High-level Meeting was co-organised by the UfM and IEMed on “Innovation, Information and Communication Technologies”, to discuss and exchange views on ideas and best practices that could inspire private and public actors in the region, as well as other stakeholders, with a view to develop frameworks and tools that can further promote entrepreneurship and job creation in the Mediterranean.



First Preparatory Workshop and Practitioners' Dialogue – MENA. October 14-16, 2015



High-level Meeting on “Innovation, Information and Communication Technologies”.  
October 05-06, 2015



## Promoting job creation in the Mediterranean

### The Mediterranean Initiative for Jobs (Med4Jobs)

As part of this UfM project-based and cross-sector initiative, driven by the need for an integrated regional initiative under the scope of job creation, three new projects were labelled, in addition to the seven pre-existing projects (Med4Jobs is currently targeting more than 100,000 young beneficiaries and supporting the development of over 800 SMEs from the region.):<sup>3</sup>

### Highlight of **Med4Jobs** Projects

#### Developing Youth Employability and Entrepreneurial Skills – Maharat (Maharat MED)

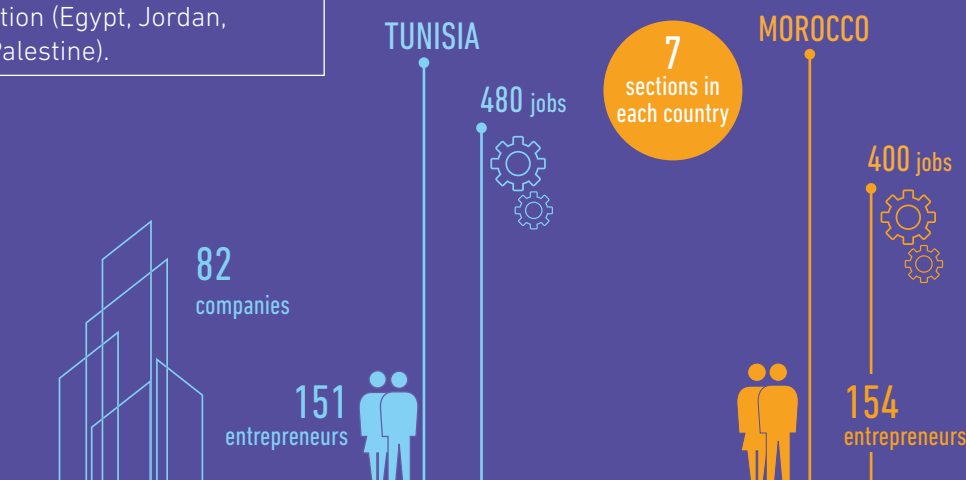
The objectives of the project are to generate an entrepreneurial spirit amongst young people, to transform jobseekers into job creators who are able to increase employment opportunities, and to build skills and capacities in order to enhance youth employability skills. Following labelling, it was agreed with the promoter that the implementation phase would soon follow, while making contact with potential donors, in particular the Canadian International Development Agency and the UK's Department for International Development – DFID. In addition, the fundraising strategy seeks to engage local partners in the countries of implementation (Egypt, Jordan, Morocco and Palestine).

#### Mediterranean Entrepreneurship Network – Réseau Entreprendre en Méditerranée

Réseau Entreprendre Tunisie (RET), the Tunisian branch of this project, has a membership base of **151 entrepreneurs that have mentored 82 companies (laureates) and created 480 jobs**. RET has opened two new sections within the network, bringing the total number to seven sections. The Moroccan branch is also developing according to the objectives set (**seven sections, 154 entrepreneurs and more than 400 jobs created**).

**RET**

(Réseau  
Entreprendre  
Tunisie)



<sup>3</sup> Med4Jobs projects include: Generation Entrepreneur, Maharat MED – Developing Youth Employability and Entrepreneurial Skills, MedNC – New Chance Mediterranean Network, HOMERe – High Opportunity for Mediterranean Executives Recruitment, Mediterranean Entrepreneurship Network, Young Women as Job Creators, the Euro-Mediterranean University of Fes, Skills for Success – Employability Skills for Women, Promoting Women's Empowerment for Inclusive and Sustainable Industrial Development in the MENA region, CEED GROW: Growing and Scaling Small and Medium-Sized Businesses.





“The programme made my life much easier as a student and as a young graduate facing the labour market. It has been very easy for me to integrate into the company and finally get recruited.”

**Sara el Khal**

Beneficiary HOMERe project, Morocco

### Generation Entrepreneur

A new fundraising strategy was carried out, in coordination with the promoter, to identify donors within the country from private-sector companies, in order to start the implementation of the project country by country (Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia).

In coordination with the promoter, a new fundraising strategy was carried out to identify private-sector donors from each of the seven countries involved (Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine and Tunisia) so that the project could be carried out on a country-by-country basis.

This entrepreneurial education will impact over **32,000 young people**, by offering them entrepreneurial training across North Africa and the Eastern Mediterranean.

### High Opportunity for Mediterranean Executives Recruitment (HOMERe)

The HOMERe project promotes internship mobility experiences within transnational companies based in the Mediterranean basin with the aim to improve employability prospects of postgraduate students and help employers in the Southern Mediterranean to connect with talented young people from the region. It will benefit 105 students over the next two years. In 2015, the project benefited nine students, five of them female, who performed a six-month internship (April-September) in various French cities. Eight of these students were immediately recruited after this placement, which translates into an extremely positive result. Around 40 companies showed interest in the project, including from countries not initially included in the project (Malta and Portugal), and a range of them submitted new internship proposals.

In the Arab  
Mediterranean  
countries



**70%**  
of the working-age population is  
under **30** years old



## Global Initiative on Innovative Labour Market Services for Youth

### Promoter: GIZ

This project is focused around developing a network of public and private employment services to identify and promote innovative employment interventions aimed at young people, and to introduce best practices into national or regional reform processes.

The outcomes of a regional workshop held in Milan represent the cornerstones on which the project has been developed and formulated. The project's final proposal is expected to be submitted for UfM labelling in the first quarter of 2016.

## Generating income through Social and Solidarity Economy (SSE) organisations in the Maghreb countries

### Promoter: International Labour Organization

This project is designed as a regional preparatory project to promote the effective development of social economy organisations in Algeria, Morocco and Tunisia, preparing the ground for a larger and more comprehensive programme in North Africa. The UfM has held consultations between different interested partners in the area of social businesses and entrepreneurship (the ILO, European Bank for Reconstruction and Development, iesMed and the European Commission), with a view to coordinate targeted actions and activities planned for the region over the coming years, ensuring the efficient implementation of programmes and identifying complementarities among all relevant partners.



## Promoting Small and Medium-Sized Enterprises

### The Euro-Mediterranean Development Center (EMDC) for SMEs

This project was finalised at the end of 2015. It was focused around four countries: Egypt, Jordan, Morocco and Tunisia, and covered the 2013-2015 period. A widespread network was established in each of these countries to assist local SMEs throughout the initial and critical stages of growth and internationalisation. In total, 27 Agency and Institutional Partnerships were formed from 15 different countries.

For each of the four countries where the activities were centred, a Country Action Plan was elaborated, built on specific measures and axes of intervention. The advisory services offered by this project provided the SMEs involved with greater access to markets, as well as new business development strategies.



### The Creation of a Regional Platform for the Development of Culture and Creative Industries and Clusters in the Southern Mediterranean Countries

In 2015, the inception phase of this project was launched and clusters were identified in the region. The results of this mapping process were very promising, with the identification of 144 clusters in seven countries, thus confirming the potential for the development of cultural and creative industries. 14 clusters were marked as strategic priorities during the Cluster Development Agents workshop, co-organised by UNIDO and the UfM in Barcelona, from 2-5 June 2015. Action plans designed for each of the clusters include the organisation of training sessions, workshops focused on quality upgrading, and the identification of potential markets and outlets across Europe and Gulf countries.

## Advancing the Digital Economy in the region

### Promoting Mobile Financial Services in Mediterranean partner countries

This project, 100% funded by the Deauville Transition Fund, is being implemented in the two selected countries, Jordan and Morocco, and is monitored by the EIB, as financial partner of the project. Having made progress with the project's regional dimension, to be implemented by the UfM, and as scheduled in the action plan, the Second Regional Working Session on Mobile Financial Services was organised on 7 September 2015. The workshop examined the effectiveness of alternative financial service distribution models, based on mobile finance/branchless banking strategies implemented by partners, including Microfinance Institutions in Morocco, Tunisia, Egypt and Jordan. During this session, the possibility of expanding the project into Egypt and Tunisia during the project's second phase was explored, at the UfM's suggestion.



## Launching a Union for the Mediterranean strategy for the private sector

In 2015, the Secretariat reinforced its private-sector strategy by implementing recommendations and conclusions expressed by key private-sector representatives during working meetings held in 2014. The following activities took place during 2015:



EU Commissioner for European Neighbourhood Policy and Enlargement Negotiations, Johannes Hahn, the former Prime Minister of Tunisia Mehdi Jomaa, and the UfM Secretary General, Fathallah Sijilmassi, reiterate the importance of fostering cooperation between the private sector, international financial institutions and regional organisations.

**High-level Meeting on the Role of the Private Sector in Strengthening the Euro-Mediterranean Partnership** organised in collaboration with the European Commission on 13-14 April 2015 in Barcelona. The High-level Meeting was focused around areas of mutual interest between the EU and Southern partners, the role that the private sector has in fostering inclusive growth, public-private partnerships and the informal economy. With more than 100 participants, this Meeting served as an opportunity to

exchange experiences, lessons learned and success stories among economic actors from different Euro-Mediterranean countries. Such discussions were the highlight of the event, and confirmed the key role of the Secretariat as a platform for exchange and dialogue.

**Private Sector Forum on Food Security in the Southern and Eastern Mediterranean Region** co-organised by the UfM Secretariat with the European Bank for Reconstruction and Development (EBRD) and the Food and Agriculture Organization of the United Nations (FAO). The event took place in Barcelona on 5-6 May 2015, and was attended by 130 participants. The forum aimed to strengthen relationships between the public and private sector and to develop initiatives to increase investment in agricultural and food systems.

As one of the outcomes of the forum and in the framework of the joint MoU among the three institutions, the EBRD and FAO have submitted the project **"Improving Food Quality and Efficiency in Tunisia and Morocco's Food Chains"**. The objective of the project, which is expected to be labelled in 2016, is to support the process of acquiring improved food quality and greater efficiency in selected food chains in Tunisia and Morocco.



