

UfMS 2019 Budget

Line	Item	2019 Budget	2018 Budget
1	Activities-Operational Expenditure		
1.1	Technical support for projects and activities		
	Promoting regional dialogue	1.141.121	1.090.000
	Promoting regional projects and initiatives	881.679	810.000
	Total	2.022.800	1.900.000
1.2	Platforms, regional experts groups meetings & conferences		
	Promoting regional dialogue	889.901	996.000
	Promoting regional projects and initiatives	322.299	404.000
	Total	1.212.200	1.400.000
1.3	Follow-up and monitoring for projects and activities		
	Promoting regional dialogue	209.354	154.900
	Promoting regional projects and initiatives	155.646	195.100
	Total	365.000	350.000
1.4	Outreach & visibility for projects and Activities		
	Promoting regional dialogue	249.064	100.000
	Promoting regional projects and initiatives	150.936	300.000
	Total	400.000	400.000
	Subtotal activities-operational expenditure	4.000.000	4.050.000
2	Human Resources		
2.1	Executive direction and management		
	Executive management	180.000	180.000
	Seconded Staff cost	769.000	900.000
	Total	949.000	1.080.000
2.2	Advisors and seconded experts		
	Seconded expert (allowances)	89.130	120.000
	Seconded Staff cost	831.000	700.000
	Total	920.130	820.000
2.3	Technical and administrative staff		
	Technical and administrative Staff	1.375.988	1.355.000
	Total	1.375.988	1.355.000
2.4	Employer Social Security		
	Employer Social Security	399.882	395.000
	Total	399.882	395.000
	Subtotal Human Resources without seconded staff	2.045.000	2.050.000
	Subtotal Human Resources	3.645.000	3.650.000
3	General Administration		
3.1	Leases	134.400	10.000
3.2	Office Services and Maintenance	147.000	159.000
3.3	Consultancy Services	99.000	104.000
3.4	Transport	4.500	16.500
3.5	Insurances	11.000	53.700
3.6	Utilities	203.500	183.800
3.7	Banking and similar services	1.000	1.000
3.8	Other Services	45.400	64.000
3.9	Furniture, Equipement and others	109.200	108.000
	Sub-total General Administration	755.000	700.000
4	CONTINGENCY RESERVE		
4.1	Contingency reserve	20.000	20.000
	Subtotal contingency reserve	20.000	20.000
	GRAND TOTAL	8.420.000	8.420.000



Union pour la Méditerranée
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EXPLANATORY NOTE ON 2019 BUDGET PROPOSAL



(DRAFT VERSION)

PROJECTS FOR PROGRESS



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I. INTRODUCTION AND OVERVIEW

The UfMS budget is the instrument for the implementation of its work programme. The 2019 budget has been drafted using best practices on budgeting methodologies namely the Activity-Based Budgeting (ABB), taking into account the activities to be carried out and the new needs foreseen for the following budgetary period and based on previous years' experience.

The total amount of 8,42 MM EUR of the 2019 budget has been maintained at the same level as the one of 2018.

Owing to sound internal management systems, **results of successive audits on UfMS accounts, use of funds and processes, are positive and with unqualified opinions** (11 audits: 2 mid-year audits of 2013, 2014, 2015, 2016, 2017 and 1st semester 2018). To continue on this basis, the UfM Secretariat is taking further actions in order to sustain improvement in financial sound management over the longer term and increase qualitative dimensions. **In this respect, Activity-Based Budgeting (ABB) aims to assure a more efficient use of resources in full coherence with UfM priorities and objectives as per the Work Programme**, allowing a stronger steer in the budget process towards increased optimisation and efficiency.

Activity Based Budgeting

	DESCRIPTION	2019 Budget	2018 Budget	2017 Budget
1	ACTIVITIES-OPERATIONAL EXPENDITURE	4.000.000	4.050.000	3.758.000
2	HUMAN RESOURCES	3.645.000	3.650.000	3.732.000
3	GENERAL ADMINISTRATION	755.000	700.000	910.000
4	CONTINGENCY RESERVE	20.000	20.000	20.000
	TOTAL	8.420.000€	8.420.000€	8.420.000€

While keeping main building blocks, the focus in the Activity-Based Budgeting is shifted from budgetary inputs (traditional presentation) to how the budget contributes to the UfMS Core Activities and to the attainment of UfMS objectives as shown below. Priority setting, budgeting and reporting take place within the same conceptual framework. Thus, offering a clearer and operationally more relevant view of how funds and contributions are used.

This requires a budget structure based on Action's Instruments and Core Activities. Activity-Based Budget structure changes only the nomenclature by grouping budget lines in an operationally more meaningful way. Many of the traditional chapters are now spread over several Action's Instruments and Core Activities. The same background information will be available for each article or item in the traditional presentation (figures, budget lines, etc.).

Action's Instruments:

- Technical Support for projects and activities (TS).
- Platforms, regional experts' meetings & conferences (PC).
- Follow-up and monitoring missions for projects and activities (FM).
- Outreach & Visibility of projects and Activities (OV).

Core Activities

- Promoting regional dialogue.
- Promoting regional projects and initiatives.



Human Resources and General Administration are structured by destination in consistency with International Standards of Accounting (International Public Sector Accounting Standards- IPSAS), while maintaining a simplified classification by nature.

Overview of 2019 Budget (activity-based presentation):

Line	Item	2019 Budget	2018 Budget
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1.1	Technical support for projects and activities		
	Promoting regional dialogue	1.141.121	1.090.000
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2.1	Executive direction and management		
	Executive management	180.000	180.000
	Seconded Staff cost	769.000	900.000
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2.2	Advisors and seconded experts		
	Seconded expert (allowances)	89.130	120.000
	Seconded Staff cost	831.000	700.000
	Total	920.130	820.000
2.3	Technical and administrative staff		
	Technical and administrative Staff	1.775.870	1.750.000
	Total	1.775.870	1.750.000
	Subtotal Human Resources without seconded staff	2.045.000	2.050.000
	Subtotal Human Resources	3.645.000	3.650.000
3	General Administration		
3.1	Leases	134.400	10.000
3.2	Office Services and Maintenance	147.000	159.000
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3.6	Utilities	203.500	183.800
3.7	Banking and similar services	1.000	1.000
3.8	Other Services	45.400	64.000
3.9	Furniture, Equipment and others	109.200	108.000
	Sub-total General Administration	755.000	700.000
4	CONTINGENCY RESERVE		
4.1	Contingency reserve	20.000	20.000
	Subtotal contingency reserve	20.000	20.000
	GRAND TOTAL	8.420.000	8.420.000



- **Operational expenditure (Activities)** is the core cost centre of the Secretariat and directly linked to the work programme. The 2019 operational expenditure of the Secretariat, dedicated to its projects and initiatives, is 4 MM. It will remain stable in total without any significant change compared to 2018 (4,05 MM). The amount foreseen is the needed allocation to enable the launching, implementation and follow up of 2019 activities as described in the work programme. However, one of its components, the Technical Support one, is being reinforced by +6,4%, especially in terms of experts in house notably in order to support efforts of preparation of sectorial activities.
- **Human Resources:** Resources allocated in 2019 (3.645 MM) are approximately the same as 2018 (3,650 MM) with a slight decrease in total of -1,85%. The amount foreseen in real figures without seconded staff cost is increased by +1,43% compared to 2018 to covers needs in terms of reinforcement of staff dealing with the monitoring in the cabinet and with contracting, financial management and reporting tasks of financial partnership agreements, while keeping a stable proportion of staff costs as regards allocation to Activities to cover existing positions and additional resources in fields where expertise and support are most needed and critical.
- **General administration:** this budget component has been drawn up according to the estimated needs. In 2019, the cost expected in this chapter is less than 10% of the total budget. The Secretariat maintains a cost control in its general administration expenditure avoiding substantial increase as a result of improved internal management and increased efficiency during previous years. Although the capacities of the Secretariat are increasing, including necessary additional working space to be allocated to the above mentioned reinforcement of experts in house with subsequent facility services, the estimated amount is established at 0,755 MM comparatively to 0,700 MM in 2018. Indeed, 30% of general administration costs are considered as an investment in reinforcing the internal capacity and the optimisation of internal processes and tools, as described in the work programme, to allow UfMS to further improve its internal management system.



Consumption of 2017-2018

The estimated consumption of 2018 budget up to December is approximately 7,5 MM EUR which represents 89% of the Budget.

This forecasted level of consumption January-December shows an increase of consumption of (+3,37%) compared to 2017 figures for the same period.

	2018 (*)	2017	2016
Level of consumption January-December	7.500.000	7.210.246	6.148.676
Budget	8.420.000	8.420.000	8.420.000
% Consumption vs. budget	89,07%	85,63%	73,02%

(*) Estimated figures for 2018

UfMS is focused to achieve, as target, a level of consumption around 90% (taking into account remaining activities under way and contributions to be received).



II. Budget Resources: Contributions

Financing UfMS budget is based on shared contributions by the Member States (MS) on a voluntary and balanced basis, as well as from the European Union's (EU) budget. As for 2018, 4,21 MM EUR for each part is foreseen as global contribution to the UfMS budget.

- 1- The European Commission has confirmed its contribution from the European Union's budget of 4,21 MM EUR which represents 50% of the UfMS budget.
- 2- While keeping the main two components of its financial model (EU and MS), the profile of MS contributions is evolving. Indeed, the UfM Secretariat in its continuous effort to sustain the development of its activities through diversified ways of funding, and in addition to general contributions to UfMS annual budget (non-earmarked funds), some Member States and other institutions (International Organisations, MS Cooperation Agencies, other entities, etc.) are providing Dedicated Contributions. These contributors participate to the financing the UfM Secretariat Core Activities (Activities Operational Budget) earmarking their funds/resources to a specific sector, activity, operation etc. as per the work program. These contributions are (in real figures and/or in kind) framed through written arrangements and/or conventions of partnership including provisions of cost-sharing, where applicable, settlement of final amount and specific reporting. Funds (contribution in real figures) are used in accordance with UfMS rules and procedures with due respect to aforesaid agreements requirements.

In this context, the Swedish International Development Agency (Sida) and the UfM Secretariat have signed a multi-annual financial agreement to support UfM core activities in favor of a more sustainable and inclusive development in the region to deepen and amplify UfM specific cooperation initiatives and core activities promoting regional dialogue. Sida's support is focused on the Middle East and North Africa (MENA) countries, within the wider frame of the UfM mandate. This dedicated contribution constitutes part of UfM Budget Resources as financial contribution.

- 3- The seconded staff component, which constitutes part of the resources provided by MS to UfMS Budget, is estimated taking into account both, the experience of previous years (since 2013 where this component was included in the UfM Budget Resources) and turnover of seconded staff.

Expected 2019 UfMS contributions	Amount €
<i>Contribution of the European Commission</i>	4.210.000
<i>Contribution of Member States</i>	4.210.000
Financial Contributions	2.610.000
Provision of Human Resources	1.600.000
Total Budget	8.420.000

The foreseen MS contributions, 4,21 MM EUR are composed of 2,61 MM EUR as financial support including both general and dedicated contributions, and 1,6 MM EUR as a provision of human resources from Member States (Seconded Staff gross salaries) based on previous years' experience/actual figures.

In this respect, commitment from Member States is needed by the end of 2018 with pledges for financial support given that budgetary predictability is essential in order to implement the 2019 work programme.



At another level, a joint declaration between the Federal Ministry for Economic Cooperation and Development (BMZ) and the Secretariat of the Union for the Mediterranean (UfM) has been signed to enter into a stronger partnership that seeks to push forward regional integration, support the creation of a wide range of employment opportunities, in particular for young women and men, and boost trade within the region and beyond. An Implementation Agreement is under finalization between GIZ and UfM Secretariat to put into operations this cooperation and initiate joint actions the cost of which will be partially or totally taken over by GIZ.



Funds received and pledges: State of play as of end of November 2018

Countries	Pledged	Actual	Total 2018	2017
Albania			0	
Algeria (****)		20.000	20.000	
Austria			0	
Belgium			0	
Bosnia and Herzegovina			0	
Bulgaria			0	
Croatia			0	20.000
Cyprus		5.000	5.000	5.000
Denmark			0	
Egypt			0	
Estonia			0	
Finland			0	
France		400.000	400.000	400.000
Germany		400.000	400.000	400.000
Greece		50.000	50.000	20.000
Hungary		20.000	20.000	
Ireland		25.000	25.000	25.000
Israel			0	
Italy (****)		30.000	30.000	130.000
Jordan			0	
Latvia			0	
Lebanon			0	
Lithuania			0	
Luxemburg		40.000	40.000	80.000
Malta			0	
Mauritania			0	
Monaco		30.000	30.000	30.000
Montenegro			0	
Morocco (*****)	70.000	70.000	140.000	
Poland			0	
Portugal		20.000	20.000	20.000
Romania			0	
Slovakia			0	
Slovenia			0	
Spain (*****)			0	250.000
Sweden (**)		1.528.000	1.528.000	696.990
Syria			0	
The Czech Republic			0	3.818
The Netherlands		100.000	100.000	100.000
Palestine			0	
The United Kingdom			0	
Tunisia			0	
Turkey			0	100.000
Member States Contributions	70.000	2.738.000	2.808.000	2.280.808
European Commission (*)	1.690.000	2.520.000	4.210.000	

(*) Final amount received from EC will depend on the actual expenditure at the end of the period.

(**) The final amount of Sweden will depend on the actual expenditure incurred at the end of the period in accordance with the Financial Agreement.

(***) Italy contribution amounts 75.000 with 30.000 for the Secretariat Budget and 45.000 as allowance for seconded expert.

(****) Algeria contribution includes the amount of two years (10,000 for 2017 received in 2018 and 10.000 for 2018)

(***** Spain contribution of 2017 amounted 250.000 and include 50.000 euros disbursed in support to UfM Regional Forum. 2018 contribution is in process

(***** Moroccan contribution of 2017 was disbursed in 2018 while contribution of 2018 is in process



III. 2019 FIGURES- Activity Based Budgeting- ABB-Presentation

Context and overview

The UfM Secretariat is committed to further modernising its internal management system. In this effort it acknowledges that the permanent objective at the centre of this improvement, i.e. placing the priorities firmly at the heart of its organisation and processes, stand a better chance to be achieved if accompanied by the introduction of additional methodologies and instruments that would enable it to allocate in a more optimised way its limited resources to priorities and core business. In this respect, the Secretariat is enlarging as per 2019 budgetary year the implementation of the Activity Based Budgeting (ABB) methodology following 2016 first use and partial implementation. In consequence, the presentation of the UfMS forecasted use of resources undergoes a significant transformation and becomes more relevant and accurate operationally.

The UfMS Secretariat as per its mandate and core missions on activity oriented framework is strengthening more the link between activities and resources allocated to them, while at the same time is using more accurate presentation of forecasted use of resources, thus contributing to increasing the efficiency and the accountability of its work.

Activity Based Budgeting (ABB) is the budgetary component of the wider Activity Based Management (ABM) approach which aims to improving more the management process and allocation of resources in the UfMS, as part of the overall UfMS internal management system in full coherence with the work programme and related strategies.

The purpose of using the ABB in the UfMS is to provide the means for an allocation of resources which is consistent with institutional and operational priorities and a management of resources which is itself consistent with pre-defined objectives.

The Activity Based Budget is structured into three main budget headings,

- Activities -Operational Expenditure
- Human Resources
- General Administration

in addition to the heading of contingency reserve.

