



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

SECRETARIAT OF THE UNION FOR THE MEDITERRANEAN

ANNUAL WORK PROGRAMME 2020



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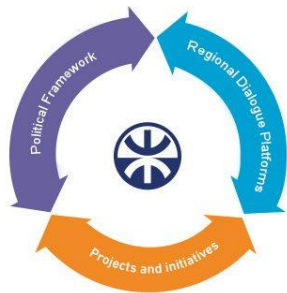


INTRODUCTION

The Union for the Mediterranean (UfM) is an intergovernmental Euro-Mediterranean organization gathering, on equal footing and representation, all 28 countries of the European Union and the 15 countries of the Southern and the Eastern Mediterranean shores. As a direct continuation of the Barcelona Process, the launch of the UfM in July 2008 was a true reflection of the shared political commitment of its 43 Member States to strengthen regional cooperation, dialogue and integration in the Euro-Mediterranean area.

Mandate: creating an area of peace, stability and shared prosperity in the Euro-Mediterranean

The UfM Secretariat (hereafter referred to as UfMS), has been established in 2010 as the first permanent structure dedicated to the enhancement of the Euro-Mediterranean partnership. The Secretariat was domiciled in Barcelona; a location that signifies the permanent linkage between the institution and the process from which it inherited its acquis. Ever since its creation, the institution has been striving to effectively achieve, driven by the principles of co-ownership and shared responsibility, the overarching goal of creating a Euro-Mediterranean area of peace, security, stability and shared prosperity in a manner that corresponds to the legitimate aspirations of its citizens.



Methodology: putting policies in action

Beyond its model of governance based on the principle of consensus, the added-value of the UfM also relies on its unique action-driven methodology.

Composed of three dimensions, this methodology aims at creating effective interlinks between decisions taken by Member States at the political level and their operational translation into region-wide cooperation projects, which in return nourish the process of defining relevant policies.

1. *Political Fora*: the political dimension defines the UfM priorities of work through the adoption of common agendas in key strategic areas for the region. The political commitment and ownership of UfM Member States has been growing in the last years, through increasingly ambitious and relevant mandates that give a strong impulse to the institution.

2. *Platforms of dialogue*: the structured policy dialogue dimension of the UfM aims at identifying concrete ways of implementing the common agendas developed by the Member States through facilitating exchange on ministerial mandates, fostering better understanding stakeholders' needs, sharing experiences and best practices, and promoting concrete regional cooperation projects. This process involves an inclusive multi-stakeholder approach that brings together governmental institutions, regional and international organisations, local authorities, civil society organisations, universities and



think tanks, as well as the private sector and financial institutions. This, in turn, ultimately enables the creation of a strong and dynamic Euro-Mediterranean community of stakeholders.

3. Projects with regional impact: The UfM identifies and supports regional cooperation projects that have a tangible impact on the ground and can contribute to the goals set by Member States in each area of action. Through the awarding of a label, the UfM Secretariat acts as a catalyst of projects, accompanying promoters throughout the project lifecycle.

Following a major revision of the label adopted by the UfM Senior Officials in 2018, the Secretariat is working on rendering the UfM label more efficient, clear and useful for the project promoters and potential donors.

The 2017 Roadmap for Action and the UfMS 2018-2020 strategy: tackling the root causes of the challenges in the Euro-Mediterranean

The last few years have marked a turning point for the institution, both at a political and operational level. Indeed, on the occasion of the second UfM Regional Forum in January 2017, the UfM Ministers of Foreign Affairs gave a strong political impetus to the institution with the adoption of a new Roadmap for Action, entitled *“The Union for the Mediterranean: an action-driven organisation with a common ambition”*.

The new Roadmap underlines the key role of the UfM as a unique framework for political dialogue and regional cooperation in the Euro-Mediterranean area, and enables it to work towards the socio-economic root causes of the growing challenges that the region is facing, while capitalizing on its immense untapped potential, particularly its youth.

On this basis, the UfM Secretariat has established a strategic three-year vision 2018-2020 to effectively implement the mandate entrusted to it, developing a wide-reaching regional cooperation in the Mediterranean that contributes to the achievement of an inclusive and sustainable development, and the UN 2030 Agenda, as well as its Sustainable Development Goals (SDGs) throughout the region.

During the third UfM Regional Forum, held on 8 October 2018 in Barcelona on the occasion of the 10th anniversary of the organisation, Ministers positively assessed the first elements of the implementation of the Roadmap and renewed their commitment for regional cooperation and prosperity.

2020 Work Programme: taking stock of the past and paving the way forward

In this context, the UfM Secretariat will implement its 2020 Work Programme in line with the 2017 Roadmap, the policy guidelines validated by the UfM Member States, and the 2030 Agenda for Sustainable Development. Such endeavours will seek to conclude the 2018-2020 UfMS strategic vision and pave the way to a post-2020 agenda.