Private Sector Forum on Food Security in the Southern and Eastern Mediterranean Region. 5-6 May 2015. UfM Secretariat, Barcelona, Spain





Within the private-sector strategy, two new projects were labelled during 2015 by the 43 member countries of the UfM:

## Economic Development through Inclusive and Local Empowerment – EDILE

**Promoter: ANIMA Investment Network**

Implemented in the framework of the ENPI CBC MED programme, financed by the European Commission, the project adopts a regional approach to identify and support investments and best practices with high local impact. EDILE creates a rating tool to measure the inclusiveness of investment projects associated with a label (EDILE label), reinforce the capacities of national and local authorities involved in regulating investments, and support enterprises in enhancing the social and economic impacts of their investment projects. This entails developing self-assessment tools and creating a label to evaluate the positive impacts of investment projects.

The project covers a wide range of beneficiaries: public administrators, investment promotion agencies, local development agencies, SME support agencies, banks and civil society actors that are active in promoting socially responsible practices.

## EUROMED Invest Promotion & Observatory – EMIPO

**Promoter: ANIMA Investment Network**

As an extension of EUROMED Invest,<sup>4</sup> the EMIPO project forms part of the regional programme launched and financed by the European Commission to support development of the private sector in the Mediterranean region. The EMIPO develops investment and business partnerships in the region, evaluates and optimises the impact of international investments and partnerships through the existing observatory, and monitors and promotes economic integration in the Mediterranean region. The project will benefit policymakers and financial institutions, as well as the networks of economic development agencies in Europe and the Southern Mediterranean.



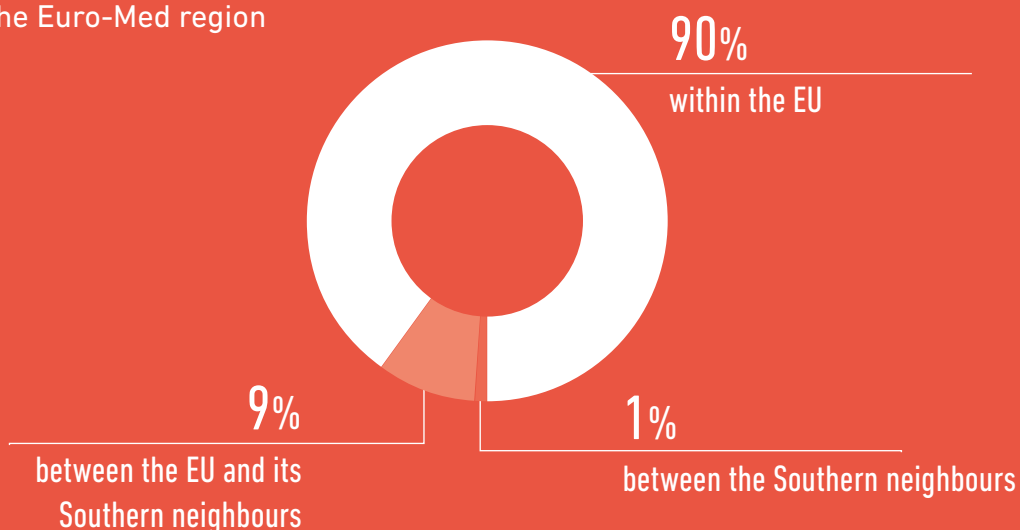
<sup>4</sup>EUROMED Invest project: <http://www.euromedinvest.eu/en>



## FACILITATING TRANSPORT AND MOBILITY OVER LAND AND SEA

The low level of regional economic integration in the Euro-Mediterranean region is well known. A recent study conducted by the Secretariat of the Union for the Mediterranean indicates the following trade flow distribution in the region:

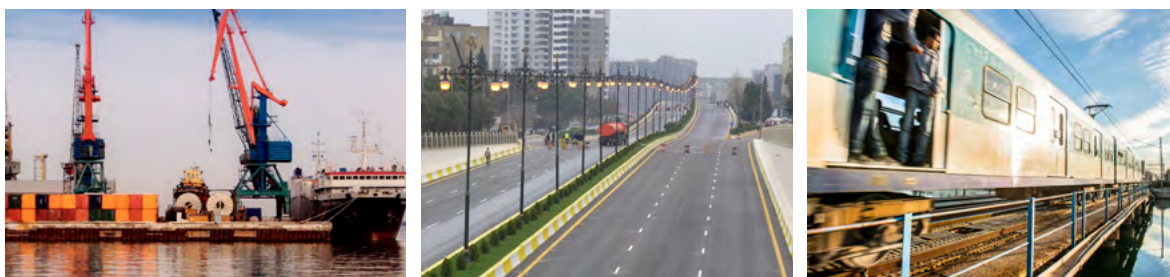
TRADE FLOW DISTRIBUTION  
in the Euro-Med region



The potential for increased integration is huge, and would bring significant benefits to the region.

Energy grids, transport networks and digital infrastructures are the backbone of economic development and competitiveness. Regional-scale investments in these fields will thus continue to be supported. The UfM has continued to develop activities for this purpose, in particular in the transport and energy sectors. The work in the transport sector focuses on creating a balanced and harmonised transport network, encompassing road, rail and maritime, which aims to connect the missing links, creating shorter and faster methods with fewer formalities, providing energy and cost-efficient mobility solutions whilst simultaneously preserving environmental sustainability.





In accordance with the mandate given by the 2013 Ministerial Conference on Transport, in 2015 the UfM continued to work actively on transport-related projects with a holistic approach, supporting the establishment of a Trans-Mediterranean Transport Network (TMN-T), in close collaboration and cooperation with the EC, Mediterranean Partner Countries (MPCs), international financial institutions and all other actors involved in the process.

Moreover, the UfM continued to strengthen the instruments used for assessing the impact of transport projects – the Multi-Criteria Assessment Tool (MCA), the Network Information System (NIS) and the Socio-Economic Assessment Toolbox (SEAT) – by adopting a multi-criteria approach with a specific focus on transportation and its socio-economic impact.

**In the framework of the EuroMed Transport Cooperation, the UfM also contributed to the drafting of the Regional Transport Action Plan for the Mediterranean Region 2014-2020, which was approved in Brussels during the EuroMed Transport Forum.**

## Regional dialogue (Ministerial Meetings, Platforms, Expert Groups)

The UfM played an active role in the EuroMed Transport Forum and its 'Network and Land Transport' Working Groups during 2015. It was also a key part of the Steering Committee for the Southern Neighbourhood Advisory Programme for Transport (SNAP-T). The UfM provides permanent technical support to the EuroMed Transport Forum, dedicating resources to the preparation and assessment of projects relating to the TMN-T.

The UfM organised two Working Groups on Transport during 2015. These Working Groups act as a consultative body whereby main transport issues are discussed by prominent experts, who are updated on the developments of labelled projects. The meetings also serve as assistance for the UfM throughout the project labelling process, as well as an opportunity to assess and monitor ongoing activities.



## Fostering cooperation in the field of transport

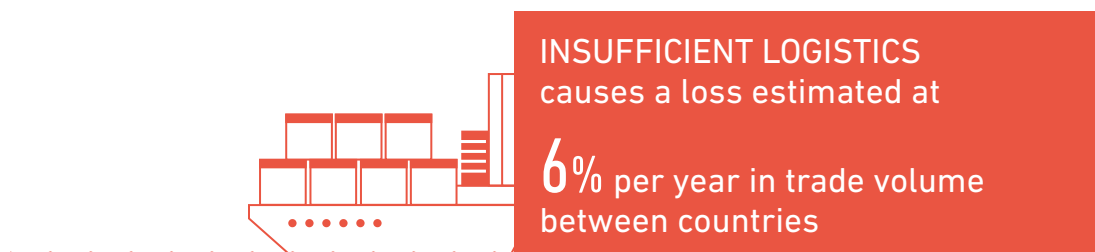
### LOGISMED Training Activities (LOGISMED-TA)

The LOGISMED Training Activities project (LOGISMED-TA) aims to improve the level of qualifications of operators and managers in the framework of the overall LOGISMED initiative. It was launched by the European Investment Bank (EIB) to develop the logistics sector in Mediterranean Partner Countries (MPCs), through the creation of a network of Euro-Mediterranean Logistic Platforms (EMLP). Partly financed by the European Commission, LOGISMED-TA will reinforce the transport sector and will enhance the competitiveness of logistics in the Mediterranean region, which is essential when developing a Mediterranean free-trade area.

In 2015, LOGISMED-TA was fully launched in Tunisia, Morocco and Jordan, following the signing of the Cooperation Agreements (CAs) between the EIB and Tunisia, Jordan and Morocco. Currently, efforts are underway to enter into CAs with other participant countries.

Regarding the 'Coordination, Cooperation and Network' component of LOGISMED, three studies were led in 2015 to accurately define the future network of logistics platforms. This component has also been set up in Tunisia, Morocco and Jordan.

As for the 'Observatory' component of LOGISMED, studies are currently underway to analyse the possibilities for creating national logistics observatories in the region, which are being carried out in close collaboration with the beneficiary countries.



### Completion of the Central Section of the Trans-Maghreb Motorway Axis

The 'Central Section of the Trans-Maghreb Motorway Axis' project connects the Moroccan, Algerian and Tunisian motorway networks. It will provide a continuous motorway corridor from Agadir (Morocco) to Ras Jedir (Tunisian-Libyan border), with the aim of connecting all Maghreb countries from Mauritania to Libya. The project is of strategic importance to the Euro-Mediterranean region as it will provide a significant improvement to transport conditions, as well as to regional integration and socio-economic development, by facilitating trade relations. The mobility of the region's population will also be vastly improved.

In 2015, the definition study phase (APD) began for the Moroccan section, which runs from Oujda to the Algerian border, and will be delivered in May 2016. Current plans indicate that environmental and economic studies will be completed in the second half of 2016, that the tender procedure will conclude in April 2017, and that the section will be finished in 2020.



The Tunisian section between Bousalem and the Algerian border presents significant geological constraints in the area close to the proposed border point (a 20km stretch). The UfM is monitoring the development of the section's preliminary design (APS), which began in 2015 and is expected to be delivered in April 2016. APD will be carried out once this is approved, and the final design and tender procedure will begin. The UfM is also following the ongoing geotechnical surveys, which started on 2 February 2015 and are expected to be delivered in April 2016. The opening of the Tunisian section is scheduled for 2021.

The UfM was instrumental in organising a meeting in Annaba, in which officials of both countries came together to discuss an alternate border point, with a view to reduce construction costs on the Tunisian side. As a result, a decision was reached to keep the original border point, due to the advanced execution phase of the Algerian section. The countries also decided to identify other connection points between countries via the motorway networks, and to exchange experiences with regard to special construction works, such as tunnels and viaducts.