Line	Item	2019 Budget	2018 Budget
1	Activities-Operational Expenditure		
1.1	Technical Support for projects and activities	2.022.800	1.900.000
1.2	Platforms, regional experts groups meetings & conferences	1.212.200	1.400.000
1.3	Follow-up and monitoring for projects and activities	365.000	350.000
1.4	Outreach & visibility for projects and Activities	400.000	400.000
	Subtotal Activities-Operational Expenditure	4.000.000	4.050.000
2	Human Resources		
2.1	Executive direction and management	949.000	1.080.000
2.2	Advisors and seconded experts	920.130	820.000
2.4	Technical and administrative staff	1.775.870	1.750.000
	Subtotal Human Resources	3.645.000	3.650.000
3	General Administration		
3.1	Reinforcing UfM internal capacities	242.400	153.000
3.2	Ensuring sustainability on internal Management	512.600	547.000
	Subtotal General Administration	755.000	700.000
4	CONTINGENCY RESERVE		
4.1	Contingency reserve	20.000	20.000
	Subtotal Contingency reserve	20.000	20.000
	GRAND TOTAL	8.420.000	8.420.000



IV. Activity Based Budgeting – ACTIVITIES – OPERATIONAL -EXPENDITURE

1. Action's Instruments/Core Activities

The Operational Expenditure includes the activities of the UfM Secretariat as per the work programme which are divided in four Action's Instruments and displayed in matrix form: Action's Instruments and Core Activities.

An Action Instrument is the tool through which the UfMS articulates the strategies and activities described in the work programme.

- Technical Support for projects and activities
- Platforms, regional experts' groups meetings & conferences and activities
- Outreach and Visibility of projects and activities
- Follow-up and monitoring missions for projects and activities

Action's Instruments

Technical Support for projects and activities (TS): covers all actions of expertise, comprising in house projects support and analysis (projects managers/analysts), technical assistance (including studies and consultancy services), and other services. It includes in particular the following main components:

- Technical support in house: Expenditure for experts in house, namely head of sectors, projects managers and project analysts.
- Outsourced technical assistance: services contracts for consultancy, studies, service contract under roster of expert's framework, etc.
- Other services and related contracts such as translation services, training services etc.

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Platforms, regional experts' groups meetings & conferences (PC): covers all actions of projects' and initiatives' promotions, events, technical workshops, experts' group meetings and conferences. It includes in particular the following main components:

- Organization of expert group meeting, seminars, institutional gatherings and conferences, etc with related logistics, services and supplies.
- Public relations meetings and representations contacts.

Follow-up and monitoring missions of projects and activities (FM): covers all institutional missions and ones related to projects and initiatives identification, coordination, launching, fundraising and monitoring, including related travel insurance.

Outreach & Visibility of projects and activities (OV): covers both institutional outreach and public affairs as well as project and initiative visibility and communication actions.

Activities-Operating Expenses	Budget 2019	Budget 2018
Technical Support for projects and activities	2.022.800	1.900.000
Promotion of projects and activities	1.212.200	1.400.000
Outreach & visibility of projects and Activities	365.000	350.000
Follow-up and monitoring of projects and activities	400.000	400.000
Subtotal Activities-Operating Expenses	4.000.000	4.050.000

The Core Activities are:

- Promoting Regional Dialogue
- Promoting regional project and initiatives



Core Activities

Promoting regional dialogue: based on policy guidelines given by UfM MS in terms of regional policy platforms in the framework of its mandate, the Secretariat is contributing to operationalize decisions taken at political level through (i) the organization of regional and sub-regional sectoral dialogues and follow-up activities, with a view to monitoring the progress in the implementation of Ministers' commitments and promoting the initiatives intended to foster cooperation in the region, and (ii) the exchange of best practices, sharing of experiences, identifying new and innovative methodologies and developing regional and sub-regional networks.

Promoting regional projects and initiatives: in this respect, priority is given to support, monitor and follow up the implementation of already labelled projects as well as to develop project pipelines as appropriate in order to maintain a balance between delivering results on the ground and developing new activities with a special focus on putting in to operation the updated guidelines on labelling.

The estimated allocation of resources is presented below. This distribution is an estimated forecast according to available information that might be further updated during the implementation:

Action's instruments / Core Activities	Technical Support for projects and activities	Platforms, regional experts groups meetings & conferences	Follow-up and monitoring for projects missions and activities	Outreach & Visibility for projects and activities	Grand Total
Promoting regional dialogue	1.141.121	889.901	209.354	249.064	2.489.439
Promoting regional projects and initiatives	881.679	322.299	155.646	150.936	1.510.561
Grand Total	2.022.800	1.212.200	365.000	400.000	4.000.000

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While keeping approximately the same appropriation as last year (4 MM euros), an adjustment is envisaged in terms of instruments composition, namely with allocating more to technical support (+6,4%) and rationalising the platforms and expert's groups cost (-13%) through organising more back to back meetings and co-organising some where appropriate with partner institutions.

Follow-up and monitoring for projects missions and activities remain at same level with reclassifying travel insurance into this allocation as it's now part of the services under the relevant contract.

As regards in particular the technical support, within the framework of existing overall resources and in continuation of efforts made during 2014-2018, the UfM Secretariat is densifying in 2019 its activities, projects and programmes with related allocation of resources through mobilisation of additional project analysts as support to projects management and regional dialogue related tasks to allow a more comprehensive and diversified technical support to project processing. In the activity based presentation, resources dedicated to project managers, project analysts, experts, etc. are devoted to projects processing and follow up as they are directly involved in the field and are included as part of the technical support to projects and activities.

In this regard, in-house experts (projects manager project analysts) are being reinforced in 2019 while outsourced technical assistance remain in total in the same proportion compared to 2018. This increase is in the continuity of 2018 efforts, i.e. more project analysts, in order to strengthen the internal capacities for the implementation of activities foreseen in the multi-sectorial and ambitious cooperation agreement with Sida. This reinforcement, that started already last year and allowed an increase of more than 20% of implementation rate, targets mainly more effort in the preparation and initiation of activities.

At another level, once this effort and others in preparation and initiation of activities yield results, it might lead to higher level of resources use allowing to achievement of cruiser speed.



In the same context, the capacities of the Secretariat are being developed to engage on the different concrete activities as per the work programme. Avoiding increasing running cost, this scale up serves to increase the Secretariat's capacities to implement concrete activities according to its mandate, focussing mainly on:

- Reinforcing the promotion of concrete initiatives through targeted expertise and technical assistance for analytical studies at regional level, formulation and assessment of innovative regional projects ideas at initial stages, analysing projects results for replication and extension, mapping exercises of regional best practices, improved coordination between various stakeholders on regional cooperation;
- Consolidating the UfM role of a multi-stakeholder regional platform for policy dialogue through tailored support to regional policy platforms, dialogue and network activities, preparation of Ministerial conferences and respective follow up, work in new areas, expansion of regional multi-stakeholder's platforms to work on issues of interest for the region.

Technical support instruments such as individual's experts' rosters as well as technical assistance activities will be further developed and mobilised to participate in the internal capacities reinforcement to implement planned actions as per the work program.

2. Long-terms objectives/challenges

The Secretariat singled out three long-term objectives, which are broad in nature, spread over all UfMS activities, complementary to each other and able to give a lead and legibility to all actors, services and units in the Secretariat. Through its overall activity, it will promote action in the fields contributing to:

- Human development in the region: specifically, through youth employability and women empowerment
- Regional sustainable development: specifically, through using its multi-partner approach to further put in action the regional agenda on sustainable development and initiatives aiming at reinforcing infrastructure and interconnectivity.
- UfM Capacity for action: using the various partnerships developed to expand UfM activities and to give leverage to regional cooperation efforts as well as enhancing internal capacities of the Secretariat to implement growing activities.

The estimated allocation of resources among them is as follows:

<i>Long term objectives/ Action's instruments</i>	<i>Technical Support</i>	<i>Platforms, regional experts groups meetings & conferences</i>	<i>Follow-up and monitoring</i>	<i>Outreach & Visibility</i>	<i>Grand Total</i>
UfM Contribution to Human development in the region	516.964	367.887	156.429	171.000	1.212.279
Strengthening Regional Integration through connectivity and sustainable Development	1.168.470	679.313	161.643	173.800	2.183.226
Reinforcing UfM Capacity for action	337.367	165.000	46.929	55.200	604.495
Grand Total	2.022.800	1.212.200	365.000	400.000	4.000.000



The matrix analysis of Long term objectives/Core Activities is displayed below:

<i>Long term objectives/ Core activities</i>	<i>Promoting regional dialogue</i>	<i>Promoting regional projects and initiatives</i>	<i>Grand Total</i>
UfM Contribution to Human development in the region	816.561	395.718	1.212.279
Strengthening Regional Integration through connectivity and sustainable Development	1.279.272	903.954	2.183.226
Reinforcing UfM Capacity for action	393.607	210.888	604.495
Grand Total	2.489.439	1.510.561	4.000.000

A. Human Development in the Region

A cornerstone of stability and security in the Mediterranean, issues of youth employability, higher education or women empowerment remain at the heart of pressing challenges such as economic growth, social cohesion, migration challenges or countering radicalization. In line with relevant UfM Ministerial declarations, the UfM Secretariat will amplify its initiatives in these fields, mostly targeting the participation of youth and women in socio-economic life as well as the development of education and research. It will thus further develop its “Med4Jobs initiative” which currently gathers thirteen projects on the Southern and Northern shores of the Mediterranean. In addition, activities and dialogue in economic cooperation, trade and investment, with a strong involvement of the private sector, will be promoted.

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The sectors involved:

- Women Empowerment
- Youth
- Higher Education
- Research and Innovation
- Business development
- Employment

Human Development in the region	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Business Development and Employment	274.199	21.660	295.859
Higher Education and Research	123.443	273.842	397.284
Social and Civil Affairs	418.919	100.216	519.135
Total indicative estimated amount	816.561	395.718	1.212.279

A.1 Women empowerment

The specific objectives for 2019 aim at accomplishing the following outcomes, within the limits of available resources:

- Finalising the design and start implementing the 4th Ministerial follow-up mechanism on Strengthening the Role of Women in Society, as provided by the Ministerial Declaration.
- Finalising the research study on the role of women and youth in preventing extremism.
- Developing at least 2 operational partnerships with key partners, based on joint work plans, with the objective to scale-up the scope and impact of UfM actions.



- Monitoring the implementation of the 9 labelled projects and the other UfM supported projects and initiatives.
- Building at least 2 partnerships with donors to support UfM agenda on women empowerment (2018-2019).
- Identifying at least 2 new concrete and strategic initiatives/projects to support women and girls' empowerment.
- Organising a Women Business and Investment forum to promote women entrepreneurship and business development.
- Giving our action visibility, notably on the occasion of the 8th of March.

The outcomes of the UfM strategy on women empowerment will contribute to the global agenda and the United Nations SDGs (Sustainable Development Goals) namely:

- To combat inequalities within and among countries (SDG10);
- To build peaceful, just and inclusive societies (SDG16);
- To protect human rights and to promote gender equality and the empowerment of women and girls (SDG5);
- To ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes (SDG3);
- To ensure inclusive and equitable quality education for all girls and boys, women and men and promote lifelong learning opportunities for all (SDG4);
- To promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (SDG8).

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Women Empowerment	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Technical Support for projects and activities	211.061	14.403	225.464
Platforms, regional experts groups meetings & conferences	87.000	40.000	127.000
Follow-up and monitoring for projects and activities	18.250	7.821	26.071
Outreach & visibility for projects and Activities	17.670	10.830	28.500
Grand Total	333.981	73.054	407.036

A.2 Youth

In 2019, the UfMS will publish a global document entitled: "Our Youth, Our region: UfM guidelines for action/ A UfM Positive Agenda for Future for Youth with Youth", which will serve the UfM as a roadmap in the youth field in the coming years.

In parallel, the agenda towards empowering youth and promoting their participation as main drivers for the regional's development and stability will be continued and reinforced in 2019 through the following specific actions, within the limits of available resources:

- Building on the consolidation of the networks and on the specific initiatives mentioned above, the UfM Secretariat will host in Barcelona in 2019 "The 1st UfM regional policy dialogue on youth".
- The Youth as a cross-cutting issue specific objectives for 2019 are as follows:
 - o The Secretariat will continue to support initiatives and networks aiming at enhancing youth involvement on climate action and water agenda and will extend this approach to other relevant sectors of the UfM Secretariat's mandate, in particular employment and empowerment.
 - o The UfM Secretariat will support several youth initiatives which will help shape the future program in 2019-2020. These initiatives will include, but will not be limited to:



- UfM simulation programs in partnership with schools and universities in the Euro Mediterranean region. Similar programs will grow into structured platforms that engage young pupils in discussing key issues of concern to their generation and exchange around promising opportunities in the Mediterranean.
- Facilitate the launching a special platform on water and youth in cooperation with World youth water parliament and other youth institutions.
- Supporting youth led actions during major Mediterranean events. This could include twinning activities between youngsters and volunteers from different UfM countries.
- Developing Partnerships:
 - The UfM launched in 2018 the 1st Youth Forum for the Mediterranean, held in Tarragona from 7 to 9 July in the framework of the XVIII Mediterranean Games. It brought together 45 Mediterranean young leaders from 20 countries. The Forum has provided the participants with a comprehensive knowledge on how to develop a regional cooperation project from its concept to its implementation. Each session had encouraged collective thinking and exchange of methods and good practices on regional partnerships and project development, by bridging youth-led organizations and platforms with regional cooperation actors, such as the UfM and some of its key partners. Given the success of this event, the UfM and the city of Tarragona are considering organizing the 2nd Youth Forum for the Mediterranean in 2019.
 - Youth Award for the Mediterranean: in the period 2019-2020, the UfM Secretariat will launch a process for an 'UfM Youth Award' to promote new initiatives from youth entrepreneurs, social businesses, innovators in areas central to the UfM values and activities.
- Publishing the UFM guidelines for action in the Youth field of action. The UfM will publish a global document entitled: "Our Youth, Our region: UfM guidelines for action /A UfM Positive Agenda for Future for Youth with Youth". This document will serve the UfM as a roadmap in the youth field in the coming years

Youth	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Technical Support for projects and activities	49.018	8.511	57.528
Platforms, regional experts groups meetings & conferences			
Follow-up and monitoring for projects and activities	18.250	7.821	26.071
Outreach & visibility for projects and Activities	17.670	10.830	28.500
Grand Total	84.938	27.162	112.100

A.3 Higher Education

Within the framework of 2018-2020 strategic orientations for higher education and research, the UfM will focus its efforts on the following key objectives in 2019:

- Fostering higher education Mediterranean internationalization including through academic mobility (contribution to SDG4 and SDG10)
- Structuring regional cooperation in the field of human capital development with respect to the common challenges posed to education by the changing nature of work and the future of skills: 'future-readiness' of curricula; successful school-to-work transitions; development of VET and exposure to the workplace; life-long learning; quality of teaching and learning, training the trainers (contribution to SDG4 and SDG8)



	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Higher Education			
Technical Support for projects and activities	18.946	73.075	92.021
Platforms, regional experts groups meetings & conferences	51.000	40.699	91.699
Follow-up and monitoring for projects and activities		26.071	26.071
Outreach & visibility for projects and Activities	35.340		35.340
Grand Total	105.286	139.846	245.132

A.4 Research and Innovation

Within the framework of 2018-2020 strategic orientations for higher education and research, the UfM will focus its efforts in 2019 on the operational follow-up of the Ministerial Declaration on Strengthening Euro-Mediterranean Cooperation through Research and Innovation (Valletta, 3-4 May 2017), within the limits of available resources, through:

- Contributing to the implementation of PRIMA programme in complementarity and close articulation with the UfM Water Agenda (contribution to SDG2, SDG6 and SDG15)
- Ensuring the extension of the BLUEMED Initiative within the global framework of the UfM Blue Economy agenda (contribution to SDG14)
- Promoting Research and innovation's role in understanding and addressing the root causes of migration (contribution to SDG10).