More specifically, the UfM Secretariat will capitalise on its consolidated experience to step up its activities and enhance their impact in the four areas of action identified by the 2017 Roadmap, namely:



1. **Enhancing political dialogue amongst the Member States on key issues of the region:** The UfM Secretariat will further deepen and expand this dialogue to improve the effectiveness of its operational activities.

As the year 2020 marks the 25th anniversary of the launching of the Barcelona Process, as well as the 10th anniversary of the establishment of the UfM Secretariat, it represents a timely opportunity for the UfM Member-States and Co-Presidency to publicly reaffirm their commitment to the principles of the Barcelona Process and to reiterate their engagement in Euro-Mediterranean dialogue and cooperation through the UfM.

As stipulated in the Roadmap and to coincide with the anniversary of the Barcelona Conference, the fifth UfM Regional Forum will be held in November 2020.

Furthermore, the UfM Secretariat will also work on strengthening political dialogue at the level of Senior Officials during their meetings (SOM), cornerstone of the UfM governance and structure.

Finally, a first-ever Summit of Euro-Mediterranean organizations in addition to other regional/international organizations with a strong Mediterranean dimension could be held to expand regional dialogue on regional integration efforts, and support the UfM to better position itself in the Euro-Mediterranean multilateral arena.

2. **Ensuring the contribution of UfM activities to regional stability and human development:** Placing the people and their demands at the heart of Euro-Mediterranean cooperation, the UfM Secretariat will address the root causes of challenges such as migration, violent extremism and terrorism by promoting economic growth and social cohesion with particular emphasis on business development, employment, higher education, research and innovation, women and youth empowerment.

More concretely, 2020 will see the consolidation of UfM activities in these fields through the implementation of the Ministerial mandates adopted in the last three years, namely on Employment and Labour, Trade, Women Empowerment and Higher Education and Research.

New initiatives to promote economic cooperation, trade and investment at regional and sub-regional level will be developed, with a strong involvement of the private sector, whose role will be reinforced in the framework of the Med4Jobs Initiative.

The UfM Progress Report on Regional Integration, mandated by Member States, will be finalized and launched during the first half of 2020 covering different dimensions of regional integration, from Trade and Foreign Direct Investments, to Financial Markets and Mobility.



Moreover, given the importance of education as a prerequisite for development and stability, reinforced links will be established between the fields of higher education, research and innovation, and other UfM areas of action, notably employment, environment, blue economy and climate action, with a strong focus on mobility and peer-to-peer learning.

Such developments will feed into the advancement of one of the major crosscutting issues under this objective, namely youth empowerment. The UfM Secretariat will work towards finalizing its first Strategy for Youth, which will seek to unleash the full potential of young people in achieving development and stability.

3. **Strengthening regional integration:** With the aim of enhancing connectivity and cohesion in the Euro-Mediterranean region, the UfM Secretariat will continue to promote a strong regional agenda on connectivity and sustainable development.

The UfM Secretariat will reinforce its activities on infrastructure, transport networks, sustainable urban development, environment, water, blue economy, climate action, energy connectivity and sustainable energy supply by paving the way towards new Ministerial meetings, which will adopt priorities and objectives that are relevant to the current regional context in the Euro-Mediterranean area, and equip the UfM with tools to better address the post-2020 challenges.

The UfM endeavours to promote sustainable development in the Euro-Mediterranean area will also be revitalized by the launching an important and comprehensive report on the impacts of climate and environmental changes in the region. Being the most extensive scientific assessment of the impacts and risks of climate change on a regional level in the Mediterranean, this report will enable the development and implementation of effective policies in these fields.

Furthermore, the UfM Secretariat will reinforce synergies among global, regional, national and local levels to implement its sustainable development agenda efficiently, and in line with the UN 2030 Agenda methodology of action. It will notably work with global partners to make effective use of climate finance instruments with national authorities in the implementation of the UfM Water Agenda and its associated financial strategy, as well as with cities and local authorities on their energy transition and energy efficiency.

4. **Strengthening UfM capacity for action:** In response to the rapid growth of its activities, the UfM Secretariat will continue to consolidate its capacity through impact-focused actions.

In 2020, it will notably put an emphasis on further interlinking the areas of action described above, to increase efficiency and impact. The development of the project on the prevention of climate and environment security threats in the Mediterranean, the promotion of research and innovation, on green, circular and blue economy to create jobs, or again the improvement of connectivity and



infrastructure to enhance trade and investments are only a few examples of the synergies the UfM Secretariat strives to create.

Additionally, the UfM Secretariat is, at the request of our member states, developing its action in new areas of key relevance for the Euro-Mediterranean region, namely in tourism, migration and civil protection.

Finally, the institution is also reinforcing its capacities through the development of institutional and financial partnerships that leverage joint efforts and effective interaction between regional cooperation actors and increase the impact of UfM activities in the region. As a platform for dialogue and cooperation in the Euro-Mediterranean region, the UfM 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 UfM Secretariat 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. On the other hand, the Secretariat further consolidates its capacities through the enhancement of the working tools of the Secretariat, by further implementing the label update, improving internal management and monitoring processes, as well as increasing the visibility of the UfM and raising awareness on its mission and action through its communication tools.