In parallel, following the adoption of the "Action Plan on the Horizontal Actions for Integration and Coordination of Management of the Trans-Maghreb Motorway Axis" by the Group of Transport Ministers of the Western Mediterranean (GTMO), which took place during the Ministerial of October 2014, all necessary actions regarding trade facilitation, financing and multimodality are currently underway.

Low-level integration of the economies of Central Maghreb countries has been estimated to result in loss of

**2-3%** OF ANNUAL GDP



## Jordan National Railway Project as part of a Regional Railway Network (JNRP)

The purpose of this project is to build Jordan's railway system and allow for an effective rail connection to be established with neighbouring countries. The construction of a North-South Corridor from the Syrian Border to the Port of Aqaba (509km) is the backbone of the project, connecting Amman, the surrounding logistics centres and the gateway port of Aqaba.

The project will contribute to the integration of markets and improvement of railway connections in Mediterranean countries, thus making connections faster, cheaper and more efficient, as well as facilitating freight flows.

A Memorandum of Understanding was signed between the Jordanian Ministry of Transport and the Chinese company 'China Civil Engineering Construction Corporation (CCECC)' regarding the project's design, procurement and construction. It was agreed that the CCECC will submit the feasibility study report and a financial proposal in 2016.

With respect to works to be carried out on the section linking the phosphate mine at Eshidiya with the existing line south of Ma'an, bids resulting from a tender process were evaluated in 2015, and negotiations with the preferred contractor are currently underway, and are expected to be completed in the near future. The start of these works will consequently mark the launch of the project's construction phase.



## The Motorways of the Sea (MoS) Initiative

The UfM Motorways of the Sea Initiative increases the intermodal connectivity of the Mediterranean region, by developing a network of logistics chains that is based on the use of maritime Ro-Ro (Roll on-Roll off) services that connect at least two ports. One of these will be located in a country in the Mediterranean's southern rim, or both of them will be in the south-east shores.

A range of benefits will be seen in the region, as the new network will:

STRENGTHEN  
the **global competitiveness**  
of the **Mediterranean**

REINFORCE, **complement**  
and **create synergies** in the  
existing transport system

OPTIMISE  
freight **transport** and  
**logistics chains**

INTEGRATE  
**maritime transport** into the  
global logistics chain

FACILITATE  
the **Trans-European Transport Network's** connection to  
the **Trans-Mediterranean Transport Network**.

**Overall, the initiative will prove strategic in developing the Mediterranean region and increasing exchanges between its two rims.**



## PROMOTING SUSTAINABLE AND INNOVATIVE URBAN PROJECTS

The Mediterranean region is experiencing significant spatial transformation as a result of population growth, widespread urbanisation and deep changes in its economic and social model. This transformation is particularly felt in cities, which are confronted with new environmental impacts, natural risks increased by climate change, the emergence of new technologies and political and social developments in the region. Urban growth, following persistent rural-urban migrations, will generate a strong demand for housing, facilities and urban services, and will require job creation in order to maintain a balanced development of the cities. Urban development is a multi-dimensional field that calls for a bottom-up approach and regionally applicable solutions to a number of demographic, social, environmental and technological challenges faced by the Mediterranean region, both at regional and local level.

The Union for the Mediterranean actively promotes sustainable urban development following an integrated, cooperative approach in the Mediterranean. The Urban Projects Finance Initiative (UPFI) has been developed under the umbrella of the UfM, as one of the pillars of the Euro-Mediterranean Sustainable Urban Development Strategy, on the basis of the mandate given by the Ministerial Meeting on Sustainable Urban Development, held in November 2011.



“Strong urbanisation is taking place; there is movement from rural to urban areas, there is need for housing, there are threats from climate change. The idea is that, through the UPFI, we can work together to bring projects forward more quickly and to not only prepare them but also finance them and implement them.”

**Gerry Muscat**

Head of Division, Regional and Urban Development, European Investment Bank





## Regional dialogue (Ministerial Meetings, Platforms, Expert Groups)

The seventh UfM Working Group Meeting on Urban Development took place in 2015, with a view to develop partnerships, synergies and coordination with national and multilateral organisations, IFIs, experts and other important actors working on urban development issues.

The Union for the Mediterranean Secretariat also advocated the holding of the next Ministerial Conference on Sustainable Urban Development in 2016, following a decision of the UfM Co-Presidency and SOs. The Conference could help to further support the UfM's activities favouring sustainable urban development as it grants the opportunity to provide a new roadmap in light of challenges facing Mediterranean cities today. In this regard, the Conference may result in setting up a second edition of the UPFI (UPFI-2).

## Promoting sustainable urban development in the region

### The Urban Projects Finance Initiative (UPFI)

The UPFI identifies and develops flagship sustainable urban development projects, by providing them with technical assistance to accelerate their implementation and ensure their bankability according to the standards of financial institutions.

The UPFI aims to establish harmony between the natural environment and economic development dynamic that enhances the attractiveness of cities. Moreover, the integrated approach that is required for any project to be eligible for the UPFI places great importance on energy efficiency and low environmental impact components, as a contribution to sustainable urban development aspects.

Within the framework of the UPFI, the UfM promotes the development of 15 projects from nine countries (Morocco, Algeria, Tunisia, Egypt, Jordan, Lebanon, Palestine, Israel and Turkey).

The Bouregreg Valley Development Project was labelled in 2015, as the third project to receive the UfM label under the framework of the UPFI.

In 2015, the Project Preparation Stage started for all UPFI-labelled projects, which will be carried out with technical assistance provided by the UPFI. In this regard, the contract between AFD and Transtec was signed in 2015. Transtec is in charge of preparing the ToR for the Technical Assistance of each project, as well as the contract.



**€60** billion  
in urban infrastructures – the  
estimated amount the region will  
need in the next 20 years





## UPFI

### PHASE 1

**122** projects  
IDENTIFIED

### PHASE 2

**50** projects  
PRE-SELECTED

### PHASE 3

**25** projects  
EVALUATED

**15** projects  
TO RECEIVE  
UPFI SUPPORT

The three projects labelled within the framework of the UPFI so far are:

### Imbaba Urban Upgrading Project

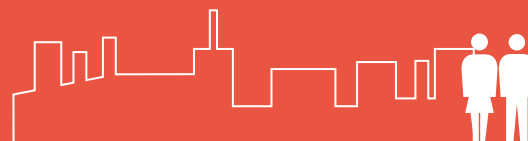
The main objective of this project is to strengthen the integration of Imbaba, one of the most populated and unplanned urban areas of Egypt, with the city of Cairo. It will do this by providing its 700,000 inhabitants with the basic facilities, infrastructure and services that it is currently lacking. It is an urban development project with a strong social dimension, which serves as a best practice example of resilient infrastructures.



BENEFITTING  
**700,000** inhabitants

### Sfax Tapapura Project

After the depollution of the northern coast of Sfax, Tunisia's second biggest city, the project foresees the rehabilitation of its beaches and the creation of 420 hectares of land in order to extend the metropolitan area and that of Greater Sfax, benefitting its 50,000 inhabitants. The project has a strong environmental dimension, which will have a significant impact on the economic and touristic appeal of the city.



BENEFITTING  
**50,000** inhabitants

### Bouregreg Valley Development Project

The metropolitan area of Rabat-Salé-Témara, Morocco's second largest area in terms of population and economy, is divided by the Bouregreg Valley. The project comprises the third phase of the Bouregreg Valley Development Plan, which is the backbone of all urban development in this metropolitan area. It will develop new neighbourhoods for professional and residential use (to achieve social diversity), as well as public amenities and spaces. It will also preserve cultivated land and create natural ecological spaces. This exemplary urban project promotes social diversity and environmental protection, benefitting around 80,000 inhabitants.



BENEFITTING  
**80,000** inhabitants



## BOOSTING THE DEVELOPMENT OF RENEWABLE ENERGY AND ENERGY EFFICIENCY

In the energy sector, the Union for the Mediterranean Secretariat pursues the promotion of an integrated Renewable Energy (RE) market, the development and implementation of national Energy Efficiency (EE) action plans, as well as the convergence of energy markets. During 2015, in order to reach its objectives on policy dialogue, the UfM supported the creation of three UfM Energy Platforms (the UfM Regional Electricity Market Platform, the UfM Renewable Energy and Energy Efficiency Platform, and the UfM Gas Platform), which were established by Senior Officials of the UfM in their Meeting of 31 March 2015. Simultaneously, with respect to promoting energy-related projects, the UfM has worked on various initiatives and project proposals, as well as on corresponding financial mechanisms that support the preparation of such projects.

99.5%

of inhabitants in the UfM region  
have access to electricity





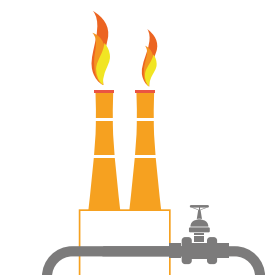
## Regional dialogue

During 2015, the UfM Secretariat followed an overall energy approach based on three UfM Energy Platforms. The Platforms continue to operate, and have incorporated previous work that was developed during 2014 by the Extended Technical Committee and its working groups.

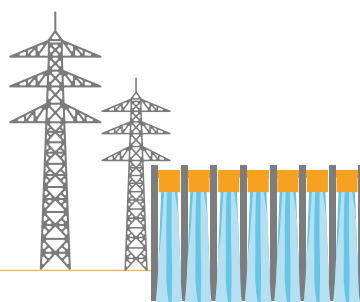
### UfM Energy Platforms

During the Meeting of Senior Officials (SOM) of 31 March 2015, held in Brussels, the Senior Officials agreed to establish three UfM Energy Platforms in order to reinforce cooperation among member countries, related to the shared priority area of energy:

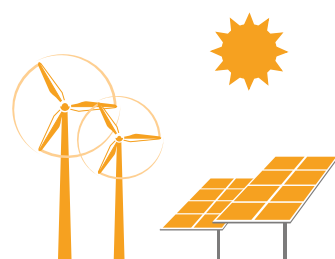
UfM Gas Platform



UfM Regional Electricity Market Platform (UfM REM Platform)



UfM Renewable Energy and Energy Efficiency Platform (UfM REEE Platform)



The purpose of these Platforms is to provide a permanent forum for discussing energy policy objectives and measures, with a view to identify concrete partnership actions and to follow up on their implementation.

The official announcement of the three UfM Energy Platforms took place in Rabat on 6 May 2015. The launch of the UfM Gas Platform was held in Brussels, and that of the UfM REM Platform took place in Rabat. Several preparatory and steering committee meetings were held throughout 2015 in order to prepare and monitor the work carried out by these UfM Energy Platforms.