	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Research and Innovation			
Technical Support for projects and activities	18.156	66.265	84.421
Platforms, regional experts groups meetings & conferences		20.000	20.000
Follow-up and monitoring for projects and activities		26.071	26.071
Outreach & visibility for projects and Activities		21.660	21.660
Grand Total	18.156	133.996	152.153

A.5 Business development

During 2019, the UfM Secretariat will work with relevant partners and stakeholders on the implementation of recommendations and endorsed work programs to build momentum for materializing the strategy for private sector development, advancing industrial cooperation, trade and investments in the region.

In light of the Co-Presidency's and the Member States' support, the Euro-Med **Industrial Cooperation** and of the **Euro-Med Trade Cooperation** processes have been brought into the UfM format ('UfMisation' of the Euro-Med process), starting by building the consensus on integrated work programs in both fields under the UfM framework.



Ministerial meetings on industrial cooperation and/or trade are expected to be held during the 2019-2020 period, as anticipated by Ministerial declarations and the SOM decisions. Each Ministerial meeting will be preceded and prepared by at least one Ad-Hoc SOM.

More particularly, guided by the UfM **Private Sector Strategy** and building on the concept of the **UfM Business Forum** introduced in 2018 during the UNOSSC Fourth Regional Networking Forum on South-South and Triangular Cooperation, the UfMS will work towards the foundation of a **UfM Business Platform** that will meet on a regular basis to promote engagement of the private sector, trans-border corporates, trade and business associations, local financial actors (banks, equity funds, impact funds, etc.), as well as IFIs and relevant development agencies. As they represent the primary source of employment and job opportunities, **development and support networks for MSMEs** will remain the core target of the work and activities of the Business Platform, to express private sector views on the promotion, with our Member States, of sound and inductive business environment and policy reforms that would allow increased foreign and national investments, access to finance and information, fostered innovation, synergies and consolidated business networks that are pivotal for economic diversification and inclusiveness.

Throughout these actions, a particular attention will be given to support cultural and creative industries and clusters and social economy.

Business Development	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Technical Support for projects and activities	29.159		29.159
Platforms, regional experts groups meetings & conferences	95.000		95.000
Follow-up and monitoring for projects and activities	26.071		26.071
Outreach & visibility for projects and Activities	17.670	10.830	28.500
Grand Total	167.901	10.830	178.731

A.6 Employment

During 2019, the UfM Secretariat will work with relevant partners and stakeholders on the implementation of recommendations and endorsed work programs in the field of Employment. More specifically, in line with its three-fold methodology of action, the UfMS will:

- Pave the way for a new Ministerial Meeting on Employment and Labour, scheduled to be held in April 2019 in Portugal.
- Reinforce regional dialogue on Employment by consolidating and expanding the works of its “High-Level Working Group on Employment and Labour”, “Digital Economy and Internet Access Expert Working Group”, as well as other relevant UfM regional platforms tackling the issues of employment and employability. The UfMS will also join regional efforts in these fields through the reinforcement of its strategic partnerships with key Euro-Mediterranean stakeholders.
- consolidate the UfM Mediterranean Initiative for Jobs (Med4Jobs) as a pipeline of projects for generating jobs and improving employability prospects., as well as for promoting an enabling environment for Small and Medium-sized enterprises (SMEs), in areas such as incubators and coaching programmes. Ministers specifically called the UfM Secretariat to continue promoting projects further in line with employment, employability and decent work priorities and to enhance, in cooperation with relevant actors, visibility, ownership and access to finance.



Employment	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Technical Support for projects and activities	28.369		28.369
Platforms, regional experts groups meetings & conferences	34.188		34.188
Follow-up and monitoring for projects and activities	26.071		26.071
Outreach & visibility for projects and Activities	17.670	10.830	28.500
Grand Total	106.299	10.830	117.129

B. Regional sustainable development

The UfM Secretariat will step up its activities and use its multi-partner approach to further put in action its regional agenda on sustainable development, with the aim to establish or enforce regional networks, promote sharing of experiences and exchanges of best practices, as well as develop concrete projects and initiatives aiming at reinforcing infrastructures and interconnectivity, in connexion with existing financial partners and financial instruments. The UfM will further develop infrastructure transport networks, promote sustainable urban development, foster regional cooperation in the fields of energy, environment and water and rely on the climate action agenda as a driver for innovation, job creation and green growth.

The Priority Areas involved are:

- Transport
- Urban Development
- Energy
- Climate Change
- Environment
- Blue Economy
- Water
- Tourism

Regional sustainable development	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Transport and Urban development	420.877	85.517	506.394
Energy and Climate change	491.520	50.315	541.835
Water and Environment	281.332	768.122	1.049.454
Tourism	85.543		85.543
Total indicative estimated amount	1.279.272	903.954	2.183.226

B.1 Transport

In line with its mandate, and based on extensive background and preparatory work, the UfM Secretariat will aim to achieve, as of **2019**, the following **specific objectives**:

- Implementation of the UfM working methodology and governance structure: The UfM Regional Platform on Transport and its WGs;
- Evaluation of the state-of-play in the implementation and outcomes of the RTAP 2014-2020: The UfM Regional Platform on Transport and its WGs;



- Progress on the approval of the future South-South Mediterranean Network and its connection with the TEN-T.
- Elaboration, and eventual adoption, of the priority guidelines for the envisaged UfM Strategy on Transport Connectivity, focusing in particular on the financing strategy as an integral part of the comprehensive strategy.
- Monitoring of the labelled projects, also identification, and exploration, particularly with key regional and international partner organizations, of the development and possible labelling of new regional projects and initiatives, with particular emphasis on strengthening knowledge and professional skills in the sector through capacity building activities;
- Participation in the 2019 Summit of the International Transport Forum (ITF/OECD) on “Transport Connectivity for Regional Integration”, which will take place in Leipzig on 22-24 May 2019, as well as in the ITF Consultation Day with International Organizations, which will be held in Paris on 24 January 2019, for the preparation of the 2019 Summit;
- Co-organization of joint activities with relevant international and regional organizations, building on consolidated UfM partnerships;
- Exploration of the possibility of building strategic partnerships with other key international stakeholders;
- Conduct of studies: i) a study on the contribution of enhanced transport connectivity to regional integration and convergence in the Mediterranean region, ii) a study on the state-of-play in the financing of regional transport infrastructure projects in the region by the European Commission and IFIs.

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Transport	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Technical Support for projects and activities	103.285	11.548	114.833
Platforms, regional experts groups meetings & conferences	70.560	16.400	86.960
Follow-up and monitoring for projects and activities	12.775	13.296	26.071
Outreach & visibility for projects and Activities	17.670	10.830	28.500
Grand Total	204.290	52.074	256.365

B.2 Urban Development

In 2019, the UfMS will continue to focus on:

- Implementing the mandate of the Second UfM Ministerial Conference on Sustainable Urban Development (Cairo, 21-22 May 2017), on the basis of the conclusions of the First UfM Regional Platform on Sustainable Urban Development (Brussels, 9 November 2017),
- Enhancing the implementation of the UfM-labelled urban development projects as well as the identification of new projects and regional initiatives to be labelled, within available resources.

Urban Development	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Technical Support for projects and activities	133.988	9.316	143.305
Platforms, regional experts groups meetings & conferences	52.153		52.153
Follow-up and monitoring for projects and activities	12.775	13.296	26.071



Outreach & visibility for projects and Activities	17.670	10.830	28.500
Grand Total	216.586	33.443	250.029

B.3 Energy

In 2019, the UfM Secretariat will continue to work under the frame of the 2016 UfM Ministerial Conference on Energy and in order to implement its specific actions, the decisions of the 2016 UfM Ministerial Conference on Energy and thereby paving the way towards the next Ministerial to be potentially foreseen in 2020. The UfM Secretariat will further pursue the promotion of renewable energy in the region, the development and implementation of energy efficiency action plans as well as the convergence of electricity markets, through the implementation of the work programs of the UfM Energy Platforms, stimulating the involvement of local authorities and private sector.

The UfM Secretariat will animate the structured regional dialogue within the three UfM Energy Platforms, promoting new initiatives and projects, tackling inter alia interconnectivity opportunities and promoting the financing aspects namely on the engagement of private sector investment funds and PPPs (in relation with the UfM Regional Climate Finance Committee) and the enlargement of the dialogue towards stakeholders, including representatives of the energy-related industries, through the contacts with their national business associations.

Cooperation to co-organize activities with Members Countries institutional entities, directly supportive tool the above referred objectives (such as the organization of the second UfM Energy and Climate Business Forum to be held in Portugal or the advancements towards a Regional Energy Euro-Mediterranean Confederation of energy-related business related associations Confederation) will be explored to optimize the UfM Secretariat intervention and to contribute and stimulate sectorial integration and cross actions with a UfM Euro-Mediterranean dimension.

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More concretely, in 2019, the UfM Secretariat will focus on:

- Paving the way towards the next UfM Ministerial Meeting on Energy (foreseen in 2020)
- The support to local authorities' efforts in energy efficiency and energy transition as well as the promotion of capacity building;
- A stronger involvement of the private sector, organizing the second UfM Energy and Climate Business Forum to be held in Portugal;
- the identification of flagship initiatives and projects falling under the above referred strategic objectives: interconnectivity, involvement of private sector, replication of best practices and promotion of its financing opportunities';
- the follow-up of the implementation of labelled projects.

Energy	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Technical Support for projects and activities	153.865	6.758	160.623
Platforms, regional experts groups meetings & conferences	65.000	10.000	75.000
Follow-up and monitoring for projects and activities	22.682	3.389	26.071
Outreach & visibility for projects and Activities	17.670	10.830	28.500
Grand Total	259.218	30.977	290.195



B.4 Climate Change

In 2019, the UfM Secretariat will continue to work in order to operationalize the Mediterranean agenda on climate action through an enhanced regional dialogue on climate issues of common interest, mainly within the frame of the UfM Climate Change Expert Group, established by the “1st Ministerial Declaration on Environment and Climate Change” (13 May 2014). The conclusions of the 2nd Working Group on Environment and Climate Change (Barcelona, 12-13 November 2018), as well as the recommendations of the external evaluation of the UfM Ministerial Declaration on Environment and Climate Change of 2014 will also be taken into consideration, as part of the preparation of the next UfM Ministerial Meeting regarding Climate Change issues (foreseen in 2020).

The development of initiatives and projects to strengthen the capacity of UfM Member States in order to address more efficiently a sustainable transition to low carbon models as well as their resilience towards climate related impacts will constitute important elements of the 2019 strategy. More concretely, in 2019, the UfM Secretariat will focus on:

- Member countries NDCs (Nationally Determined Contributions), with a particular focus on tourism and agriculture,
- Capacity building on monitoring and action plans for NDCs preparation;
- Climate finance and its accessibility for SEMed countries;
- Scientific assessment of the impacts of climate change;
- Youth engagement in climate action.

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Climate Change	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Technical Support for projects and activities	116.951	1.418	118.369
Platforms, regional experts groups meetings & conferences	75.000	3.700	78.700
Follow-up and monitoring for projects and activities	22.682	3.389	26.071
Outreach & visibility for projects and Activities	17.670	10.830	28.500
Grand Total	232.303	19.338	251.641

B5- Environment

At policy level, the current focus is on the implementation of the first Ministerial Declaration (2014) and its main strategic axes of work, with a view to move towards a second UfM Ministerial Meeting - on the basis of the conclusions adopted at the 2nd Working Group on ENV and CC, which will be presented to the SOM in 2019.

In this framework, the UfM Secretariat will focus in 2019 on the following areas of action:

- Preparation of a potential 2^o UfM Ministerial of Environment and Climate change late 2019 or early 2020 to endorse the UfM post-2020 environment agenda and work program, in accordance with the proposals/recommendations of the UfM Working Group on Environment and Climate change;
- Support to the implementation of ongoing regional initiatives and development of projects with a regional dimension, while starting to shape the new UfM post-2020 portfolio of joint initiative/s;
- Continued cooperation on investment financing under the H2020 investment component in order to enable the identification of regional flagship projects, with particular emphasis in linking this initiative with other international and UfM financial initiatives



- Strengthen the links between UfM Focal points, thus creating a beneficial cascade effect in terms of in-country and regional coordination;

The Secretariat will continue to support the labelling of projects providing real opportunities for reducing pressures/safeguarding natural resources, while enhancing job creation and improving the socio-economic situation in the region as well as promoting at the same time opportunities to enhance regional cooperation.

Environment	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Technical Support for projects and activities	16.026	229.945	245.970
Platforms, regional experts groups meetings & conferences	55.000	79.000	134.000
Follow-up and monitoring for projects and activities	1.564	15.817	17.381
Outreach & visibility for projects and Activities	11.780	7.220	19.000
Grand Total	84.370	331.981	416.351

B.6 Blue economy

In this framework, in 2019 the UfM Secretariat will focus on the following areas of action:

- Holding of the 5th and potentially 6th meeting of the UfM Working Group on Blue Economy and launching discussion on a 2nd potential Ministerial meeting,
- Preparation for a 2nd UfM Stakeholder Conference on Blue Economy will also be initiated, and if possible held towards the end of the year
- Consolidation of the extension of the Bluemed initiative to southern and eastern Mediterranean partners and implementation of its reviewed Strategic Research and Innovation Agenda;
- Support WestMed to translate the thematic priorities identified and endorsed at Ministerial level into national/regional projects and initiatives;
- Follow up on the labelling of the MedCoast4BlueGrowth project in terms of assistance in securing complete financing and its possible extension to new partners;
- Assessment of relevant regional blue economy projects and/or initiatives for potential labelling;
- Increase the outreach of the Med BE stakeholder platform through a dedicated technical assistance and consolidate its role of key digital hub for the emerging Mediterranean Blue economy community;
- Launch of a technical assistance on Maritime Clusters

Blue Economy	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Technical Support for projects and activities	31.316	93.612	124.927
Platforms, regional experts groups meetings & conferences	20.000	37.000	57.000
Follow-up and monitoring for projects and activities	1.564	15.817	17.381
Outreach & visibility for projects and Activities	11.780	7.220	19.000
Grand Total	64.660	153.648	218.308



B.7 Water

Work throughout 2018 has been geared to meeting the mandate of the UfM Ministerial declaration on Water and specifically to progress in building consensus and ownership around draft work programs on each of the priority work areas agreed at the July 2017 meeting of the Water expert group, namely the Water, Energy, Food, Ecosystems Nexus (WEFE); Water Supply and Sanitation (WASH); Climate Change Adaptation and Water and Water Employment and Migration (WEM); as well as the Financial strategy.

Building on this work, and counting on the guidance of the Senior Officials, the objective during 2019 will be to start implementing the UfM Water agenda and its four priority work areas, and enable its continuous development, as it is a living document.

In this regard work will proceed on the

During 2019, the UfMS will also continue to define a program on Climate Change Adaptation and Water.

It is recalled that the UfM Water agenda consist of the following deliverables:

- A medium-term strategic Work Program on the priority areas identified by the WEG to provide a series of recommendations, proposals and initiatives helping UfM members to apply Integrated Water Resources Management approaches and to ensure a better coordination with other sectors in the UfM region,
- A detailed rolling biannual Work Plan, started in 2018;
- A financial strategy to support the implementation of the UfM Water Agenda, to promote the progressive deployment of financial resources and facilitate access to the existing financial resources across the UfM region.

The UfM Water agenda will include a number of initiatives as starting contributions for its implementation (UfM Nexus Atlas, Nexus program, WEM....) and will also provide a framework in which to progressively incorporate other initiatives in each priority sector. When such projects meet criteria for labelling, they may be considered as well in order to illustrate good practices on regional cooperation and create opportunities for advancing the Agenda.

A special focus will be put on UfM flagship projects, in particular the Gaza Desalination facility project, as its launching phase is oncoming.

Water	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Technical Support for projects and activities	18.957	183.955	202.913
Platforms, regional experts groups meetings & conferences	100.000	75.500	175.500
Follow-up and monitoring for projects and activities	1.564	15.817	17.381
Outreach & visibility for projects and Activities	11.780	7.220	19.000
Grand Total	132.302	282.492	414.794



B.8 Tourism

The agenda towards promoting tourism as a tool for economic growth, sustainable development, cultural understanding and job creation for the Mediterranean's regional development and stability shall be pursued transversally through the following aims and actions:

- **Promotion of Dialogue and sharing of best practices** - To enhance regional integration in the tourism sector among the Euro-Mediterranean countries not only through the North-South cooperation by means of an operational and inclusive approach but also by addressing the South-South cooperation and exchanges in this sector.
- **Fostering knowledge and information sharing** - Plans to set up a regional platform for networks and experts in the Mediterranean region on tourism to facilitate regional integration, synergies, as well as providing networks for knowledge creation and exchange.
- **Promote Tourism as a tool for economic growth and sustainable development** – To explore and identify potential initiatives at the horizontal sectors related to tourism to stimulate economic growth, promote entrepreneurship, create jobs, and kindle the role of the private sector while safeguarding the environment and cultural heritage.
- **Building Partnerships** – To engage with the private sector, regional and local tourism organisations, academia, and stakeholders. Moreover, to enhance regional integration especially among youth, to boost mobility and form a sustainable tourism sector.

These aims and objectives shall be implemented and put into effect through various initiatives that the UfM Secretariat intends to carry out during 2019:

- Following the first Brain Storming session on tourism held at the technical level in 2018, it transpired that similar meetings at the horizontal level with other Divisions need to convene on an annual basis with a view to promote regional dialogue, share best practices, develop initiatives and identify potential projects that can be labelled by the UfM. To this effect, a possible **follow-up meeting at the technical experts' level involving stakeholders in the tourism sector** shall convene in 2019. The technical expert meeting will serve as an exercise to share knowledge, exchange views on regional policies, and formulate areas of cooperation especially for tourism job creation and environmental issues.
- The dialogue and platform on tourism shall be supported and developed through a **research study** spread on two phases and over two years, provided that funds are available. The objectives of this research is to **map tourism trends, to define and analyze the data and statistics of tourism for specified years in selected areas in a sample of six Mediterranean countries**. The scope is to identify and establish tourists' preferred destinations in the region, reasons for travelling, tourism market segmentation, security risks and how the findings impact the local and regional economic development. The outcomes of the research study, data collection assessment and analyses will have an added value to the UfM Roadmap objectives and the Euro-Mediterranean region namely to promote tourism as a tool for economic growth, mobility, sustainable development, social inclusiveness, job creativity and poverty alleviation. The overall and final findings will eventually be published, shared and discussed in future events and activities that the UfMS plans to hold.

The UfMS shall participate in conferences, meetings or workshops to deepen cooperation with partners like UNWTO and MTF, with whom MoUs have been signed in 2017. In this direction, bilateral meetings and active attendance in tourism events are also envisaged during 2019, in order to enlarge our strategic partners in this area and identify potential joint actions.



The UfM Secretariat shall continue to work to contribute to the discussion of opportunities and challenges of various tourism sectors of job creation, education, training, and environmental protection while harnessing and operationalizing the priorities on tourism as underlined in the UfM Roadmap for Action.

Given that tourism has cross linkages with other divisions in the UfMS, it will be dealt transversally.

Tourism	Promoting Regional Dialogue	Grand Total
Technical Support for projects and activities	57.528	57.528
Platforms, regional experts groups meetings & conferences	20.000	20.000
Follow-up and monitoring for projects and activities	5.214	5.214
Outreach & visibility for projects and Activities	2.800	2.800
Grand Total	85.543	85.543

C. Reinforcing UfM capacity for action

C1. Building Strategic Partnerships

The Union for the Mediterranean's institutional model is designed for it to act as a platform for dialogue and cooperation in the Euro-Mediterranean region. For this model to be successful, the Secretariat depends on the partnerships and cooperation that it can establish and develop with other institutions. This intertwined network of stakeholders allows for a small and agile structure such as the UfMS to actively work on a wide range of fields, promoting a deeper dialogue on a regional scale and supporting the implementation of projects of cooperation to the benefit of the peoples of the region.

Thus, building strategic partnerships with a growing number of institutions involved in regional cooperation in the Euro-Mediterranean area has become an important dimension of the work of the Secretariat, given the pivotal role that partnerships have in the promotion and development of the UfM agenda.

In an effort to increase the visibility and impact of UfM activities in the region, the UfMS engages in strategic partnerships with key regional stakeholders. Specific focus is paid to: i) institutional relations and ii) reinforcing strategic partnerships with key actors involved in regional cooperation.;

Institutional relations

The UfMS forges and strengthens its institutional relations with key global, regional and sub-regional stakeholders to position itself as a unique multi-stakeholder platform for regional dialogue and cooperation in the Mediterranean. In an effort to operationalize the UfM mandate and increase visibility and impact of its activities in the region, these partnerships focus mainly on enhancing relations with key actors involved in regional cooperation. Indeed, the construction of a network of stakeholders is also a necessity for the UfMS from an operational point of view. Given the nature of the UfM label as a catalyst of projects, it is only by establishing cooperation links with other institutions and by reinforcing the existing synergies that the Secretariat will be able to consolidate and expand the initiatives it is developing.

On the one hand, the establishment of a growing number of cooperation ties with institutions in different fields of activity demonstrates has demonstrated the credibility that the Secretariat has gained and the recognition by partners of the success of its initiatives and the quality of its work.



Given that credibility, the UfMS is increasingly being approached by key actors not only in the Euro-Mediterranean area but also at the global level, such as UN agencies, the OECD and the World Bank among many others, to participate in the different UfM Regional Platforms, to co-organize joint -events or even to have their projects in the Euro-Mediterranean region labelled by UfM Member-States.

Sub-regional intergovernmental mechanisms of cooperation, like the 5+5 Dialogue or the Agadir Agreement, turn to the UfMS for technical support, follow-up of their decisions and backing of the implementation of their cooperation projects. These ways of collaboration contribute to the strengthening of the work developed by the UfM and guarantee its coherence and contribution to the international efforts for the implementation of the SDGs.

Reinforcing strategic partnerships

Reinforcing strategic partnerships with key actors involved in regional cooperation: The construction of a network of stakeholders is also a necessity for the UfMS from an operational point of view. Given the nature of the UfM label as a catalyst of projects, it is only by establishing cooperation links with other institutions and by reinforcing the existing synergies that the Secretariat will be able to consolidate and expand the initiatives it is developing.

The reinforcement of partnerships, including with non-governmental institutions like NGOs, academia or the private sector, is thus a priority for the UfMS, which will continue to mobilize the main actors and specialized institutions in different sectors to guarantee their involvement and contribution to the development of a regional debate, the joint work on the promotion of regional and national reforms and the identification and implementation of concrete cooperation projects of regional impact.

On the other hand, partnership agreements also play an important role in the efforts of the Secretariat to finance its initiatives and the projects labeled by its Member-States. A special attention is thus given to the reinforcement of partnerships with financial institutions and bilateral and multilateral donors, that which contribute to the operational budget of the Secretariat and as well as also to the implementation of labeled projects by its promoters. Among the latter, the UfM Secretariat specifically aims to engage with a) financial institutions/donors in view of securing funding for UfM projects and/or activities b) Furthermore, the UfMS seeks to build strategic partnerships with projects promoters, and as well as c) to maintaining an open dialogue with associated stakeholders.

Amongst those, specific action-plans will be developed for the implementation of the financial and technical support agreements with Swedish SIDA, German BMZ or the Ministries of Foreign Affairs of Norway and Monaco (the latter for direct funding of UfM labeled projects).

C.2 Transversal Activities

Migration and development

The UfM Secretariat will aim to contribute, within the limits of available resources, to the following specific objectives:

Objective 1: Stimulate and awaken commitment to regional cooperation and action, specifically to minimize the adverse drivers and structural factors that compel people to displacement.

Objective 2: Start building strategic partnerships through horizontal activities.

The UfM Secretariat will explore the possibility of building strategic partnerships with key stakeholders, and will aim to convene an UfM Expert Working Group on displacement to draft a report and action plan on the implementation of this mandate, with the assistance and support of a knowledge-partner and/or an external



technical consultant in conducting analytical work and managing the process, and in consultation and cooperation with key international and regional stakeholders, including IFIs.

The UfM Secretariat will participate in the Sixth Session of the Global Platform for Disaster Risk Reduction (GP2019), which will take place in Geneva, on 13-17 May 2019, under the theme “*Resilience Dividend: Towards Sustainable and Inclusive Societies*”. The Global Platform for Disaster Risk Reduction, which is led by UNISDR, and meets every two years, is the main global forum for disaster risk reduction and for the provision of strategic and coherent guidance for the implementation of the Sendai Framework, and for sharing experiences and best practices among stakeholders.

Civil Protection

After several exchanges and ongoing discussions with the European Commission (DG ECHO and DG Near) during 2018, the need to strengthen the links between the EUCP mechanism M and the neighboring countries appeared pertinent and necessary. The regional platform offered by the UfM was considered the right format by the EU Commission.

Therefore, a meeting (the 3rd one since 2008) of the Directors-general of Civil protection of the member States of the UfM will take place in the premises of the Secretariat on the 12th of February 2019, as presented and approved by the SOM in September 2018.

It will allow the participants to take stock of the regional cooperation since their last meeting in 2010. Directors-general will then discuss several topics:

- How to increase resilience of Mediterranean countries
- Preparedness for response through capacity development
- How to strengthen citizens' awareness and involvement in disaster prevention, preparedness and response by empowering volunteers or youth
- Promotion of efficient international assistance in case of disasters

The outcome of this meeting should be a concrete, humble and realistic plan of action to guide our cooperation for the year to come. A follow-up meeting should therefore be foreseen before the end of 2019, probably focusing on specific aspects and open to partners, civil society, NGO, private sector.

C3. Operational Activities

Project processes and reflection on the label

In 2019 the UfM Secretariat will aim to ensure the effective application of the decisions taken by Member countries with regards to the reflection process on the revision of the UfM label, finalised in October 2018, and to optimise and adapt its internal project processing methodology accordingly, always relying on a solid project governance system.

- *Reporting, monitoring and visibility through a consolidated Project Monitoring System*

In 2018 the documents guiding the UfM labelling (*the UfM Project Guidelines* and *the UfM Project Criteria*) were updated in line with the agreed revision approved by the SOM.

The Project Monitoring System as established tool for project management and information has been consolidated in recent years in order to meet the growing need for validated information and coherent and horizontal output on projects.

Continuous effort will be undertaken internally to ensure that the system remains relevant, updated and useful in view of providing an accurate and reliable overview of UfM activities in this field.



The system will be adapted to any arising needs or discussions in line with the Reflection on the UfM label, with specific attention being paid to measuring regional impact and demonstrate the link between UfM-labelled projects and wider policy recommendations, programmes and initiatives. A specific technical assistance to constantly monitor the system will be put in place over a 3 years' period.

UfM Senior Officials will continue to be updated through the specific access created in 2017, providing them with a clear and concise overview of project activities and advancements.

Communication and public affairs

In 2019 the UfM Secretariat will follow the strategic objectives set though the following actions:

- Identify: Map the key audiences of the UfM Secretariat in the Mediterranean region

A qualitative and dynamic database is a pre-requisite for the multi-stakeholder networking methodology characterizing the UfM Secretariat, requiring regular update, identification and segmentation of key target partners and audiences to ensure the proper implementation of the UfM Secretariat activities, whether it is to involve them in a project, invite them to an event, or inform them of a specific UfM Secretariat activity related to their field of expertise.

Taking the stakeholders' mapping a step further, and strong of a consolidated database of 25.000 contacts, the Communication & Public Affairs unit could in 2019 focus on further strengthening the effectiveness of its outreach content and engagement through a thorough geographical segmentation of key messages and calls to action.

- Inform: Actively inform the key audiences about the activities of the UfM Secretariat

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Media

In 2019, the Secretariat will put a special emphasis on identifying and targeting selected renowned and influencing journalists in different countries from across the region with the aim to raise awareness, increase visibility and ensure understanding of the UfM's role and activities.

Website

In 2019, the new website will showcase content with more visual adaptations such as new landing pages, specific event pages, more infographics, animations, more designs adapted to content and more cross-embedding of content between UfM social media channels and the UfM website.

Mailing / Emailing

Through the development of the institutional database and the study of the analytics of the newsletters, the mailing and emailing strategy will be strengthened in 2019 to amplify the knowledge provided on UfM Secretariat activities to its stakeholders.

Publications

The UfM Secretariat institutional publications, such as the Annual Report, the institutional brochure & leaflet, the press kit, the newsletters, as well as the visual identity guidelines are valuable tools to present the UfM Secretariat activities to external stakeholders, thus serving a double purpose of information on the UfM Secretariat endeavours and recognition of the institution's visual signature.

Furthermore, the UfM Secretariat sectorial publications have experienced a steady growth for the past two years, resulting in a diversity of documents focusing both on Human and Sustainable development, such as sectorial reports, expert studies, watchletters and co-produced publications, thus reinforcing ties with partners in the region.



Horizontal Activities	Promoting Regional Dialogue	Promoting Regional Projects & Initiatives	Grand Total
Technical Support for projects and activities	154.494	182.873	337.367
Platforms, regional experts groups meetings & conferences	165.000		165.000
Follow-up and monitoring for projects and activities	39.889	7.039	46.929
Outreach & visibility for projects and Activities	34.224	20.976	55.200
Grand Total	393.607	210.888	604.495

V. Activity Based Budgeting – HUMAN RESOURCES

Overview

The UfM Secretariat continues to simplify and rationalise working methods, to lower overheads and to ensure the efficient use of scarce resources, aligned to the priorities as per its work programme. In a context where, an update of UfMS internal regulations (Statutes, Staff Regulations, Implementing Rules, Anti-Corruption and Anti-Fraud Policy and Code of Conduct) has been adopted by the Member States and where rigorous cost savings and continuous efforts to achieve efficiency gains continue to be demanded from all public administrations, the UfMS maintains its commitment to meet its priorities and to implement planned activities with a constant overall human resources cost while seeking opportunities of optimizations and efficient use of available resources.

To this effect,

- 1- in line with the same approach as for the technical support for projects and initiatives (in-house experts) and mobilisation of related sectorial expertise, the internal capacities of the Secretariat will be further developed in terms of qualified management and technical staff to engage in the different concrete activities as per the work programme. Within these agreed frameworks and overall constant cost, technical and administrative resources need to be sufficient to guarantee the efficient implementation of the tasks at hand through optimization of existing resources, re-allocation and internal mobility approaches and targeted recruitment and/or replacement in areas where support functions are needed to accompany activities increase such as IT support, logistics, corporate services as well as accountability and reporting requirements owing to diversification of ways of funding and partnerships.