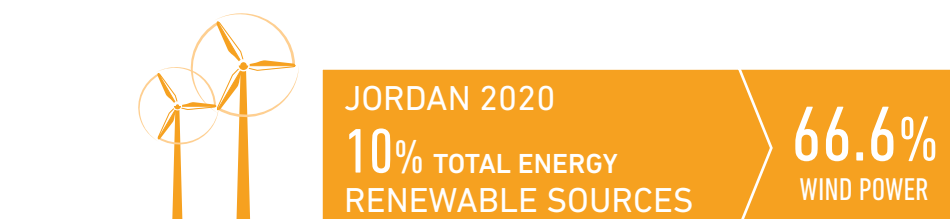
## Project Promotion



### Tafila Wind Farm

The Tafila Wind Farm sets a new precedent for renewable energy projects in the Mediterranean. Labelled in 2014, the Tafila Wind Farm started to operate during 2015. The Jordanian project will cover 3% of the national electricity demand and will create many jobs for qualified workers. As a private investment, Tafila Wind Farm has a direct impact on growing business opportunities in the region.

Located in the Tafila Governorate, the 117 MW wind farm contributes to Jordan's energy strategy and to regional targets in the field of clean energy. Jordan has set an ambitious goal of achieving 10% of total energy from renewable sources by 2020, of which wind power will account for 66.6%. The project aligns with regional dialogue objectives as it will contribute to reducing the country's high dependency on energy imports, whilst simultaneously generating renewable energy. Tafila creates a local value chain (job opportunities and training capacities), improves access to energy, increases energy security and decreases greenhouse gas emissions.



### UfM Energy University by Schneider Electric

Labelled during 2015, the UfM Energy University, by Schneider Electric, adapts Schneider Electric's Energy University programme to the priorities identified by the Energy Platforms, and offers free online courses to member countries. It is a free lifelong learning programme for engineers and professionals of the energy sector, in which over 200 courses are offered and endorsed by 23 global professional associations, thus contributing to the reinforcement of capacities of renewable energy and energy efficiency professionals across the region.



## EBRD - SPREF - SEMed Private Renewable Energy Framework

The SPREF aims at increasing the number of private investors in renewable energy markets, and the size of their investments, through the improvement of the legal and regulatory frameworks and the support of private renewable energy projects in Morocco, Tunisia, Egypt and Jordan. The three-pillar methodology consists in a capacity-building programme to identify regulatory gaps and promote ways to resolve them; financing technical assistance for project preparation; and providing investment loans for eight to ten private renewable energy projects. With an overall estimated cost of €835,670 million, the SPREF will additionally contribute to avoiding 700,000 tons of CO<sub>2</sub> emissions annually.



The implementation of renewable energy projects will increase its production by

**365% in 2020**

BASED ON NATIONAL TARGETS

## Observer status and inclusion in steering committees of energy-related projects

The UfM was granted observer status at the steering committees of **SUDEP** (Sustainable Urban Demonstration Energy Projects) and **CESMED** (Cleaner Energy Saving Mediterranean Cities) projects, and closely follows and participates in their respective meetings and activities. Both EU-funded projects support local authorities in their efforts regarding energy efficiency and renewable energy measures; while CESMED accompanies local authorities in preparing sustainable energy action plans (SEAP), SUDEP provides funding for the implementation of 12 energy efficiency and renewable energy pilot projects. The link that SUDEP and CESMED have with the Mediterranean Covenant of Mayors is of particular significance.

## Participation in financial mechanisms supporting project preparation and implementation

### MSP-PPI (Mediterranean Solar Plan - Project Preparation Initiative)

The UfM has participated in the Steering Committee of the MSP-PPI since its inception. Led by the EIB and with the participation of the European Commission and KfW, the MSP-PPI accelerates the implementation of renewable energy and energy efficiency projects in seven Mediterranean partner countries: Algeria, Egypt, Palestine, Jordan, Lebanon, Morocco and Tunisia. The kick-off meeting of the MSP-PPI took place on 20 May 2015 during which, among other things, a consensus was reached on the ToRs of the MSP-PPI Steering Committee. The first Steering Committee meeting took place in Luxembourg in 2015, in which the project pipeline and eligibility criteria were discussed.







## Regional dialogue

### UfM Climate Change Expert Group (UfMCCEG)

In coordination with the UfM Co-Presidency, a Mediterranean Climate Week was organised in Skhirat, Morocco, in May 2015. During this week, an Informal UfM High-level Conference on Climate Change was held, as well as the second UfMCCEG meeting. Both events aimed at supporting regional and national efforts to prepare climate change contributions and pave the way for a global agreement at the UNFCCC COP21 in Paris by the end of 2015. On this occasion, the UfM Secretariat presented a proposal for establishing a NAMA (Nationally Appropriate Mitigation Actions) initiative, which was unanimously endorsed by present UfM Member States. Member States also supported the UNEP initiatives (En.lighten and 1 Gigaton Coalition) and the works carried out towards the adoption of the UNEP/MAP Regional Adaptation Framework.

On 1 and 2 October, the third UfMCCEG was held in Barcelona. During this meeting, an overview of current international negotiations was presented, including those relating to INDCs (Intended Nationally Determined Contributions). In this regard, the Co-Presidency stressed the importance of adequately following up with national contributions after Paris. Enhancing climate knowledge in the region, facilitating access to climate finance after COP21 (including private investment) and supporting relevant climate projects of local authorities were identified as the main priorities for the work of the UfMCCEG, whilst fostering regional cooperation on low carbon development and resilience building.

### Facilitating access to climate finance

Due to the huge investments that would be needed in the Euro-Mediterranean region to face the challenges posed by climate change, the UfM is working closely with international financial institutions and multilateral and bilateral donors in order to ensure better consistency of ongoing and future facilities available to address climate change effects and bridging the gap between political commitments and implementation of projects. A special focus has been put on the implementation of NAMAs (Nationally Appropriate Mitigation Actions) adopted by UfM Member States, with the objective of identifying projects and facilitating access to existing funds by providing technical assistance for project preparation.

### Enhancing climate knowledge in the region

There is a wide consensus on the need for strengthening regional knowledge on climate change impacts in the Euro-Mediterranean region and for providing a platform for compiling and disseminating existing scientific knowledge on the subject. To that end, the UfM is supporting emerging initiatives aimed at creating a science-policy interface to provide sound scientific information about environmental issues of concern for the Mediterranean region, such as the Mediterranean Experts on Climate and Environmental Change (MedECC) initiative.

### Supporting local authorities on low carbon development and resilience building

The involvement of regional and local authorities is key in order to ensure the real impact of climate action, while resilience of human settlements will become a high priority in the regional agenda. Together with the efforts carried out under the UPFI, the UfM has been working to identify initiatives aimed at implementing projects at the local dimension; the works carried out in order to launch a Mediterranean Covenant of Mayors are an important milestone to reinforce this dimension.



## PROMOTING WATER AND ENVIRONMENT PROJECTS FOR A SUSTAINABLE FUTURE IN THE MEDITERRANEAN

In a context of increasing water scarcity, combined pressures on natural resources from a wide range of users, advancing desertification processes, and climate change, the Union for the Mediterranean Secretariat has continued building on the mandates and lines of action endorsed in the field of water and environment through the UfM Ministerial Declaration on Water (Jordan, 2008); the UfM Ministerial Meeting on Environment and Climate Change (13 May 2014) and the Mediterranean Strategy on Education for Sustainable Development; and the newly approved UfM Ministerial Declaration on Blue Economy (17 November 2015).

The **actions of the UfM Secretariat** are contributing to tackling the major regional environmental challenges, as identified by the UfM Member States themselves, namely:





## Regional dialogue

Following on from the Ministerial Declaration on Water in 2008, the 5th Water Expert Group was successfully organised on 23-24 November in Luxembourg. The adopted recommendations focused on the elaboration of a joint roadmap and work programme, which are already being followed up by the drafting group formed for this purpose.



Water Expert Group (WEG), Luxembourg, 23 and 24 November 2015

The UfM Ministerial Declaration on Blue Economy was adopted on 17 November 2015, following two *ad hoc* Senior Officials Meetings in March and May and the organisation of a multi-stakeholder Conference on Blue Investments. The launch of a new Blue Economy initiative falls within the framework of the global UfM sustainable development strategy and commits the 43 UfM Member States to closer cooperation on the Blue Economy and maritime governance. This work intends to make best use of the potential of the Blue Economy to address key regional challenges related to the promotion of growth, jobs and investments and reducing poverty, recognising that clean and healthy seas are drivers and enablers for national and regional economies. The UfM Secretariat was tasked with setting up the UfM Forum on Blue Economy in order to promote regional dialogue on sustainable Blue Economy and support the related regional agenda and portfolio.

According to the new mandate entrusted by the Ministerial Meeting on Environment and Climate Change, throughout 2015, the UfM Secretariat was actively involved in fulfilling its role as co-chair of the Pollution Reduction and Prevention Investment Group (PRPI), in coordination with key partners, namely the European Environment Agency, UNEP/MAP, the European Commission and the European Investment Bank. The Pollution Reduction and Prevention Investment Group (PRPI) agreed on a joint roadmap with the attending IFIs (the European Investment Bank, the European Bank for Reconstruction and Development, the World Bank, the Agence Française de Développement and the Green Environmental Fund). For depollution projects, particular importance in 2015 was placed on the definition of a joint methodology for prioritising investment projects in the Mediterranean, updating key information related to the projects, preparing priority investment needs to meet the overall objectives, and coordinating funding for implementing the projects. The Secretariat was equally fully involved in the capacity-building component of the H2020 Initiative, which was linked to and supported by the UfM-labelled project BlueGreen Med-CS, with regard to the civil society component.

More than  
**180 million**  
people in the region are  
considered WATER POOR

and an additional  
**60 million**  
face WATER STRESS



## Promoting Access to Water Resources and Water Management

### Desalination facility for the Gaza Strip

The availability of fresh water in Palestine is amongst the lowest in the world. In the Gaza Strip, the only available water source is groundwater from the deteriorating Coastal Aquifer underlying the area. The large-scale desalination facility and its associated water supply infrastructure will supply drinking water to more than 1.8 million Palestinian inhabitants, thereby offering a sustainable solution for the chronic and longstanding water shortage in the Gaza Strip.

In 2015, the Palestinian Water Authority and the World Bank finalised the Terms of Reference for the technical assistance on the associated works, including the North-South Water Carrier and the Non-Revenue Water components.

The European Investment Bank (EIB), the World Bank (WB) and the European Commission (EC) undertook a mission to Palestine on 16-20 March 2015 to discuss the energy issues and advance on the project's implementation. After the meetings, and upon agreement by all parties, the EIB presented an *aide-memoire* displaying the project's main issues and next steps.