In this regard, additional staff dealing with contracting, financial management, monitoring and reporting tasks have been allocated since 2018 to accompany the efforts made by in house experts (project manager and project analysts) to prepare, initiate and launch activities as per the work programme in general and more particularly the ones resulting from the partnership with Sida along with related follow up, monitoring and reporting requirements.

- 2- This reinforcement of internal capacities in terms of human resources through optimization of overall cost includes further strengthening necessary accompanying measures including performance appraisal process, promotion procedures, training programmes and upgrade of HR policies with related allocation of resources as per the approved update Statutes, Staff Regulations, Implementing Rules, Anti-Corruption and Anti-Fraud Policy and Code of Conduct.



- 3- As part of the overall planning and HR management instruments, the progressive implementation of the new regulations is a milestone for the upcoming years as from 2019, allowing both smooth and orderly transition from multiple contractual regimes to a unified one with subsequent change of management, developing and putting into operation processes mentioned above in point 2.

Resources allocated to Human Resources heading are as follows:

Human Resources	Estimated cost for 2019	Estimated cost for 2018
Executive direction and management	949.000	1.080.000
Advisors and seconded experts	920.130	820.000
Technical and administrative staff	1.775.870	1.750.000
Subtotal Human Resources	3.645.000	3.650.000

Annexes to this document provide more information on:

- UfM Secretariat internal structure, detailed organigram and list of positions
- Classification of posts, main elements of its competency framework and salary grid.
- Staffing plan with a forecast of needs.

As these documents are instrumental for the HR management and of dynamic nature, their update will be made on an annual basis.

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Executive Direction and Management comprises i) the Secretary General, ii) the Senior Deputy Secretary General, iii) the Deputy Secretaries General and iv) Directors of Departments. Their distribution by priority area/department is as follows:

Executive Direction & Management	Number of positions included in seconded staff cost estimation	Number of positions not included in seconded staff cost estimation	Total number of position
Cabinet & SG Office	2		2
Business Development	1		1
Transport & Urban Development	1		1
Energy	1		1
Water & Environment	1		1
Higher Education and Research (*)	1		1
Social & Civil Affairs	1		1
Directorate for Operations & Partnerships	0	1	1
Legal & Administration	1		1
	9	1	10

(*) Vacant position

Advisors and Seconded experts include a number of diplomats and experts seconded by UfM Member States to the Secretariat. The breakdown in terms of duties and assignment to UfMS Divisions/Departments and/or areas of work, is presented below:



Advisors & Senior Experts	Number of position included in seconded staff cost estimation	Number of positions not included in seconded staff cost estimation	Total number of position
Cabinet & SG Office	3	1	4
Business Development & Employment	2		2
Transport & Urban Development	0		0
Energy & Climate Action	2		2
Water & Environment	0		0
Higher Education and Research	2		2
Social & Civil Affairs	1		1
Tourism	1		1
	11	1	12

Technical staff is composed of heads of units, officers, analysts and assistants ensuring the day to day functioning of the Secretariat and the continuity of its services. The breakdown in terms of assignment and duties to UfMS internal functions and units is as follows:

Technical and administrative staff	Number of positions
Cabinet & SG Office	5
Business Development/ Energy & Climate Action	1
Transport & Urban Development/ Social & Civil Affairs	1
Water & Environment / Higher education & Research	1
Public Affairs & Communications	4
Deputy Director Legal & Administration	1
Legal Advice	1
Finance & Contracts	6
Human Resources	3
Corporate Services & Services Support	5
General Support	1
	29

In line with the analysis and assumptions mentioned above, allocation of months of short terms are foreseen to cover emerging needs, unforeseen situations and further develop UfMS internal capacities.

Likewise, the UfMS internship programme for 2019 as previous years foresees internship positions for an estimated number of 10-15 for an average period of 6 months.



VI. Activity Based Budgeting – GENERAL ADMINISTRATION

Taking into account the different levels of progress during previous years in terms of internal management and under the multiyear strategy pillars, 2019's main objectives focus on the following directions:

- Implementation capacities optimization: streamline and reinforce the capacities of the Secretariat both in terms of processes, frameworks, working methods and in terms of corporate and logistical support in order to better implement its activities and fulfil mandates given by the Member States.
- Sustain a sound internal and financial management in order to ensure compliance with applicable rules and regulations, in particular following the internal legal update approved by the Senior Officials in July 2018 and increased accountability requirements resulting from activities and partnerships growth as well as from diversification of funding sources and mechanisms.

Objectives	Action's instruments	Specific areas	Budget 2019
Reinforcing UfM Capacity for action	Reinforcement of digitalization and optimization of ICT components	Optimization and enlargement of applications (i.e. HR system)	19.000
		Interplay and interconnection between applications (i.e. financial system and accounting system)	56.000
		Total	75.000
	Investing in internal capacities and optimization of resources	Technical and project support: allocating additional working spaces	134.400
		reinforcement of IT infrastructure and network	18.000
			152.400
	Continuous and sustainable sound financial management	Auditing Processes	10.000
		Risk management and business continuity (i.e. IT help desk, back up)	5.000
			15.000
Sub-total reinforcing UfM capacity for action			242.400
Ensuring sustainability on internal Management	Office, Services and Maintenance		142.000
	Consultancy Services		89.000
	Banking and similar services		1.000
	Transport		4.500
	Insurances		11.000
	Utilities		203.500
	Other services		45.400
	Furniture, Equipment and other assets		16.200
Sub-total ensuring sustainability on internal management			512.600
TOTAL GENERAL ADMINISTRATION			755.000



General Administration	Budget 2019	Budget 2018
Leases	134.400	10.000
Office Services and Maintenance	147.000	159.000
Consultancy Services	99.000	104.000
Transport	4.500	16.500
Insurances	11.000	53.700
Utilities	203.500	183.800
Banking and similar services	1.000	1.000
Other Services	45.400	64.000
Furniture, Equipment and others	109.200	108.000
Total	755.000	700.000

Owing to cost control and as a result of previous years' efforts, the Secretariat succeeded in keeping the general administration costs less than 1 MM euros, stabilizing the cost from one year to another with 10% of the total budget.

On the other hand, the need to increase the Secretariat's internal capacities and accompany the reinforcement of its experts in house devoted to activities and its staff devoted to contracting, financial management of aforesaid activities, generates additional costs namely in terms of working space (temporary office while the first floor of the headquarters will be made available) and related facility services. To this effect, the Secretariat managed to keep this investment within limited amount less than 8% and keeping its ration of general administration cost up to 10% of the total budget.

Moreover, part of the general administration is dedicated to activities and internal processes for continuous enhancement of internal management systems as described in the work programme:

Reinforcement of digitalization and optimization of ICT components

Throughout previous years, the UfM Secretariat has put in place several applications, databases and tools (financial and accounting systems, database of Memoranda of Understanding and Agreements, Project Monitoring System, etc.) to better manage, monitor and report on its activities, and made further efforts, especially during 2016, 2017 and 2018 to operationalize them to its profile of business, notably through:

- An internal management team, put in place to follow up this technical support and manage the functioning and the improvement of the financial system, composed, as per best practices, of a *functional focal point* dealing with functionalities of the system (an officer from Finance and Contract team) and a *technical focal point* dealing with IT administration of the application (ICT development officer from Support Service team). As a result of the mechanism mentioned above, two releases of upgrade and improvement of the financial system, after a period of tests, have been deployed into production and are currently fully operational.
- An intranet portal developed internally, with internal documentation and useful internal information for the staff. This intranet includes a tool for office map management, point for access to different applications, tool for meeting rooms booking, tool for internal communication and sharing as well as access to rules and regulations documents.
- A Wifi solution through new devices, enabling the aggregation of 24 different access points controlled through a unified control panel that allows optimization of available capacity and ensuring high level security.



In line with the implemented actions mentioned above, during 2019:

In order to enhance the interplay and interconnection between applications in the perspective to centralize data for management use, and following technical analysis during 2018, a solution including components of privacy by design will be developed for the integration of the Financial System application and the Accounting System application via an appropriate interface. This integration will ensure more security for the transactions along with confidentiality, availability and integrity with data finally stored in the accounting system in the sense that accounts are only affected by authorized transactions processed in the financial system. It will support the reduction of manual processing and reduce transactions' time especially in terms of issuing payments through bank transfers.

A Documents' management application is going to be developed internally and progressively in order to better manage, use and safeguard all documents of the Institution in terms of working documents, technical, legal and administrative documents, studies and analysis papers in an organized manner. The documents' management is a second phase following electronic filing allowed by the financial system (all documents of technical nature and administrative nature are saved in the expenditure cycle in the financial system) that will enable an optimized use of available documents and institutional memory. At another level, the documents' management solution will ensure security and integrity of available data as it will allow the use of copies while safeguarding originals. The exploitation of documents capital of the Institution will be made easier and optimized through the interface of the documents' management application.

The Internal Portal developed in 2018 will be further enlarged and optimized to include on one hand more capabilities of devices allocation, inventory and management and on the other hand more functionalities such as the creation of a unified database for the management of institutional external contacts asset, with the scope of insuring the persistence of data, the control of rights and the organization of the external contacts lifecycle.

Likewise, all ICT services and assets will be streamlined through progressive alignment to internationally recognized standards such as ITIL (Information Technology Infrastructure Library) with the necessary adaptation to UfMS profile of business. This compliance process with international standards will ensure a professionalization of all IT working methods, investment and management actions and better rationalize new actions benefiting from high level and up to date methods (enabling better needs analysis, better selection of solutions and technologies and rational for the equation of in-house activities and outsources ones) and provide framework allowing a strategic planning on the matter. The adoption of ITIL targets the improvement of the level of service provided by IT team with the definition of SLOs (Service Level Objectives).

These efforts are being accompanied by a progressive update and adaptation of the Secretariat's internal procedures, circulars and manuals to reflect automated processes and authorization workflow.

Investing in internal capacities and optimization of resources

During 2018 and in the context of diversifying and adapting its instruments of technical support to better ensure proper follow up and monitoring of its increasing activities, the Secretariat finalized the set-up of procedures for the implementation of expertise and support actions through its Roaster of Experts, taking advantage of launching efforts in 2017 and 2018.



Continuing enriching the database/Roster of Experts with additional experts in the different fields of the Secretariat's work including topics addressed in the UfM Roadmap and encouraging the geographical balance will be the key actions during 2019.

In order to accompany the activities growth, the UfM Secretariat's general resources, logistics and support services are being further optimized and enhanced in terms of equipment and facility services and working space. As initiated in 2017 and 2018 (finalization of the archiving room, video conference, data centers, etc.), efforts made in terms of allocating additional working space with subsequent facility services -renting temporary working space- as well as fitting out works, facility services and telecommunications related. In this respect, during 2019, necessary actions will be taken to accompany the re-allocation plan and putting in place support actions to facilitate work in two sites.

Likewise, the Secretariat's human resources evolve within the framework of lean management to mitigate normal turnover of its staff members and to meet activities' needs namely the project and initiatives portfolio growth, requirements of cooperation programs with partner institutions, regional dialogue processes and to answer related implementation challenges. In this regard, in 2019 further efforts both in terms of secondments and targeted recruitments in fields where expertise and support are most needed and critical will be made in accordance with limited resources and including internal recruitment and internal mobility deploying existing staff to areas with emerging needs.

In this context, the update of the Secretariat's legal framework was finalized in 2018 in line with best practices in similar institutions and inter-governmental organizations following a long process of preparation during 2016-2017 and covering its Statutes and Staff Regulations and introducing Implementing Rules for the Staff Regulations as well as a Code of Conduct and an Anti-Fraud and Anticorruption Policy, aiming at aligning the legal framework with the current Secretariat's profile in terms of portfolio activities growth and simplifying and harmonizing the regulations for the better fulfilment of principles of equal treatment and accountability, as well as supporting efforts for geographical balance and promotion of ethical culture. This update will be implemented progressively based on ordered internal action plan paying due regard to its main objectives, to needs to ensure business continuity and budget constraints.

Continuous, sustainable sound financial management and streamlining internal processes

Results of successive external audits on the Secretariat's accounts, use of funds and processes are positive and with unqualified opinions.

This sound management is continuous. In this respect, auditing processes covering the Secretariat's financial statements prepared under IPSAS (International Public Sector Accounting Standards) and expenditure verifications have been further enhanced during 2018 through dedicated audits as per grant and cooperation agreements as well as by fostering a comprehensive approach of its accounting system under IPSAS, allowing thus a full picture of its resources and financial situation.

During 2019, risk management and internal control framework as well as simplification and streamlining the Secretariat's internal processes and procedures, will be further enlarged towards more comprehensive policies and internal processes, notably business continuity plan and internal control standards as per internationally recognized standards adapted to the UfM Secretariat context.



Likewise, budgeting and financial management processes, in continuation of steps taken, will be enhanced through enlarging progressively the scope of Activity Based Budgeting (ABB) methodology to the whole of the Secretariat's budget in terms of resources allocations, so that the budget structure reflects the activity profile and use of funds of the Organization.



VII. Appendix

- Budget circular and methodology
- Roster of Experts fees for 2019



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UfMS BUDGET PREPARATION CIRCULAR



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PROJECTS FOR PROGRESS



General indications

Method

- The Budget will be mostly formulated as per the method of "activity-based budgeting-ABB" (Activity oriented approach) used partially in 2016 and more extensively in 2017 and 2018. The term activity means project, initiative, programme within a priority area.

Guidance

- Budget preparation consultations and meetings will be organised to provide guidance on the elements of the methodology and samples of application.

Indicative ceilings

- The budget may be prepared within the ceilings dedicated to priority areas and horizontal activities and similar.

Focus

- Contribution of each Division/Department should be focused on reasonable and prudent number of projects/initiatives per area.

Quality assurance

- Budget Estimates per Activity and Action' Instruments are prepared by each project manager/ focal point of each project/initiative. The Budget Estimates shall be validated by the Line Manager.

Brivety

- Budget Estimates per Activity and Actions's Instruments should be concise and brief; and prepared in the Excel format following the template attached. The figures may be rounded to nearest thousands.

Accuracy

- No lump-sum provision should be made or proposed to be made in the budget. All items should be proposed according to the prescribed detailed of expenditure.

Timeline

- You are requested to forward cost estimates by activity and actions'Instrument by the date mentioned in the Budget timetable. A summary as per your division/department will be provided by Finance.



Budget Guidelines Circular

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1. What is the Budget?

In this Circular, the term *budget* means the UfMS Budget. The budget consists of several volumes that set forth the Secretariat financial proposal with recommended priorities for allocating resources. The main *Budget* volume contains the Secretary General Budget message, the Budget Explanatory Note and other broad statements of policy. The *annex* contains detailed information by Budget building blocks, headings, lines, programs, and activities. Other volumes provide complementary views of the budget. Most of the information contained in the budget is, or is based on, information you submit for your priority area/units and programmes in response to this Circular.

2. What is the legal requirement to prepare the Budget?

The UfMS Statutes (section IIIV and IX) requires the Secretariat to submit a budget. The Secretariat formally transmits his proposals for allocating resources to the Senior Officials through the budget. Indeed, the Secretary General submit before the 1st October of each year to Member States Senior Officials the draft annual Budget for the Revenue and the Expenditure of the Secretariat. Before the 1st December of the same year¹, the Senior Officials adopt the annual budget with any amendment and return it to the Secretariat for execution. Through this process the UfM decides how much money to spend, what to spend it on, and how to raise the money it has decided to spend.

3. Budget preparation- what is the framework in which budget decisions are made?

A full understanding of the UfMS budget planning and preparation system is essential, not just to derive expenditure projections but to be able to advise the Secretariat on the feasibility and desirability of specific budget proposals, from a strategic and relevance perspective.

UfMS Budget preparation is a process with designated units and/or individuals having defined responsibilities that must be carried out within a given timetable. To be fully effective, it requires three forms of financial discipline:

- a. Control of aggregate expenditure to ensure affordability; that is, consistency with the global budgetary framework (level of resources);
- b. Effective means for achieving a resource allocation that reflects expenditure policy priorities (cost estimates as per activity);
- c. Efficient delivery of results (productive efficiency).

Based on the objective assessment of available revenues and financing, the expenditure budget

¹ Dates are yearly adapted in accordance with MS decision of Senior Officials Meetings dates.



aims to be comprehensive, transparent, realistic, activity and project-oriented, and allow for clear accountability in budget execution. These concepts form a standard by which the soundness of UfMS budget systems can be judged.

4. What are main budget principles?

Annuality. The budget is prepared every year, covering only one year; approved every year; and executed over one year. While maintaining the core concept of annual authorization, this principle should move toward, at the preparation stage, to develop the annual budget within a multiyear perspective, through the preparation of medium-term revenue and expenditure frameworks.

Unity. Revenue and expenditure should be considered together to determine annual budget targets. The budget should cover all UfMS operations, so that the budget presents a consolidated picture of these operations and is approved, as a whole, in the SOM.

Universality. All resources should be directed to a common pool or fund, to be allocated and used for expenditures according to the current priorities of the UfMS. In general, earmarking of resources for specific purposes is thus to be discouraged.

Sound Financial Management. Appropriations shall be used in accordance with the principle of sound financial management, namely in accordance with the principles of economy, efficiency and effectiveness.

The principle of economy requires that the resources used by the institution in the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and at the best price.

The principle of efficiency concerns the best relationship between resources employed and results achieved.

The principle of effectiveness concerns the attainment of the specific objectives set and the achievement of the intended results.

Specific, measurable, achievable, relevant and timed objectives shall be set for all sectors of activity covered by the budget. The achievement of those objectives shall be monitored by performance indicators for each activity,

These principles are to be observed in drawing up and executing the budget. The principle of economy itself derives from the principle of efficiency. Efficiency implies among others the following:

-- A specific result is achieved with the smallest possible input of resources (minimisation principle = economy principle).

-- The best possible result is achieved with a predetermined resource input (maximisation principle = productivity principle).

These four are essential to ensure that, in budget preparation, all activity proposals for



undertaking UfMS expenditure will be forced to compete for resources, and that priorities will be established across the whole range of UfMS operations.

Equilibrium. Revenue and payment appropriations shall be in balance.

Unit of account. The multiannual financial framework and the budget shall be drawn up and implemented in euro and the accounts shall be presented in euro.

5. Activity based budgeting

The UfMS Secretariat as per its mandate and core missions on activity oriented framework is strengthening more the link between activities and resources allocated to them, while at the same time is using more accurate presentation of forecasted use of resources, thus contributing to increasing the efficiency and the accountability of its work.

Activity Based Budgeting (ABB) is the budgetary component of the wider Activity Based Management (ABM) approach which aims to improving more the management process and allocation of resources in the UfMS, as part of the overall UfMS internal management system in full coherence with the work programme and related strategies.

The purpose of using the ABB in the UfMS is to provide the means for an allocation of resources which is consistent with institutional and operational priorities and a management of resources which is itself consistent with pre-defined objectives.

The Activity Based Budget is structured into three main budget headings,

- Activities -Operational Expenditure
- Human Resources
- General Administration

in addition to the heading of contingency reserve.

The Operational Expenditure includes the activities of the UfM Secretariat as per the work programme which are divided in four Action's Instruments and displayed in **matrix** form: Action's Instruments and Core Activities.

An Action's Instrument is the tool through which the UfMS articulates the strategies and activities described in the work programme:

- Technical Support for projects and activities (TS): covers all actions of expertise, comprising in house projects support and analysis (projects managers/analysts: in-house expertise), technical assistance (including studies and consultancies services).
- Platforms, regional experts' groups meetings & conferences (PC): covers all actions of projects' and initiatives' promotions, events, technical workshops, experts' group meetings and conferences.



- Follow-up and monitoring missions for projects and activities (FM): covers all missions of projects and initiatives identification, coordination, launching, fundraising and monitoring.
- Outreach & Visibility of projects and activities (OV): covers both institutional outreach and public affairs as well as project and initiative visibility and communication actions.

Core Activities are:

- Promoting regional dialogue: based on policy guidelines given by UfM MS in terms of regional policy platforms in the framework of its mandate, the Secretariat is contributing to operationalize decisions taken at political level through (i) the organization of regional and sub-regional sectoral dialogues and follow-up activities, with a view to monitoring the progress in the implementation of Ministers' commitments and promoting the initiatives intended to foster cooperation in the region, and (ii) the exchange of best practices, sharing of experiences, identifying new and innovative methodologies and developing regional and sub-regional networks.
- Promoting regional projects and initiatives: in this respect, priority is given to support, monitor and follow up the implementation of already labelled projects as well as to develop project pipelines as appropriate in order to maintain a balance between delivering results on the ground and developing new activities.

Human Resources and General Administration are structured by destination in consistency with International Standards of Accounting (International Public Sector Accounting Standards- IPSAS), while maintaining a simplified classification by nature.

6. What are global assumptions and ceilings?

To facilitate discussion on resource allocation, it is helpful for the budget planning to set, within the global assumptions, guidelines/targets for each spending area on their total spending. This allows budget internal consultations to coalesce around a realistic target for each priority area, consistent with the affordable total resources.

Such guidelines or targets can be normative (e.g. when they are derived from a medium-term expenditure planning framework) or indicative (e.g. based on shares in the latest year's figures).

Each division/department is asked to put forward its estimates for its existing or baseline activities within that guideline. Separately, each division/department is asked to identify what activities and programmes would be enhanced/introduced or cut back. This approach is to concentrate preparation and discussion on priorities at the margin, within an affordable total.

Prior to any consideration, the main rational for UfMS Budget preparation is to set the macro



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ceiling according to estimated level of revenues. Each year, it will be provided the ceilings corresponding to the theoretical estimated budget (based in the potential resources available).

However, caution underlying level of resources, namely Member States contributions, the aggregate ceiling shall be limited to a lower level of revenue that could be considered in mid-term budget review during the implementation of the Budget.

Adjustment factors may be applied to budget estimates according to implementation rates of previous years and following global ceilings correction (headings ceilings, action's instruments ceiling, etc.).



7. What is budget preparation timetable?

S #	Activities	Responsible	Deadlines (1)
1	Issuance of Budget guidelines (circular)	Legal and Admin Dept. (Finance)	
2	Budget consultations and/or preparatory bilateral meetings with units/divisions	Legal and Admin Dept. with Divisions/Departments <i>in coordination with Cabinet, Directorate for Operations and Partnerships and Communications and Public Affairs Unit</i>	
3	Submission of Budget Estimates per Activity using applicable templates: prepared by each project manager and validated by the line manager.	All Units/Dept./Divisions	
4	Bids and Plans review (Procurement plan - technical assistance-, Staffing plan, Events plan, Communication plan, etc.)	Cabinet, Legal and Admin in coordination with Directorate for Operation and Communications and Public Affairs Unit	
5	Financial plan update, <i>Establishment of 1st draft of the Budget</i>		
6	<u>TBC</u> - Prior information to UfM Member States based on the <i>1st draft of the Budget(indicative figures)</i>	Cabinet Legal and Admin (Finance)	
7	Second Budget and Work Programme internal consultations for possible adjustments, with related Divisions/Departments Submission of update Budget Estimates Considerations of the College/Executive Committee	Legal and Admin (Finance) with related Units and Dept. College/Executive Committee	
8	Second draft of the Budget	Legal and Admin(Finance)	
9	SG approval (and College/Executive committee consultation)	Secretary General	
10	Dossier for formal submission to the SOM (draft full budget documents)	Legal and Admin (Finance) Secretary General	
11	Formal submission to the SOM (full budget documents)	Legal and Admin(Finance) Secretary General	
12	SOM of December- final decision	Senior officials meeting (SOM)	

(1) Deadlines should be updated and adapted to each budgetary year.



8. How do I present Budget Estimates?

Estimates of each Division/Department should be prepared by Activity in accordance with this Budget Guidelines.

Divisions and Departments should follow the following process before they are able to submit estimates by activity as per template attached.

1. Identification and Short description

- a. Identify and link the activity with the Work Programme.
- b. Title of each Action: Short description of the action
- c. Identify the priority of each action. “**Priority 1**” should refer the activities in line with the theoretical estimated budget and “**Priority 2**” should include additional activities.

2. Actions under the Budget

Provide needed actions to be carried out during the budgetary year. Needed actions should fall under the following categories:

- Technical Support for projects and activities (TS): covers all actions of expertise, technical assistance (including studies and consultancies services).
- Platforms, regional experts’ groups meetings & conferences (PC): covers all actions of projects’ and initiatives’ promotions, events, technical workshops, experts’ group meetings and conferences.
- Follow-up and monitoring missions for projects and activities (FM): covers all missions of projects and initiatives identification, coordination, launching, fundraising and monitoring.
- Outreach & Visibility of projects and activities (OV): covers both institutional outreach and public affairs as well as project and initiative visibility and communication actions.

Process:

- a. Preparation: Project managers in each Divisions and Departments are requested to prepare Budget Estimate of activities under their responsibility.
- b. Consolidation: One Focal point per Division/Department consolidates all information and data in the Template (Excel file).

In order to simplify the preparation, the Excel file includes several automatic calculations, the Division/Department should focus on describing needed actions and defining indicatively their characteristics (what, where, when, size, etc.)

During the budget consultations and/or preparatory bilateral meetings with units/divisions, the Finance department will take place throughout the process. Directorate for Operations and Partnerships and/or Communications and Public



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Affairs Unit should be associated to the process and assist as appropriate in the consultation meeting and in the preparation of the information.

- c. Validation: Line managers are requested to verify and validate these estimates and submit them to Legal and Admin depart.



Roster of Experts fees for 2019

Type	Fees
Senior Experts	400 EUR /Working day
Junior Experts	250 EUR/ Working day

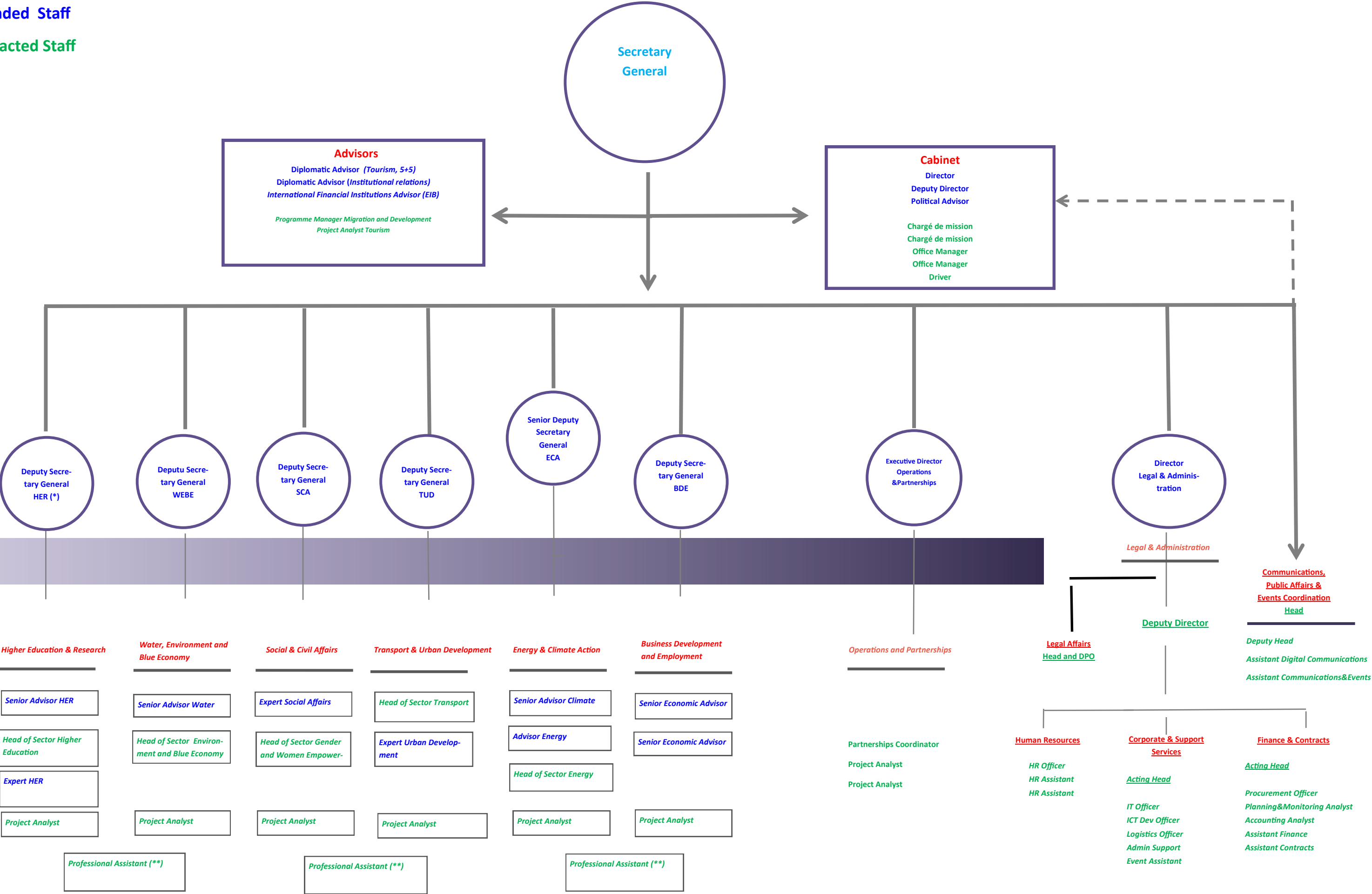


VIII. Annexes

- UfM Secretariat internal structure, detailed organigram.
- Classification of posts, main elements of its competency framework and salary grid.
- Staffing plan with forecasts of needs.

Seconded Staff

Contracted Staff



(*) Vacant Position

(**) Shared position between Divisions



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SECRETARIAT OF THE UNION FOR THE MEDITERRANEAN

CLASSIFICATION OF POSTS AND GENERAL COMPETENCIES FRAMEWORK 2018-2019



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INTRODUCTION

As a result of the approved new staff rules and regulations by the Union for the Mediterranean (UfM) Member States on Tuesday, 17th of July 2018, the UfM Secretariat (UfMS) is pleased to provide the Member States with this information memorandum providing:

- 1. Classification of posts**
- 2. General competencies framework**
- 3. Salary Grid**

1. CLASSIFICATION OF POSTS

1.1. Objectives:

The UfMS's mandate is of a technical nature. The Organization aims to concretize the decisions taken by its Member States to contribute to the stability and peace in the whole Euro-Mediterranean region.

As per the Statutes of the UfMS, the structure should remain lean to soundly ensure its operational character and increase its added value through an objective-based approach, a restrained bureaucracy and a narrowed hierarchy.

The classification of posts is made to understand the mission of each function, the responsibility level and the placing of each existing position within the UfMS. It is based on the duties and responsibilities attached to the post.