In April 2015, the EIB provided a proposal for the power supply that not only takes into consideration the grid and gas connection options but also a full back-up power supply. Following the successful choice of the power supply solution, a call for tender for the on-site power plant was launched in September 2015 and another one for the off-site power plant will be launched in March 2016.

Following the Luxembourg Group meeting and in line with the updated quadripartite project's roadmap for 2015, the UfM Secretariat organised a trilateral meeting among the EIB, the EC and the UfM on 6 July 2015, in Barcelona. The gathering provided an update on the state-of-play and the *aide-memoire* findings. On 8 October 2015, the UfM Secretariat and the Government of Palestine convened a High-level Meeting which successfully validated all the technical studies including the energy arrangements.

On 15 February 2016, the UfM Secretariat organised a meeting in Brussels with the participation of the government representatives of Palestine and Israel as well as representatives of both the European Commission and the Office of the Quartet to advance in the implementation of the Desalination Facility. The Israeli Delegation confirmed the Israeli Government's political support for the project and its commitment to aide and support the construction of the facility. The Palestinian Delegation emphasised its readiness to take all necessary measures for the project's implementation.

2015 witnessed the engagement of new actors in the Desalination Facility Project including financial support of \$20 million to the non-revenue water component, allocated by USAID. The Office of the Quartet is to play a facilitation role regarding material access and the mobility of experts.





In February 2015, Kuwait pledged \$60 million for the North-South water carrier component. Following the Pledging Conference held in Sharm el-Sheikh in 2014, an international donors conference is foreseen to take place in 2016.



Final Consultation Workshop of the Palestinian Water Policy Dialogue within the UfM-labelled Governance & Financing for the Mediterranean Water Sector regional project, Ramallah (Palestine), 2 December 2015

## Governance and Financing for the Mediterranean Water Sector

This project delivers a set of country analyses and a regional action plan to improve public governance and attract investments to the water sector of the Mediterranean region.

The core objective of the project is to diagnose key governance and capacity-building bottlenecks to mobilising financing through public—private partnerships (PPP) for the Mediterranean water sector, and to support the development of consensual action plans based on international good practices. In particular, the project focuses on assessing the opportunities and institutional and regulatory challenges arising from PPPs as a tool in the hands of policymakers to manage water resources and financing services in an effective, sustainable and affordable manner.

So far, the project has been implemented in Tunisia and Jordan; and, during 2015, the Palestine component was concluded and the report launched. Around 180 participants took part in the consultation process/country, representing all segments of the governance system, which concluded with a final report on 'Water Governance in Palestine: Sector Reform to include Private Sector Participation'.

At this stage, fundraising efforts are underway to secure funding for Morocco, Egypt and Albania. Negotiation is taking place between the OECD, GWP-Med and EBRD under the leadership of the UfM Secretariat. Activity for Lebanon is planned for 2016.

The Third regional dialogue on the subject will be organised during the first quarter of 2016 in Morocco to enable more feasibility on the project, with the aim of attracting the country's donor community to support the local component in both Morocco and Egypt.





5+5 Water Strategy in the Mediterranean Meeting, Madrid, 10 September 2015

## The Mediterranean Water Knowledge Platform

The Sustainable Water Integrated Management Programme – Support Mechanism (SWIM-SM) in its second phase will focus on information management as an important tool for enhancing the water policy dialogue and integrated water resources management principles.

Ongoing consultations within the 5+5 Water Strategy Team are taking place with the aim of focusing on water information management and the water knowledge hub project. The project was presented by Spain, Algeria and France and it gained major consensus and highlighted the importance of advancing this topic in the 5+5 action plan.

The UfM Secretariat devised a new strategy with the promoters to split the project into two autonomous components to ease the fundraising process and enable the regional component to start, and to increase synergies with the Shared Environmental Information System (SEIS), whose contract is to be renewed by the European Commission.

## Water Integrity in the MENA Region

The official launch took place on the occasion of the regional meeting “Water and Nature Conservation Knowledge Sharing in the MENA region”, organised by the SIWI and the IUCN in Sharm el-Sheikh, in 2015. The meeting stressed the importance of strengthened dialogue and awareness-raising to advance progress across the region in managing scarcity and securing the future while calling for integrated governance approaches and balancing the demand for water from different sectors, and a systematic involvement of diverse stakeholders, including local communities, in decision-making and in the mechanisms necessary for increasing accountability and transparency.

**The target groups** included water regulation, controlling and planning officials, water managers, the private sector, utility operators, farmer organisations, water user associations, local leaders, and the media.



The potential cost across the EU for coastal and beach cleaning was assessed at almost  
**€630 million**  
per year





## Protecting the Mediterranean Sea and promoting sustainable development

### H2020 Initiative for a Cleaner Mediterranean Sea

The UfM is actively involved as co-chair of the Pollution Reduction and Prevention Investment Group (PRPI), in coordination and agreement with key partners the European Environment Agency, UNEP/MAP, the European Commission and the European Investment Bank, to follow up on the priorities and objectives set out by the H2020 Work Programme. For depollution projects, particular importance in 2015 was placed on the definition of a joint methodology for prioritising investment projects in the Mediterranean, updating key information related to projects, preparing priority investment needs to meet the overall objectives, securing funding and implementing the projects.



"We are all aware of the environmental challenges. We would love to leave healthy water for our children, but the two shores of the Mediterranean need to work together, and that is what we have come to do."

**Yassine Annabi**

President of Bizerte Regional Development Association

### The Integrated Intervention Programme for Depollution of Lake Bizerte, Tunisia

The **Depollution Programme of Lake Bizerte** in Tunisia will rehabilitate the water and environment quality of the lake, improve sanitary and environmental conditions for an estimated 400,000 inhabitants living close to the sources of pollution, and develop local employment opportunities in the fields of sewage treatment, waste management, fisheries and agriculture.

The project was developed as part of the H2020 Initiative for a Cleaner Mediterranean Sea. Total programme costs are €90 million. The EIB signed their loan agreement of €40 million in 2013, the EU's Neighbourhood Investment Facility is contributing €15 million, and the Tunisian government is providing almost 18% of the project's total cost sum of €16 million. The project will be launched in 2016.



Lake Bizerte, Tunisia, 16 December 2015



## Med RESCP: Post Rio+20 Promotion of Adoption of Sustainable Consumption and Production Patterns, in particular Resource Efficiency, in the Mediterranean Region

Med RESCP – jointly led by the UNIDO, EBRD and UNEP/MAP – supports the shift towards sustainable consumption and production patterns in order to achieve productive, circular and sharing economies in the Mediterranean region. In a two-pronged approach, this project foresees to:

- stimulate the development of green industries and entrepreneurship in the Western Balkans and Turkey through the implementation of technical assistance and pilot projects;
- provide access to financing for companies adopting Sustainable Consumption and Production (SCP)/Resource Efficiency (RE) models in Egypt, Jordan, Morocco and Tunisia.

The project integrates and complements the EU-funded SwitchMed programme ([www.switchmed.eu](http://www.switchmed.eu)), and has received a €5 million grant from Austria for upscaling the SCP/RE enabling and demo activities for green industries, businesses and local stakeholders in Albania, Bosnia & Herzegovina, Montenegro and Turkey. The Austrian funding for the Western Balkans and Turkey is channelled through the EBRD and converged in a new Fund called the DRIVE Fund.



“The main problem is to create a sustainable production culture among enterprises, especially in SMEs, so it is very important to learn from the experiences of the Union for the Mediterranean-labelled projects.”

**Mevlüt Hürol Mete**

Ministry of Science, Industry and Technology of Turkey

## BlueGreen Med-CS: Networking civil society in the Mediterranean region through water and environment issues

The overall goal of this project is to strengthen existing and promote new cooperation and financial opportunities among Euro-Mediterranean Civil Society Organisations (CSOs) dedicated to water and environment, thereby maximising their contribution to sustainable development in the region.

The BlueGreen project was presented by MIO-ECSDE, the Mediterranean Information Office for Environment, Culture and Sustainable Development, at the 5th Water Expert Group, held in Luxembourg on 23-24 November 2015. BlueGreen has run capacity-building activities in conjunction with the H2020/SWIM programme. The Mediterranean Wetlands Initiative joined the project as co-promoter in 2015.



## IMPROVING STUDENT MOBILITY AND EMPLOYABILITY THROUGH EDUCATION

The Union for the Mediterranean activity in higher education and vocational training is directly aimed at responding to the major socio-economic challenges in the region, and in particular with regards to: youth employment, skills mismatch, transition from university to the labour market, integration of young people not in education, employment or training (NEETs), strengthening links between universities and the private sector.

2015 saw the need for the UfM Secretariat to invest further in vocational training, with a strong emphasis at regional level.



“The programme will definitely help me to develop my curriculum and professional background in the future because the EMUNI Master Programme in Intercultural Business Communication covers interesting subjects for somebody like me who wants to work in an intercultural environment.”

**Mohamed Bouagina**  
EMUNI University student



## Regional dialogue

- Throughout the year the UfM Secretariat closely followed up and contributed to the **5+5 Dialogue on Education and Vocational Training** and the **5+5 Dialogue on Higher Education, Research and Innovation**, with several opportunities to establish synergies with UfM-labelled projects and concrete actions in these respective fields. On 23-24 March, Ministers of Higher Education, Research and Innovation held a meeting in Madrid (Spain) and officially invited the UfM Secretariat to become their *ad hoc* Secretariat.
- The UfM Secretariat actively contributed to the 20th meeting of the **Euro-Mediterranean Group of Senior Officials in Research and Innovation (Euro-Med GSO)** held on 23 November in Brussels (Belgium).
- Contacts and consultations between the UfM Secretariat and participating countries in the **Partnership for Research and Innovation in the Mediterranean Area programme (PRIMA)** have been increased following the European Commission's validation in 2015 of the inception impact assessment of the proposal submitted by the countries. PRIMA is a long-term integrated research programme on food development and water resources for the development of inclusive, sustainable and healthy Euro-Mediterranean societies. The UfM Secretariat has been identified as the organisation that could host the future Dedicated Implementation Structure (DIS) of the programme.
- On 16-17 July 2015, the Luxembourg Presidency of the Council of the EU asked the UfM to be the institutional framework for the development of a multi-stakeholder initiative on youth employment through vocational training in the Maghreb countries. In close coordination with the three targeted countries (Algeria, Morocco, Tunisia), the UfM Secretariat played an active role in the preparatory phase of the initiative through cross-sectoral work between the higher education & research, business development and social & civil affairs sectors.



Ministers of Higher Education, Research and Innovation of the Dialogue 5+5 invited the UfM Secretariat to become their *ad hoc* Secretariat



The official presentation of the PRIMA programme in Madrid



## Supporting regional centres for Euro-Mediterranean Higher Education



Launch of the EMUNI Master Study Programme in Intercultural Business Communication

### Euro-Mediterranean University of Fes (UEMF)

An emblematic project following the initiative of His Majesty, Mohammed VI, King of Morocco, the Euro-Mediterranean University of Fes (UEMF) aims to be a leading regional centre of excellence open to students of all UfM Member States and beyond, welcoming in 2024 more than 6,600 students and offering a wide scope of programmes, ranging from humanities and social sciences to engineering.

The UEMF will help to promote dialogue, cultural exchange and cooperation in higher education and research between both sides of the Mediterranean. The groundwork for the construction of the campus of the Euro-Mediterranean University of Fes (UEMF) started in March 2015.

Temporary premises were established at Fes-Shore technopark, where the first master and doctorate programmes in renewable energy & energy efficiency and in environmental engineering accredited by the Moroccan Ministry of Higher Education, Scientific Research and Executive Training are under implementation. Approximately 50 students are currently enrolled.

In addition to these programmes, the first Euro-Mediterranean Institute of Technology, *INSA Euro-Méditerranée*, launched their first programmes with 65 enrolled students (from over 1,700 applications). This engineering school, placed at the heart of the UEMF, is the result of an agreement established between the French group INSA, the UEMF and a consortium of universities from Italy, Morocco, Portugal and Spain.

By 2024:

**6,600 students**

from throughout the Euro-Mediterranean region, Africa and the Middle East  
**WILL BE ENROLLED**



and an additional

**583 staff members**  
**WILL BE EMPLOYED**







On the occasion of the UfM Annual Conference held in Barcelona (Spain), on 26 November, the Presidents of the EMUNI University and the Euro-Mediterranean University of Fes (UEMF) signed a Memorandum of Understanding to strengthen synergies between both regional hubs for higher education and research (mobility of students and faculty, collaboration in academic and scientific research, design of complementary study programmes, joint fundraising, organisation of joint events and cooperation between respective Management Boards).

## EMUNI University

In April, the EMUNI University, in close collaboration with the UfM Secretariat, officially launched in Portorož (Slovenia) a two-year Master's degree programme in Intercultural Business Communication, which has already completed its first two face-to-face periods with a number of students from Southern Mediterranean countries.

Supported by the UfM Secretariat, the EMUNI University inaugurated in June the Centre for Arab, Islamic and Middle Eastern Studies at the Jable Castle near Ljubljana (Slovenia) in offices provided by the Slovenian Ministry of Foreign Affairs.

## Enhancing the UfM Secretariat as a platform for Mediterranean higher education and youth mobility

### High Opportunity for Mediterranean Executives Recruitment (HOMERe)

Labelled under the Med4Jobs Initiative, the HOMERe project promotes internship mobility experiences within transnational companies from the Mediterranean basin with the aim to improve employability prospects of postgraduate students and help employers in the Southern Mediterranean to connect with talented young people. The project, which will benefit 105 students over the next two years, was officially launched on 17 March 2015 in Marseille, France. During the first year, the project benefited nine students, five of them female, who performed a six-month internship in various cities in France, with almost 100% positive impact on their employment. Eight of them were recruited immediately after their Mediterranean placements. Several other companies have shown interest in the project, including countries not initially included in the consortium (Malta & Portugal).

Contacts were established with an EU-funded project (Tempus), developing an electronic platform of intermediation between interns and companies offering internships in the Southern Mediterranean (SEMSEM) which will be made available to HOMERe in 2016 following the signature of an MoU.



Launch of HOMERe





## Improving the quality of vocational training and higher education in the Euro-Mediterranean area

### Mediterranean New Chance (MedNC)

Labelled under the Med4Jobs Initiative, the Mediterranean New Chance (MedNC) project was launched in Tunisia on 12 January 2015 and proved successful in the creation of a transnational dynamic focused on inclusive growth, based on both regional dialogue and progressive enlargement to new countries. MedNC, promoted by the Office of Economic Cooperation for the Mediterranean and the East (OCEMO) in partnership with the Second Chance School of Marseille (E2C-Marseille) and the French Development Agency (AFD), aims to build a network of accredited “New Chance” schemes for the occupational and social integration of young people excluded from the labour market. Targeting both school dropouts and unemployed graduates, the project is based on the successful E2C pedagogical model and specifically tailored to the context and needs of Southern Mediterranean countries, at this stage Morocco, Tunisia and Algeria.

In July 2015 the ISCAE (*Institut Supérieur de Comptabilité et d'Administration des Entreprises*), affiliated to the University of la Manouba, concluded the first edition of the ISCAE New Chance programme. The course lasted six months and involved a total of 17 teachers, 15 volunteer trainers and 22 students, of which 19 were female. Building on this successful experience, the promoters of the project are now considering the possibility of further expanding the programme in Tunisia.

The MedNC project is also in the process of being replicated in other countries from both rims of the Mediterranean, equally affected by youth unemployment, such as Spain and Egypt. The UfM Secretariat organised with the OCEMO the first meeting of the Second Chance Schools of Spain (E20) (*Escuelas de la Segunda Oportunidad*) aimed at developing a Spanish network of such entities, with the objective to consolidate a standard model of E20, fostering its development and sustainability and assuring recognition at national level while strengthening cooperation with other entities from the Euro-Mediterranean region. A multilateral agreement and a charter of principles were signed by the participating Spanish entities. A clear roadmap envisaging integration into the Mediterranean New Chance Network (MedNC) project was also drawn up.

Various meetings with Egyptian institutional representatives (governorate of Alexandria), civil society and the private sector (the Alexandrian Business Association and the French Chamber of Commerce in Egypt) took place and Egyptian stakeholders joined the MedNC network.



Students participating in the MedNC programme at the ISCAE in Tunisia (*Institut Supérieur de Comptabilité et d'Administration des Entreprises*)



3rd Steering Committee of the MedNC programme



## Facilitating North-South dialogue within Mediterranean scientific research frameworks

### Higher Education on Food Security and Rural Development (CIHEAM)

Within the framework of the UfM-labelled project Higher Education on Food Security and Rural Development, the *Centre International de Hautes Études Agronomiques Méditerranéennes* (CIHEAM) awarded a total of 55 scholarships on a yearly basis to Southern Mediterranean female students enrolled on MSc degrees in the four CIHEAM institutes.

From the 55 grants, 20 were allocated for the 2014-2015 academic year and 21 for 2015-2016. In addition to these, 14 female students from the 20 selected in 2014-2015 have obtained a second year scholarship to implement a research protocol validated by CIHEAM scientific teams.

In June 2015, the UfM Secretariat also coorganised an International Conference with the CIHEAM entitled “Agricultural Higher Education in the 21st Century” in Zaragoza.



International Conference with CIHEAM entitled “Agricultural Higher Education in the 21st Century”, in Zaragoza



## FOSTERING GENDER EQUALITY AND WOMEN'S SOCIO-ECONOMIC EMPOWERMENT: A STRATEGIC DIMENSION FOR HUMAN DEVELOPMENT

The Euro-Mediterranean region as a whole continues to score the lowest rates regarding women's participation and access to equal opportunities; in parallel, within an average of over 28% youth unemployment in the Middle East and North Africa region, the unemployment rate of young women is double that of young men. Further social and economic empowerment of women will allow better response to the current challenges faced by the region.

So far, the UfM Secretariat HAS ORGANISED:

**15** THEMATIC  
WORKSHOPS, SEMINARS  
AND CONFERENCES

**+2,000**  
PARTICIPANTS



**8** PROJECTS  
have been labelled



**43** UfM  
COUNTRIES



with a target  
**50,000+**  
BENEFICIARIES



### Fostering women's participation in economic life

In 2015 the UfM Secretariat organised the second edition of the High-level Conference on Fostering Women's Participation in Economic Life, with the participation of 250 experts and government representatives from 35 countries. In addition to exploring ways of overcoming the main obstacles to full economic participation of women, the Conference identified new projects and initiatives as well as new partnership opportunities.



Samira Merai Friaa addressing the audience during the High-level Conference on Fostering Women's Participation in Economic Life.

## Regional dialogue

Back-to-back with the High-level Conference on Fostering Women's Participation in Economic Life, the first "Regional Dialogue on Women's Empowerment" was launched in 2015. This Regional Dialogue involves UfM Member States and key regional and international stakeholders, including civil society organisations. The Dialogue aims to review the implementation of the 2013 UfM Ministerial commitments on strengthening the role of women's in society – more specifically, in the field of participation of women in economic life, the fight against violence, women's access to leadership and combating gender-based stereotypes. A methodology for implementing the Regional Dialogue was prepared in close consultation with the UfM members who participated in May's *ad hoc* Senior Officials Meeting, and was sent by the Co-Presidency to the 43 UfM Member States. It was decided to create four working groups related to the four selected fields, who will work on a progress report that will feed into the conclusions of the next UfM Ministerial Conference on women's empowerment.



"I'd like to applaud the excellent work of the UfM in fostering dialogue across borders and for your firm commitment to the advancement of gender equality and women's rights."

Phumzile Mlambo-Ngcuka  
Executive Director UN Women





## Supporting the regional agenda on gender equality and women's empowerment with concrete projects and initiatives

### Young Women as Job Creators

**Promoter: AFAEMME**

The second phase of the project, which is part of the Med4Jobs Initiative, started in April 2015 and was officially launched on 21 May 2015 in parallel to the UfM's High-level Conference on Fostering Women's Participation in Economic Life.

This phase targets Albania, Egypt, Jordan, Morocco, Palestine and Tunisia and aims at promoting self-employment and entrepreneurship among 2,000 young female university students. A minimum of 70 young women are expected to successfully start their business projects by the end of the programme. The project is funded by the Norwegian government, the Principality of Monaco and the promoter's own funds.

The project partners in the targeted countries delivered the Women Entrepreneurship Days during the second semester of 2015. A minimum of 100 students benefited from the WEDs in each country. More than half of these young women are currently being trained and advised for transforming their business ideas into initial business plans, which will be reviewed and approved as professional business plans later. The best ideas of business will benefit from individual mentoring at every stage to create the businesses and support in accessing finance.



"I'm currently working as a young entrepreneur in my own country. I've just set up my own company, with the aim of building a private school to provide pre-school, primary, junior and secondary education. The school will be built in a rural area of Morocco."