Associated with a competency framework and a performance cycle management, the overall purpose of the classification of posts is to:

- Improve the allocation of required capabilities and achieve maximum impact by aligning the HR management with the UfMS strategy;
- Guarantee transparency, equity and rational management;
- Insure the correspondence of the UfMS legal framework with the organization of activities and needs;
- Make public interest prevail for the common good, as the allocation of rights and duties is expected to orient behaviors and individual choices to achieve the goals pursued by the Organization and determined by its political body.

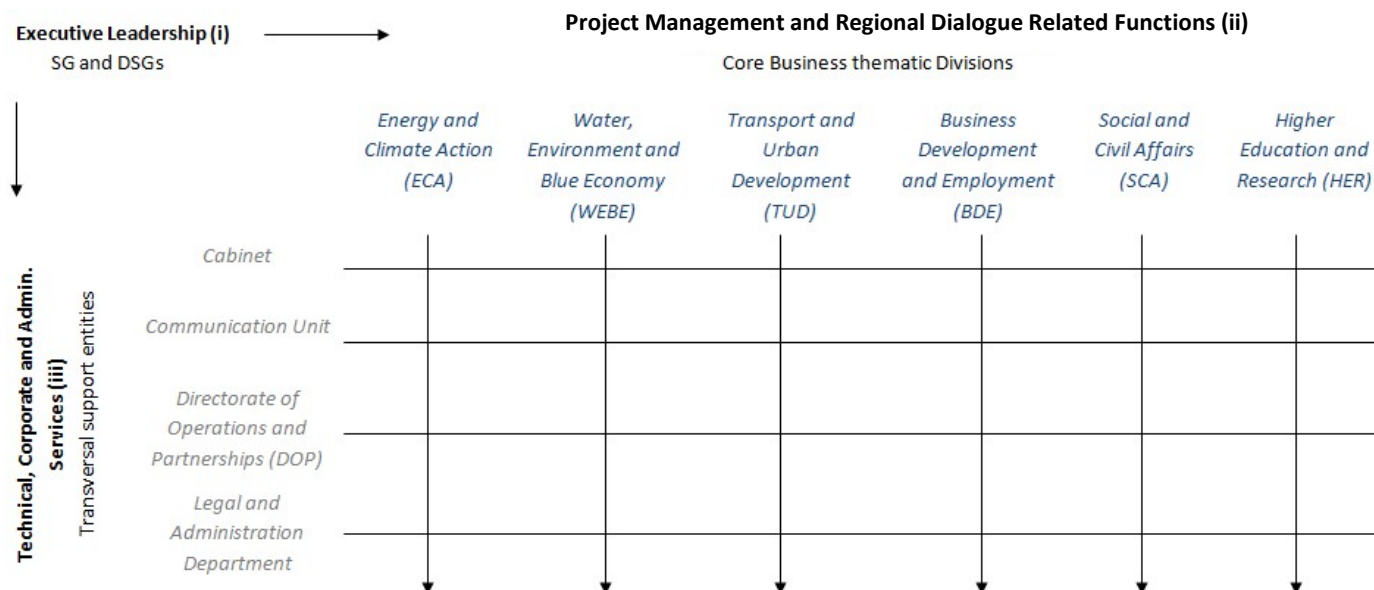
This tool involves job requirements setting, potential matching for in-house mobility and the implementation of development policies.

1.2. Structure of the UfMS and its functions

1.2.1. The organizational structure of the UfMS

The Senior Officials of the UfM Member States are in charge of

- nominating the Executive Leadership of the Secretariat, namely the Secretary General (SG) and six Deputy Secretaries General (DSG), each in charge of a thematic Division (i),
- the UfMS core business, executed by the six thematic Divisions comprising the Project Management and Regional Dialogue Related Functions (ii) and,
- the Technical, Corporate and Administrative Services (iii).





1.2.2. Functions within the UfMS

(i) Executive Leadership

- Design the UfMS strategy and road map in coordination with the UfM bodies;
- Align Decisions to achieve organizational road map;
- Actively uphold the value of the UfMS for regional Dialogue and Development;

• This function is enabled by statutory positions, Secretary General and Deputy Secretaries General.

(ii) Project Management and Regional Dialogue Related Functions

- Project Management related Positions involve work programme implementation;
- Project management support , fundraising, negotiation, regional dialogue animation, networking, policy analysis;
- Knowledge and networking management for continuous improvement of the UfMS impact;

• This Function is enabled by project-related positions within the 6 Divisions of the UfMS (Project Analyst, Junior Expert, Project Manager, Expert, Programme Manager, Head of Sector, Senior Expert and Advisor).

(iii) Technical, Corporate and Administrative Services

- Positions within the Technical, Corporate and Administrative Services support the functioning of the UfMS by ensuring efficiency and effectiveness of its activities.

• This Function is enabled by the positions within: the Cabinet of the Secretary General, the Directorate of Operations and Partnerships, the Communication Unit and the Legal and Administration Department (Finance, Procurement, Human Resources, Information technology, Logistics, as well as General Management and Administration positions, Secretaries/Assistants/ Clerks)



1.3. Job structure elements: glossary of the classification of posts

⁽¹⁾ Functions

A function, also called job family, is defined by a group of activities aiming to similar purposes and core mission. The existing positions within the UfMS can be classified under 3 functions: (i) Executive Management (*EM*); (ii) Project Management and Regional Related (*PM*); and (iii) Technical, Corporate and Administrative Services (*CS*).

Owing to the complexity of some functions, they have been divided into smaller, more comprehensible Units, which have a continuum of knowledge, skills and abilities, representing a career path from the lowest to the highest level.

⁽²⁾ Class of posts

A class of posts consists of a group of homogeneous duties, skills, responsibility level and tasks related by similarity of functions.

⁽³⁾ Grade

The grade represents the seniority level. Grades have different designations, depending on the functions of the positions.



1.4. Classification of posts

1.4.1. Mission-based classification

Function (i)	Class of post	Category	Generic mission	Main activities
Executive Leadership Management function - Strategy and resource allocation	(EL1) Secretary General	Statutory position	Executive leadership: overall running of the Secretariat with full executive authority over its functioning, subject to the powers reserved for the UfMS political bodies.	<ul style="list-style-type: none"> - Prepare the annual Work Programme of the UfMS and its annual budget in consultation with the DSsG; - Appoint the UfMS staff; - Ensure the stability of the structure of the UfMS and the compliance with its objectives and mandate; - Maintain the links with the other bodies of the UfM; - Execute the budget; - Submit annual activity reports and financial accounts to the SO; - Maintain transparent procedures and correct circulation of information concerning all activities carried out by the UfMS; - Establish rules of procedure of the UfMS.
	(EL2) Deputy Secretary General	Statutory position	Line Management and Resource coordination of one of the thematic Divisions: coordinate, allocate and monitor the work of others. Resources are managed directly.	<ul style="list-style-type: none"> - Assist the SG and provide strategic direction and guidance on the assigned thematic; - Ensure the stability of the Division and compliance with its objectives; - Prepare the annual Work Programme of the Division and its annual budget in consultation with the SG; - Maintain the links with the other bodies of the UfM (relevant to the sector and cross sectors of the managed Division); - Execute the Division's budget; - Submit the Division's annual activity reports



Function (ii)	Class of post	Category	Generic mission	Main activities
<p>Project Management and Regional Dialogue Related</p> <p>Core function - <i>Regional cooperation enhancement through dialogue and technical assistance for the implementation of concrete projects</i></p>	(PM1) Advisor	Seconded	Policy Diplomatic Advisor to the DSG: Assist in the implementation of the work Programme, by providing reflective work on Regional Dialogue and building alliances.	<ul style="list-style-type: none"> - Act as a Policy Diplomatic Advisor to the DSG (research, foster active involvement of UfMS Member States, participate in relevant high level meetings, inform on opportunities and best practices, contribute to the political dialogue and strategic partnership); - Participate in the monitoring of Regional labelled projects; - Actively contribute to produce information and relevant communication tools;
	(PM2) Manager / Expert	Contracted Seconded	Implementation of the Division's work plan: Maintenance and development of promoters and donors' networks. Project advisory and fundraising mastery.	<ul style="list-style-type: none"> - Identify and make proposals for potential projects, initiatives and activities in close cooperation with the promoters; - Fundraising in close cooperation with promoters; - Monitor and assess project work plans and progress, conduct evaluations; - Manage external consultants, monitor performance, review outputs and recommend and carry out corrective action when needed; - Carry out all aspects of procurement processes related to the sector of intervention (drafting ToRs, launching tenders...); - Participate in relevant project and sector meeting and contribute to the preparation of UfMS relevant sectorial meetings and high level visits.
	(PM3) Analyst / Junior Expert	Contracted Seconded	Project coordination: Horizontal support, activities' coordination assistance (planning, monitoring reporting) and systemization of the communication of all project aspects.	<ul style="list-style-type: none"> - Organization of sectorial meetings and events; - Carry out public procurement processes (first draft of ToRS); - Compile data on external consultants' performance and recommend corrective actions; - Coordinate and participate in the assessment of projects; - Prepare the first draft of concept notes and legal documents on cooperation (MoUs, partnerships...); - Prepare communication material related to the Division's activities; - First draft of institutional reports - Coordinate the Division's sound financial management: forecasting and check budget VS actual.



Function (iii)	Class of Post	Category	Generic mission	Main Activities
<p>Technical, Corporate and Administrative Services</p> <p>Support function</p> <p><i>Provide services to ensure the operational effectiveness of the UfMS</i></p>	(CS1) Director / Deputy Director	Seconded Contracted	Strategic planning and decision making: lead long term organizational planning, manage changes and impulse the development and the improvement of policies.	<ul style="list-style-type: none"> -Ensure correct management and organizational development measures in the UfMS; -Manage and empower the team of the relevant Department, set objectives and measure performance internally; -Upon instructions of the SG, assist the DSGs if needed when exercising their functions; - Advise the SG on dealing with risks, on the quality of management, internal systems and opportunities; -Prepare talking points, speeches or representing the SG when appropriate;
	(CS2) Head of Unit	Contracted	Activity monitoring: act as referent, develop policies and procedures according to strategy.	<ul style="list-style-type: none"> - Responsible for the implementation of strategies and procedures; - Manage the relevant Unit; - Prepare processes; - Identify Unit's needs;
	(CS3) Officer / Analyst	Contracted	Work plan execution: overall support in work plan within the relevant Unit.	<ul style="list-style-type: none"> - Execute work plan and advise on procedures implementation; - Provide assistance and follow-up on procedures and documentation; - Provide analytical work.
	(CS4) Assistant	Contracted	Overall assistance: execution of a work plan and secretarial/ administrative duties.	<ul style="list-style-type: none"> - Follow-up on administrative arrangements; - Maintaining files and records; - Coordinate the Unit's/Department's/Division's activity; - Logistic organization;
	(CS5) Clerk	Contracted	General office duties: administrative and management support	<ul style="list-style-type: none"> -Welcome guests; -Support the reception desk; -Sort and Hand out post; -Record and update databases;



1.4.2. Minimum requirement-based classification

These are suggested requirements for high level posts that are subject to political appointment and statutory provisions taking into consideration geographical balance, experience and technical expertise in given areas of work.

Function	Class of posts	Minimum Experience	Minimum Qualification	
		Experience	Languages**	Related-field Qualifications
EL	EL1. Secretary General	Relevant professional (diplomatic, institutional, technical, etc) experience	Full proficiency in English + 1 other UfM languages	University Degree
	EL2. Deputy Secretary General	Relevant professional experience (diplomatic, institutional, technical, etc) in cooperation.	Full proficiency in English + another UfM language	University Degree

These are minimum requirements per class of posts. More detailed and adjusted ones are included in the relevant Job description and related call for candidature.

Function	Class of posts	Minimum Experience		Minimum Qualification	
		Field related Experience	Project and/or team Managerial Experience*	Languages**	Related-field Qualifications
PM	PM1. Advisor	10 years' experience .	8 years	Full proficiency in English + another UfM language	Master Degree or another university degree with relevant number of years of experience
	PM2. Manager	8 years' experience at international level.	5 years	Full proficiency in English + another UfM language	Master Degree
	PM3. Analyst	5 years' experience.	3 years	Fluency in English + another UfM language	Master Degree
CS	CS1. Director/Deputy Director	10 years' experience	8 years	Full proficiency in English + another UfM language	Master Degree or another university degree with relevant number of years of experience
	CS2. Head of Unit	8 years' experience in multi-cultural environment.	5 years	Full proficiency in English + another UfM language	Master Degree
	CS3. Officer	5 years' experience in multi-cultural environment.	3 years	Fluency in English + another UfM language	Master Degree
	CS4. Assistant	3 years' experience in multi-cultural environment.	N/A	Fluency in English	Bachelor Degree
	CS5. Clerk	3 years' related experience in multi-cultural environment.	N/A	Fluency in English and Spanish.	High School Degree/ equivalent

*A management experience can be proven through project and/or team management depending on the organizational needs.

** The UfM working languages are English, Arabic, Spanish and French. The languages skills requirement may increase according to specific needs such as for the UfMS Communication Unit, the Human Resources Unit or for the Cabinet.

2. GENERAL COMPETENCY FRAMEWORK

2.1 Objectives and definition:

The fulfillment of the UfMS mission depends on the mobilization of its staff competencies, common values and behaviors. The competency consists of a set of abilities, knowledge and skills enabling the job's performance. Each competency can be measured through behavioral indicators. The identification of competency level aims to improve management decisions and bring out the levels of proficiency, complexity, scope and responsibility linked to a position.

The UfMS sets out all **9** expected competencies distributed in 3 clusters: ⁽¹⁾ Professional competencies, ⁽²⁾ Operational competencies, ⁽³⁾ Managerial competencies.

- ⁽¹⁾ **Professional competencies:** basic skills and behavior to perform in a professional manner as expected from an employee at the UfMS.
- ⁽²⁾ **Operational competencies:** set of skills and behavior enabling an employee to perform the duties prescribed in his professional field/sub function as expected at the UfMS.
- ⁽³⁾ **Managerial competencies:** set of skills and behavior that enables/supports the achievement of the UfMS's objectives through the extensive knowledge of the Organization, people management, resources management and effective communication.

Each competency level has a specific set of indicators. The competency levels are cumulative, which means the behavioral indicator at the lowest level also apply to all subsequent levels.





2.2. UfMS general competencies: behavioral indicators

Professional Competencies: Team Work

Definition: Team work consists of cooperative efforts delivered by several staff members which are driven by the same shared commitment to the UfMS performance. The ability to work with a team consists also of making valued contributions and constructive feedbacks to the outputs of others to achieve results in the most efficient way.

Behavioral indicators and levels:

Level 1:

- *Support teams by providing information and feedback when requested;*

Level 2:

- *Contribute in a valuable way to the team notably by providing constructive feedbacks on other's contributions;*

Level 3:

- *Share all relevant information and create team spirit;*
- *Enhance other team members' self-esteem and empower them;*
- *Have a high level of flexibility, can work with a wide variety of tasks and staff members.*



Professional Competencies: Achievement Orientation

Definition: The achievement orientation consists on the inner drive, devotion and motivation to accomplish goals.

Behavioral indicators and levels:

Level 1:

- *Gets the job done on time as long as there is no major obstacle;*
- *Does what is asked and solves problems as dictated;*
- *Works according to rules and procedures in force;*

Level 2:

- *Flexible and manages own time, priorities and resources to achieve given goals;*
- *Embraces expanded responsibility and challenges to improve performance;*
- *Demonstrates commitment to client and quality.*

Level 3:

- *Quickly delivers ideas and efficient solutions to better meet complicated challenges in a timely manner;*
- *Sets strategic goals and builds the means to achieve them;*
- *Achieves outstanding performance in the field of work.*



Professional Competency: Client Focus

Definition: Adopting a client focused approach means meeting peers' expectations when appropriate and respond to their enquiries promptly, efficiently and courteously to help them achieve their goals.