**Soukeina El Bouj**

Beneficiary of the project Young Women as Job Creators

### Forming Responsible Citizens

**Promoter: Ideaborn**

This project contributes to the prevention of gender-based violence and the promotion of gender equality through implementing a renewed civic education curriculum in Tunisia, Morocco and Egypt.

The project started in April 2015 and the official launch was 21 May 2015 following the 2015 UfM High-level Conference on Fostering Women's Participation in Economic Life. A national diagnostic on the promotion of gender equality in the education system of Morocco has already been finalised and will be finished soon in Tunisia.

Part of the project is financed by the Norwegian government. A new agreement was signed in December 2015 with the Principality of Monaco, who will also financially contribute to the project.





## Developing Women's Empowerment

### Promoter: Euro-Mediterranean Women's Foundation

The project, launched in May 2015, and funded by the French government, supports women of the Euro-Mediterranean region in their quest for empowerment and gender equality. It is done via specific actions including:

- the dissemination of gender-related information and knowledge;
- the creation of a network of associations and organisations involved in women and gender equality;
- the development of on-the-ground grassroots projects, focusing on women's socio-economic empowerment in the Southern Mediterranean.

The three mentioned objectives are all interconnected and supported with a trilingual internet platform in French, Arabic and English.

Seven national consultation workshops to assess the progress made in gender equality and to provide recommendations to policymakers were organised in 2015 by local associations in the Southern Mediterranean targeted countries, in Oran (Algeria), Giza (Egypt), Irbid (Jordan), Mount Lebanon (Lebanon), Marrakech and Safi (Morocco), West Bank (Palestine) and Sousse and Monastir (Tunisia).

## Skills for Success: Employability Skills for Women

### Promoter: AMIDEAST

This project's goal is to support 450 underprivileged young women and girls from Jordan, Lebanon, Morocco, Egypt and Tunisia in acquiring practical tools and knowledge needed to access labour markets, such as English language, skills for the workplace, computer literacy, business communication and job-finding skills.

By the end of 2015, the training activities started in various cities of Lebanon, and were already completed in Jordan and Morocco. The job placement percentage among the total number of beneficiaries in these two countries is estimated at 49%, and around 30% of the beneficiaries decided to return to school because of the programme. This project falls under the Med4Jobs Initiative.



Young women in one of the project's training sessions, in Jordan



“Before enrolling on Skills for Success, I was so lost and confused about what I should do about my life and future job. Then I had the chance to meet wonderful trainers who knew how to guide me to get my dream job and discover my skills. I realised I just needed the right positive push and I thank them for that. Three weeks after completing the programme, I got a new job at Excelsa in Casablanca.”

**Asmaa**

Skills for Success graduate

## CEED GROW: Growing and Scaling Small and Medium-Sized Businesses

**Promoter: CEED**

This project, which falls under the Med4Jobs Initiative, was labelled on 24 May 2015. The overall objective is to enhance the leadership, management and entrepreneurial skills of 300 existing small and medium-sized businesses led by women entrepreneurs, and to scale up these companies in order to increase the number of jobs created.

## Promoting Women's Empowerment for Inclusive and Sustainable Industrial Development in the MENA Region

**Promoter: UNIDO**

This project is part of the Med4Jobs Initiative and was labelled on 27 November 2015. Its aim is to improve the economic environment for women, entrepreneurship development, and to mobilise interest, finance, technology and partnerships for business creation and expansion. The project is run by women's business associations in seven Southern Mediterranean countries. The first phase, funded by the Italian government, started in 2015.





## Women of the Mediterranean: Next Generation of Leaders (WOMED)

### Promoter: Sciences Po

WOMED was labelled in Amman on 2015. The project boosts the professional careers of young women by strengthening their skills, helps them to access high positions of responsibility and increases their advocacy abilities in gender equality. The project welcomed its first graduates in 2015; 19 women had the opportunity to participate in a two-week intensive programme, to raise awareness of gender challenges in the region and to deliver specific training in personal and professional development skills, such as public speaking and negotiation. The project is funded by the French government.



The first graduates of the Women of the Mediterranean: Next Generation of Leaders

## Women's Economic Participation and ICT in the Mediterranean Region: Constraints and Opportunities

A UfM workshop identified barriers and constraints that hinder women's full participation in the digital sector while exploring opportunities offered by the sector and highlighting good practices in the region. The workshop brought together representatives from key stakeholders in the Mediterranean. Two main outcomes resulted from this meeting: a Memorandum of Understanding signed with Microsoft Morocco to develop joint activities promoting access to information and communications technology (ICT) to women and young people, and a regional project that is under development in partnership with the UNDP to foster women's economic participation through ICT and innovation.



The multi-stakeholder workshop, held in Barcelona in March 2015

# Closer links with UfM Institutional Partners

Throughout 2015, the Secretariat of the Union for the Mediterranean worked in close partnership with Member States, European institutions, international and regional organisations, the private sector and civil society to continue enhancing cooperation and understanding between the two shores of the Mediterranean. The Secretariat expanded its inclusive partnership with **non-governmental actors**, as partners in the regional policy dialogues, as participants of its technical platforms, or as promoters and partners of the UfM-labelled projects at the operational level.





The UfM Secretariat strengthened relations and synergies with Euro-Mediterranean partners, such as parliamentarians, local authorities and economic and social stakeholders, driven by the integrating nature of the UfM process and its ecosystem.

The Secretariat has worked closely with the UfM ecosystem and stakeholders, organising joint actions and events, and developing synergies with them to maximise regional cooperation and integration through dialogue and exchange of ideas and good practices.

As the Co-Presidency of the UfM, the **European Union** is more than a partner. It is a central stakeholder in the activities of the UfM. Interactions and synergies between the UfM and EU institutions – **the Council, the Commission, the European External Action Service, the European Parliament** – were further consolidated in 2015. The **European Commission** is an essential stakeholder for the development of projects and a main funder of the Secretariat. The review of the European Neighbourhood Policy in 2015 expressed strong support to the increasing role of the UfM for the regional dimension of the Southern Neighbourhood Policy.

The Secretariat continued to work closely with parliamentarians at the Parliamentary Assembly of the Union for the Mediterranean (PA-UfM), the European Parliament and national parliaments of UfM countries.

#### Parliamentary Assembly of the Union for the Mediterranean (PA-UfM)

Continuing previous years of close cooperation, the UfM Secretariat worked closely with PA-UfM Bureau and Committees (Foreign Affairs, Human Rights, Women, Education) in order to reinforce synergies and ensure a better understanding and further visibility for UfM work. The Secretariat participated at PA-UfM events and Committees and hosted PA-UfM delegations and Committee meetings.

#### European Parliament

A working session was held by the Foreign Affairs Committee of the European Parliament on 22 June 2015 to present the 2014 Activity Report of the Secretariat of the Union for the Mediterranean and its 2015 Work Programme. The projects and initiatives developed by the Secretariat were discussed, as well as the state of play and way forward for the UfM as an operational policy platform fostering more regional integration in the Mediterranean.

#### Parliamentary Assembly of the Mediterranean (PAM)

The UfM Secretariat strengthened cooperation with national parliamentarians of the countries that are members of the PAM, making a special effort to further develop synergies between the PAM and the PA-UfM.



### Euro-Mediterranean Regional and Local Assembly (ARLEM)

In parallel with its institutional relations at national government level, the UfM Secretariat continued to work closely with regional and local authorities in order to further strengthen the local dimension of its regional cooperation and projects. The UfM Secretariat has strived to strengthen its cooperation with ARLEM. Together they have developed a capacity-building project in the field of sustainable urban development, which ARLEM intends to develop with the Euro-Mediterranean city network **MedCities**. **ARLEM's** contribution has also proved relevant for the development of the Covenant of Mayors, with over six thousand signatories from around the region, mobilised to address the challenges of climate change in the Mediterranean. Involving members of parliament and regional and local elected members in UfM activities provides greater proximity to our beneficiaries and enhances regional cooperation and integration.

### Anna Lindh Foundation

Taking into account the importance of mutual cultural understanding and the implication of civil society in the development of the Euro-Mediterranean region, an ever-closer proximity to the **Anna Lindh Foundation** was also promoted.

**A High-level Meeting on intercultural and interreligious dialogue**, organised by the UfM Secretariat at the initiative of the Kingdom of Spain, in partnership with the Anna Lindh Foundation, KAICIID, the UNAFIC and the EU, was held at the UfM's headquarters in Barcelona on 22-23 July, 2015, with more than 80 representatives from institutions for intercultural dialogue and cooperation, interfaith organisations and religious authorities. Focus groups formed from the different institutions will proceed with the common work of identifying good practices and compiling a document, taking stock of the actions implemented and identifying areas for common collaboration (see page 8).

### European Economic and Social Committee (EESC) and Council of Europe (CoE)

The UfM Secretariat has strengthened its relationship with the European Economic and Social Committee to discuss and exchange on the main UfM priorities and fields of work such as women's empowerment, job creation and entrepreneurship.

The UfMS, jointly with the Council of Europe (CoE), has identified possible fields of cooperation, such as education, youth, gender and intercultural and interreligious dialogue. Given the relevance of the CoE's work in the field of gender equality, the UfM Secretariat and the CoE have been working closely on this subject, and the CoE is already actively participating in the steering group for the preparation of the UfM Women's project Conference. The UfM Secretariat continued to partner with the North-South Centre of the CoE, namely through an active participation in the annual Lisbon Forum of the NSC, envisaging the establishment of a closer partnership to promote dialogue and cooperation in the Euro-Mediterranean region.

### United Nations Educational, Scientific and Cultural Organization (UNESCO)

The UfM Secretariat signed an MoU with UNESCO, in October 2015, to promote cooperation between the two institutions on the establishment and promotion of projects in the Mediterranean region, focusing on youth in particular.

The UfM Secretariat and UNESCO have an enormous potential for cooperation in different fields, given the complementarities that can be identified in their developed work. Work has already begun to identify concrete projects where those complementarities can be highlighted.

## Organization for Security and Co-operation in Europe (OSCE)

The UfM Secretariat initiated a cooperation with the OSCE, notably in the fields of regional cooperation and security.

Contacts are under way for a joint initiative between the UfM Secretariat and OSCE to prepare a climate and security initiative in the Mediterranean, with the objective of defining initiatives and projects aimed at mitigating transboundary climate-related threats. This is an effort that will lead to implementing concrete projects that will benefit the Euro-Mediterranean region.

## Enhanced coordination with Mediterranean institutions

In addition to some of the partners already mentioned, the UfM Secretariat further developed solid partnerships with institutional partners from the North and South of the Mediterranean and from other regions, essential for successfully implementing the actions and projects supported by the Secretariat, some of which also promote the following UfM projects: the **Association of the Mediterranean Chambers of Commerce and Industry** (ASCAME), **BUSINESSMED**, the *Institut de Prospective Economique du Monde Méditerranéen* (IPEMED), the **Marseille Center for Mediterranean Integration** (CMI), the *Institut Europeu de la Mediterrània* (IEMed), *Casa Mediterráneo*, the **Intermediterranean Commission of the Conference of Peripheral Maritime Regions** (CPMR), the **International Road Transport Union** (IRU), **Medgrid**, the *Observatoire Méditerranéen de l'Énergie* (OME), the **Regional Center for Renewable Energy and Energy Efficiency** (RCREEE) and the *Istituto di Studi sulle Società del Mediterraneo* (ISSM).

## Building partnerships with financial stakeholders

The UfM Secretariat intended to gradually move from project-specific fundraising strategies to wider, structured long-term partnerships with some of the region's major donors liable to support UfM projects on a thematic basis. Therefore, in addition to **pledging efforts on specific projects**, the Secretariat organised **meetings with several partner organisations according** to their fields of intervention and potential synergies in their activities in the field.

Main financial contributors, including the European Commission, the **European Investment Bank**, the **European Bank of Reconstruction and Development**, and UfM Member States, have continued to actively support the UfM.

The Secretariat pursued its fundraising strategy towards a wider and sustainable donor network, including a strategic project funding partnership with Norway, whose Government expressed its will to enter into a long-term partnership with the UfM. Similar contacts are being maintained with the French Development Agency (AFD), the Swedish International Development Cooperation Agency (SIDA) and the Spanish Agency for International Development Cooperation (AECID).



## Regional and sub-regional international organisations and initiatives

The **League of Arab States** is a key partner for the UfM. It actively participates in UfM Senior Officials Meetings.

The UfM Secretariat has been increasingly involved in some of the activities developed under the framework of the **5+5 Dialogue** more directly related to its priority areas.

Several actions and initiatives were developed in 2013 and 2014 with the **Council of Baltic Sea States**, the **Visegrad Group**, the **Union du Maghreb Arabe** (UMA) and the **Agadir Technical Unit**.

The UfM Secretariat also initiated preliminary contacts with a number of regional institutions such as the **Organization of the Black Sea Economic Cooperation**, the **Regional Cooperation Council**, the **Adriatic & Ionian Initiative** and the **Secretariat of the Commonwealth of Nations**.

The UfM Secretariat took part in the 12th Meeting of Foreign Affairs Ministers of the 5+5 Dialogue in Tangier on 6-7 October 2015, under the co-chairmanship of Morocco and Portugal. The meeting focused on a key issue in the region: "Youth, the gauge of a stable and prosperous Mediterranean".

"The Ministers recognise the key role played by the Union for the Mediterranean, a unique forum of cooperation gathering all Mediterranean countries, in its capacity as a platform for dialogue and partnership which, under the impetus of its Secretary General, has managed to become a true "agency of projects" aiming to promote the potential of regional integration and the cohesion between Euro-Mediterranean countries. They recall the importance of the UfM Secretariat continuing to promote concrete and structural projects that comprise positive benefits for the populations of the Member countries, as well as their growth and economic and social development."

Conclusions from the 12th Meeting of Foreign Affairs Ministers of the Western Mediterranean Forum (5+5 Dialogue)

## Partnerships developed in 2015

### JANUARY

**8** CIHEAM\*



**13**



European Economic and Social Committee (EESC)

**26**



Spanish Ministry of Economy and Competitiveness

### FEBRUARY


**11** AFAEMME



### MARCH


**16**

Agency for International Cooperation and Local Development in the Mediterranean



**14**

British University in Egypt



### APRIL

**8** EMUNI\*



**10**




International Road Transport Union (IRU)

### MAY

**4** IPEMED



**22** UNIDO



### JUNE

**9** BUSINESSMED




**18**



Organization of the Black Sea Economic Cooperation (BSEC)

### OCTOBER

**14** UNESCO



### NOVEMBER

**26**

Centre for Transportation Studies for the Western Mediterranean (CETMO)

**26**

Energy Charter Secretariat



\* Partnership convention/agreement to co-organise joint events







# AMPLIFYING THE MESSAGE

## Reaching out to key audiences

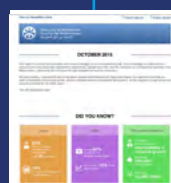
During 2015 the UfM Secretariat launched a specific campaign on stakeholder engagement to identify, engage and regularly inform the key government bodies, members of parliament, international organisations, non-governmental bodies, think tanks, universities and policy analysts in the Euro-Mediterranean region.

### IDENTIFY

MAPPING OF KEY PARTNERS AND STAKEHOLDERS AROUND THE REGION AND BEYOND

16,000  
CONTACTS

INFORMED REGULARLY  
THROUGH THE UfM  
E-NEWSLETTER



### INFORM

INCREASED PRESENCE AND IMPACT IN THE MEDIA

3,000  
MEDIA CONTACTS

+200  
ARTICLES PER MONTH IN  
KEY MEDIA OUTLETS



### ENGAGE

60  
EVENTS

seminars, workshops,  
brainstorming groups, Project  
Committees, visits and High-level  
Conferences

OVER  
5,000  
PARTICIPANTS





**+30,000**  
ONLINE FOLLOWERS

## WEBSITE

More than

**10,000 MONTHLY VISITS**



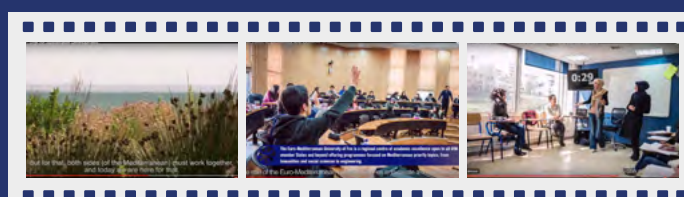
**40 NEW VIDEOS**

were uploaded to the Union  
for the Mediterranean page

**INTERVIEWS** with beneficiaries, promoters, stakeholders, etc.



Videos on UfM sectorial priorities



## UfM IN THE MEDIA



For more information: [ufmsecretariat.org/ufm-in-the-media/](http://ufmsecretariat.org/ufm-in-the-media/)

## PUBLICATIONS

### Infographics



### Project Reports



### Dossiers on the activities of the UfM in women's empowerment



### Newsletters



For more information: [ufmsecretariat.org/speeches-documents/](http://ufmsecretariat.org/speeches-documents/)

## Glossary of our abbreviations

**AECID**

Spanish Agency for International Development Cooperation

**AFD**

French Development Agency

**ARLEM**

Euro-Mediterranean Regional and Local Assembly

**ASCAME**

Association of the Mediterranean Chambers of Commerce and Industry

**ATU**

Agadir Technical Unit

**CCECC**

China Civil Engineering Construction Corporation

**CES-MED**

Cleaner Energy Saving Mediterranean Cities

**DIS**

Dedicated Implementation Structure

**EBRD**

European Bank for Reconstruction and Development

**EC**

European Commission

**EIB**

European Investment Bank

**EMDC**

Euro-Mediterranean Development Center

**EMLP**

Euro-Mediterranean Logistic Platforms

**ENP**

European Neighbourhood Policy

**ETF**

European Training Foundation

**FAO**

Food and Agriculture Organization of the United Nations

**FARM**

First Assessment Report for the Mediterranean Basin

**GIZ**

German Development Agency

**GTMO**

Group of Transport Ministers of the Western Mediterranean

**HOMERe**

High Opportunity for Mediterranean Executives Recruitment

**ILO**

International Labour Organization

**ITC**

International Trade Centre

**ISCAE**

*Institut Supérieur de Comptabilité et d'Administration des Entreprises*

**LOGISMED-TA**

LOGISMED Training Activities

**Maharat MED**

Developing Youth Employability and Entrepreneurial Skills – Maharat

**Med4Jobs**

Mediterranean Initiative for Jobs

**MedECC**

Mediterranean Experts on Climate and Environmental Change

**MedNC**

Mediterranean New Chance

**MoS**

Motorways of the Sea

**MPC**

Mediterranean Partner Countries

**MSP-PPI**

Mediterranean Solar Plan - Project Preparation Initiative

**OSCE**

Organization for Security and Co-operation in Europe

**PAM**

Parliamentary Assembly of the Mediterranean

**PA-UfM**

Parliamentary Assembly of the Union for the Mediterranean

**PRIMA**

Research and Innovation in the Mediterranean Area Programme

**PRPI**

Pollution Reduction and Prevention Investment Group

**RET**

Réseau Entreprendre Tunisie

**SNAP-T**

Southern Neighbourhood Advisory Programme for Transport

**SPREF**

SEMed Private Renewable Energy Framework

**SSE**

Social and Solidarity Economy

**SUDeP**

Sustainable Urban Demonstration Projects

**TMN-T**

Trans-Mediterranean Transport Network

**UN**

United Nations

**UfM**

Union for the Mediterranean

**UfM REEE Platform**

Union for the Mediterranean Renewable Energy and Energy Efficiency Platform

**UfM REM Platform**

Union for the Mediterranean Regional Electricity Market Platform

**UPFI**

Urban Projects Finance Initiative

**WB**

World Bank



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

© Union for the Mediterranean, June 2016

© All images the Union for the Mediterranean except for: cover photo © Fotolia by Adobe/calmllookphoto; p.17, 20 © GIZ; p.25 © ENPI (x2); p.28 © Pakize Adalioglu; p.33 © ENPI; p.46 © MINECO (x2); p.47 © EMUNI University; p.48 © HOMERe (x2); p.49 © ISCAE; p.50 © CIHEAM (x2); p.54 © AMIDEAST, p.55 © ENPI; and p.56 © Sciences Po.

Whilst the majority of this report's contents are based on events and actions in 2015, in some case the results, findings and next steps are informed by events and actions that occurred in the first months of 2016.

Production and translation rights reserved in all countries.

Printed in Barcelona, Spain.







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

Follow the UfM Secretariat on:



[www.facebook.com/ufmsecretariat](http://www.facebook.com/ufmsecretariat)



[@UfMSecretariat](https://twitter.com/UfMSecretariat)



[www.linkedin.com/company/union-for-the-mediterranean](http://www.linkedin.com/company/union-for-the-mediterranean)



Palau de Pedralbes  
Pere Duran Farell, 11  
08034 Barcelona, Spain

Phone: 00 34 93 521 4100  
Fax: 00 34 93 521 4102  
E-mail: [info@ufmsecretariat.org](mailto:info@ufmsecretariat.org)  
Web: [www.ufmsecretariat.org](http://www.ufmsecretariat.org)