Behavioral indicators and levels:

Level 1:

- *Resolves colleagues'/partners enquiries promptly and courteously and only refers to others when genuinely appropriate;*
- *Keeps colleagues/partners up to date and informed on enquiries;*

Level 2:

- *Identifies and clarifies individuals' customer needs;*
- *Identifies good practice and solutions and integrates them into own service;*

Level 3:

- *Translates day-to-day feedbacks into possible strategic improvements: policies, procedures and implementation plans;*
- *Creates an environment where colleagues are empowered to adopt a client-focus approach;*



Operational Competency: Resources Management

Definition: Resources Management consists of understanding human, financial and operational resource matters to be able to make sound decisions to ensure the efficient and effective development of the UfMS.

Behavioral indicators and levels:

Level 1:

- *Plan, coordinate and manage resources to accomplish assigned duties in a timely manner.*

Level 2:

- *Manage the allocation of resources according to business needs;*
- *Identify difficulties in organizing resources use and identify resources needs;*

Level 3:

- *Redefine priorities, develop solutions to tackle resource issues directly linked to the UfMS effectiveness and roadmap.*
- *Separate, combine and adapt tasks to regulate workflow efficiency to deliver outputs in a timely manner.*



Operational Competency: Operational Communication

Definition: Operational communication aims to build sustainable relationships in order to work in an efficient way.

Behavioral indicators and levels:

Level 1:

- *Able to explain a process or an activity and actively listens to messages;*
- *Understands assignments instructions and applies them as directed;*
- *Demonstrates a desire to support colleagues by actively helping them and try to relate constructive knowledge to others.*

Level 2:

- *Able to present complex, conceptual ideas in comprehensive terms to colleagues;*
- *Capable of advocating a change of mind of self, peers and partners;*
- *Capable of adapting communication to specific audiences.*

Level 3:

- *Able to gain/engage partners and peers through communication;*
- *Able to transform ideas, behaviors and culture;*
- *Advises and Influences decision makers.*



Operational Competency: Drafting Skills

Definition: Drafting skills are the ability to communicate in an appropriate, comprehensive and respectful way concepts and information in writing, paying due regard to the desired impact.

Behavioral indicators and levels:

Level 1:

- *Adapts communication according to audience type;*
- *Writes in a concise and comprehensive manner;*

Level 2:

- *Writes in a logical manner and adapts to diverse situations;*
- *Soundly uses factual data to complete or support information;*

Level 3:

- *Vulgarizes technical information to engage diverse audiences and positively influences opinions and decisions (strategic written creation);*
- *Reviews and improves sensitive, strategic or complex written institutional documents, identifies miscommunication risks and opportunities.*



Managerial Competency: Strategic Thinking

Definition: Strategic thinking is the ability to develop a vision on the Organization's accomplishments and future. It supports decisions, critical resources management and links long-term strategies to daily work.

Behavioral indicators and levels:

Level 1:

- *Understands the potential impact of each peer/partner work.*

Level 2:

- *Understands the position of the UfMS on a political level, its strengths, weaknesses, opportunities and threats;*
- *Identifies key information or facts to influence decision-makers;*

Level 3:

- *Develops a network outside and inside the UfMS to meet strategic goals;*
- *Thinks a "bigger picture", uses tools or ways and achieves strategic goals;*



Managerial Competency: Organization Alignment

Definition: Organization Alignment requires a deep understanding of purposes and goals of the UfMS. It is about the consistency between the external (UfMS outputs) and internal practices. It means focusing on the behaviors aligned with the priorities and goals instead of one's own preferences and professional priorities.

Behavioral indicators and levels:

Level 1:

- *Able to explain the purpose of the UfMS and the link with own work.*

Level 2:

- *Able to explain the UfMS priorities, and potential opportunities arising through changes;*
- *Able to explain to others the strategic goals and how they will impact their work.*

Level 3:

- *Able to promote and share the development needs of the UfMS;*
- *Rally peoples' objectives with UfMS priorities.*



Managerial Competency: Decision Making

Definition: Decision Making is the ability to make suitable and transparent decisions by analyzing complex situations, past experiences and other points of view.

Behavioral indicators and levels:

Level 1:

- *Identifies urgent decisions and take them in a timely manner in light of available information.*

Level 2:

- *Ensures the communication and explanation of reasons for decisions to all those affected, especially in sensitive contexts.*

Level 3:

- *Takes into account calculated risks and accepts responsibility for the quality of the outcome of the taken decision.*

2.4. General competency framework

The Framework establishes level of skills recommended for each cluster of competencies and class of posts:

	Operational Competencies	Team Work	Achievement Focus	Client Focus	Professional Competencies	Resources Management	Drafting Skills	Communication Skills	Managerial Competencies	Organization Alignment	Decision making	Strategic thinking		Supervisory Level*
Executive Leadership														
EL1 - Secretary General		3	3	3		3	3	3		3	3	3		3
EL2 - Deputy Secretary General		3	3	3		3	3	3		3	3	3		2
Project Management and Regional Dialogue Related														
PM1 - Advisor		3	3	3		3	3	3		2	2	3		N/A
PM2 - Manager		3	3	3		3	3	3		2	2	3		1
PM3 - Analyst		3	2	2		2	2	2		1	-	1		N/A
Technical, Corporate and Administrative Services														
CS1 - Director/Deputy Director		3	3	3		3	3	3		3	3	3		3
CS2 - Head of Unit		3	2	3		3	2	2		2	1	2		2
CS3 - Officer / Analyst		2	2	2		2	2	2		1	-	1		1
CS4 - Assistant		2	1	2		1	2	1		1	-	1		N/A
CS5 - Clerk		1	1	1		1	1	1		-	-	1		N/A

* The supervisory level, i.e. first line management responsibility (monitor and regulate employees in their performance of assigned or delegated tasks) is measured as follows (between 1 and 2 supervised employees = entry level (1), between 3 and 6 employees = moderate level (2): more than 10 employees = high level supervisory (3).

3. SALARY GRID

3.1. Contracted staff compensation approach

The system of increment advancement and promotion within the UfMS is subject to multiple variables.

Subject to budget, the length of a continuous service (the seniority level) and a promotion are the two elements that may affect a salary.

- **Salary increments on steps**

Each position from each function includes steps.

A step increment is based on the following elements:

- The seniority level (years of service at the UfM);
- Annual Performance Appraisal;
- Budget.

As per the UfMS's Staff Regulations Implementing Rules (Rule X – Section 1), a **satisfactory performance** shall be awarded annually by a salary increment following the salary scale set forth. A staff member whose service has not been satisfactory is subject to demotion.

- **Promotion system**

As per the UfMS's Staff Regulations Implementing Rules, the Secretariat shall institute and maintain programmes to reward staff members according to their performance and achievements as documented in the performance appraisal system.

The Performance rewards consists on **gaining several steps** based on **outstanding performance**. The promotion is subject to the **positive appraisal of the Advisory Board** and afferent **budget-control rules**.

Performance rewards shall constitute no more than 1.5 per cent of the total salary budget, subject to review by the Advisory Board in light of a proposal by the Legal and Administration Department.



3.2. Salary Grid¹

2018 Gross Salary Grid - UfMS Contracted Staff by Posts class, Grades and Steps								
Function	Posts Class*	Grades	Steps					
			1	2	3	4	5	6
Project Management and Regional Dialogue Related	PM1 - Manager (Project manager, Programme manager, Head of Sector, etc)	PM1.1	85,333	86,666	87,999	89,332	90,665	91,998
		PM1.2	75,996	77,329	78,662	79,995	81,328	84,000
		PM1.3	67,998	69,331	70,664	71,997	73,330	74,663
		PM1.4	60,000	61,333	62,666	63,999	65,332	66,665
	PM2 - Analyst	PM2.1	57,238	58,029	58,820	59,611	60,402	62,000
		PM2.2	52,492	53,283	54,074	54,865	55,656	56,447
		PM2.3	47,746	48,537	49,328	50,119	50,910	51,701
		PM2.4	43,000	43,791	44,582	45,373	46,164	46,955
Technical, Corporate and Administrative Related	CS1 - Deputy Director of Department	CS1.1	93,331	94,664	95,997	97,330	98,663	99,996
		CS1.2	85,333	86,666	87,999	89,332	90,665	91,998
	CS2 - Head of Unit	CS2.1	75,996	77,329	78,662	79,995	81,328	84,000
		CS2.2	67,998	69,331	70,664	71,997	73,330	74,663
		CS2.3	60,000	61,333	62,666	63,999	65,332	66,665
	CS3 - Officer / Analyst	CS3.1	57,238	58,029	58,820	59,611	60,402	62,000
		CS3.2	52,492	53,283	54,074	54,865	55,656	56,447
		CS3.3	47,746	48,537	49,328	50,119	50,910	51,701
		CS3.4	43,000	43,791	44,582	45,373	46,164	46,955
	CS4 - Assistant	CS4.1	40,500	41,250	42,000	42,750	43,500	45,000
		CS4.2	36,000	36,750	37,500	38,250	39,000	39,750
	CS5 - Clerk	CS5.1	32,996	34,162	35,328	36,494	37,660	40,000
		CS5.2	26,000	27,166	28,332	29,498	30,664	31,830

* Job titles of staff members depend on grades designation

** Post changing only arises upon a recruitment procedure

*** Fixed term contract staff members will be subject to a coefficient of 1.5 on the amount of increments within steps.



COVER NOTE STAFFING PLAN 2019

Introduction

The Staffing Plan is the tool that enables the Secretariat to determine the necessary posts for each year, taking into account the needs of the Divisions and Departments. The present one is a summary of the posts to be opened in 2019 and helps to determine the recruitment plan for the same year.

Components

The Staffing Plan is composed of the following components:

1. Division or Department: that requests the post
2. Role/position: that determines the title
3. Post class: the post class in which it belongs. This helps later to determine the level of responsibility and where applicable the salary range
4. Responsibilities and skills: the main responsibilities that will be detailed in the Job Description, are summarized
5. Recruitment Source: establishing if the selection will be made with an internal call (only UPM staff) or external call open to all including call for secondment. This also helps to determine the duration of the selection procedure since external calls are usually longer.
6. Date: desired start date. When it comes as a replacement at the end of an existing contract or a maternity leave replacement, we can predict the starting date
7. Duration: the type of contract is determined and its duration (Fixed Term contracts of 3 years up to a maximum of 6 years) as established in the Staff Regulations
8. Type: new or existing posts to be replaced. To define if the post is vacant owing to the end of an existing contract, or to unforeseen circumstances (i.e. maternity leave or dismissal) or new post not existing previously in the Organization but required after analyzing the needs of the Divisions or Departments.
9. Category: To define if the position will be held by a Seconded or Contracted staff.

Purpose

Based on the above analysis, we can anticipate the future needs of the Organization and make a provision of posts.

Staffing Plan 2019

Year	Division/ Department	Role/ Position	Post class	Mission/ Main responsibilities	Skills required	Recruitment Source	Estimated Start Date	Duration	New/ Existing Position	Category
2019	Higher Education and Research	Head of Sector Higher Education	Expert / Project Manager	Responsible for ensuring the operational follow-up of the regional priorities identified by UfM Member States in the sector. Contribute to structure a strategic vision for the sector, lead the regional dialogue platforms as well as follow the portfolio of projects of the sector	Project Management and Analytical Skills	External recruitment process	15/10/2019	3 years	Replacement	Seconded / Contracted
2019	Social and Civil Affairs	Head of Sector Gender and Woman Empowerment	Expert / Project Manager	Lead the dialogue process, stakeholders and partnership engagement and the portfolio of projects of Gender and women empowerment, provide advice and recommendations on the analysis and preparation of the upcoming sector activities	Project Management and Analytical Skills	External recruitment process	01/09/2019	3 years	Replacement	Seconded / Contracted
2019	Energy and Climate Action	Head of Sector Energy	Expert / Project Manager	Lead the portfolio of projects of the ECA Division and provide advice and recommendations on the analysis and preparation of the upcoming activities	Project Management and Analytical Skills	External recruitment process	01/02/2019	3 years	Replacement	Seconded / Contracted
Call for seconded										
2019	Higher Education and Research	Expert/Advisor in Innovation and Research	Expert	Under the supervision of the DSG, the Expert/Officer will assist in carrying out the Division's Work Program – namely in the area of research and innovation - by developing appropriate strategies and regional dialogue processes and managing the appraisal, preparation, funding and follow-up of the implementation of regional projects and initiatives.	Diplomatic Experience and analytical skills	Secondment	2019	3 years	Pending from previous call	Seconded
2019	Higher Education and Research	Expert/Officer vocational Training	Expert	Under the supervision of the DSG, the Expert/Officer will assist in carrying out the Division's Work Program – namely in the area of Vocational Education and Training (VET) - by developing appropriate regional cooperation strategies and dialogue processes and by managing the appraisal, preparation, fundraising and follow-up of the implementation of projects and initiatives contributing to youth employment and economic growth in the Mediterranean region.	Project Management and Analytical Skills	Secondment	2019	3 years	Pending from previous call	Seconded
2019	Social and Civil Affairs	Expert/Officer Equality Gender	Expert	Under the supervision of the Senior DSG, the Expert/Officer will assist in carrying out the Division's Work Plan - namely in the area of social and civil affairs - by advising on and managing the appraisal, preparation, funding and implementation of regional/international projects, initiatives and / or activities pertaining to the Division's areas of intervention.	Project Management and Analytical Skills	Secondment	2019	3 years	Pending from previous call	Seconded

2019	Business Development and Employment	Advisor/Offcier Med4Jobs	Expert	The Advisor/Officer will assist in carrying out the Division's Work Plan by advising on financing strategies. He/she will also assist in developing the Mediterranean initiative for jobs (M4J) by advising on and managing the appraisal, preparation, funding and implementation of flagship regional projects and/or activities pertaining to the M4J initiative.	Project Management and Analytical Skills	Secondment	2019	3 years	Pending from previous call	Seconded
2019	Business Development and Employment	Expert/Officer Private Sector	Expert	The Seconded Expert/Officer will report to the DSG for Business Development for day-to-day engagement on projects for business development, execution and monitoring, and all other relevant activities.	Project Management and Analytical Skills	Secondment	2019	3 years	Pending from previous call	Seconded
2019	Communication and Public Affairs	Expert/Officer Public Affairs Media	Expert	The Public Affairs and Media Expert/Officer will assist the UfM Secretariat in the implementation of effective public affairs and media strategies.	Background and experience in public affairs and media relations	Secondment	2019	3 years	Pending from previous call	Seconded
2019	Cabinet/Tourism	Expert in Tourism	Expert	Under the supervision of the Cabinet, the Expert/Officer will assist in carrying out Tourism activities by developing appropriate regional cooperation strategies and dialogue processes and by managing the appraisal, preparation, fundraising and follow-up of the implementation of projects and initiatives related to Tourism.	Project Management and Analytical Skills	Secondment	2019	3 years	New position	Seconded
2019	Transport and Urban Development	Expert/Advisor Urban	Expert / Project Manager	Under the supervision of the DSG, support the management, impact monitoring and knowledge management of, and content development for, both the UfM Regional Platform on Sustainable Urban Development.	Project Management and Analytical Skills	Secondment	01/09/2019	3 years	Replacement	Seconded / Contracted