Overall, in 2020, the activities of the UfM Secretariat will strive to fully achieve the UfMS 2018-2020 strategic vision, and through that, deliver on the mandate set out in the 2017 Roadmap. Parallel to that, these activities are also paving the ground for the preparation of the next UfMS priorities, post-2020, which will be developed in close coordination with the UfM Co-Presidency and Member States.



FIRST PART:
UfM CONTRIBUTION TO STABILITY AND HUMAN DEVELOPMENT IN THE REGION



1.1. BUSINESS DEVELOPMENT: Promoting trade and investments

Drawing on the latest Ministerial Declarations on Trade (Brussels, 2018), on Industrial Cooperation (Brussels, 2014) and on Digital Economy (Brussels, 2014), following the first UfM Business Forum (2019) and anchored to the mandate tasked to it by the UfM Roadmap for Action adopted in 2017 as well as taking into account the 2018-2020 UfM Technical Experts' Group on Industrial Cooperation and SME development Work programme, the UfM Secretariat's work in the sector of Business Development focuses on further supporting regional and sub-regional initiatives to improve trade and investment flows, consolidating the ongoing efforts to promote private sector development with a focus on MSMEs, engaging further with Social Economy actors and players, and building on the momentum started in the field of Digital Economy, Digital Transformation and Creative Industries.

The UfM Secretariat will notably contribute in the area of Business Development to the implementation of SDGs 1, 8, 10 and 17, and more particularly SDG 9: *building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation* and SDG 12 to ensure sustainable consumption and production patterns. Questions related to gender equality and women empowerment (SDG 5), the environment (SDG 15) and climate action (SDG 13) will be mainstreamed throughout the UfMS action in this priority area.

2020 specific objectives

More concretely, in 2020, the UfM Secretariat will focus on:

1. Encouraging new initiatives and strengthening the implementation of on-going initiatives for trade and investment facilitation such as Agadir Agreement implementation;
2. Promoting economic regional integration in the Euro-Mediterranean area;
3. Engaging further in the fields of Industrial Cooperation, Digital Economy and Social Economy;
4. Supporting MSMEs in the region.

Objective one: Encouraging new initiatives and strengthening the implementation of on-going initiatives for trade and investment facilitation

➤ Promoting Regional Dialogue

- The second edition of the **UfM Business Forum** will take place in 2020. The name given to this Forum will be the **UfM Trade and Investment Forum** in order to stress its focus on trade and investment related issues, as recommended by the participants in the first edition (18 June 2019, Cairo - Egypt). Further editions are



- envisaged for the following years, given the relevance of this file to the Euro-Mediterranean region and the interest expressed by several UfM Member States.
- As a follow-up to the “EUMED means business” conference (21 May 2019, Brussels) organised by the European Commission, the UfM Secretariat will put particular emphasis on young entrepreneurs and integrate issues of entrepreneurship, innovation and social business in its 2020 work.
 - The UfM Secretariat will participate in the work of UfM Working Group meetings on Sanitary and Phyto-Sanitary issues, on Intellectual Property Rights on Fight against Piracy and Counterfeiting, on Technical Standards, the contact point meetings of the Trade and Investment Facilitation mechanism, and other Working Groups that could be formed for other trade-related issues in order to follow up on the 2018 Trade Ministerial Declaration mandates, take stock of recommendations developed by relevant UfM events and fora, and pave the way for the coming Ministerial in 2020. A preparatory Trade Senior Officials meeting is foreseen on 24 October 2019
 - UfM Secretariat will follow-up on PEM Convention Ratification and Implementation, as per 2018 Trade Ministerial Declaration, commitments were made to end the ratification process of the current convention and also finalise the negotiations for the modernisation. The modernisation is a stepping-stone towards increasing regional trade and regional integration and will facilitate trade and investment among UfM Members. Businesses especially SMEs will need to be informed and made aware of the new opportunities throughout the region.

➤ **Promoting Regional Projects and Initiatives**

- As announced during the UfM Business Forum held on 18 June 2019 in Cairo, Egypt, **technical trainings and capacity-building activities** directed to ministries, customs authorities and businesses alike will be offered to the Agadir Agreement Signatory Countries (Egypt, Jordan, Morocco and Tunisia) by the UfM Secretariat in the area of trade policy, in cooperation with GIZ.
- These trainings will eventually extend to other accessing countries to the Agadir Agreement (Lebanon and Palestine), and at a later stage, to other interested UfM Member States. This initiative will be complementary to the AA work on this area and implemented in close cooperation with the Agadir Technical Unit (ATU) in order to avoid overlapping. The recent entry into force of the African continental free trade area (AfCFTA) is also an incentive for supporting further regional projects in the African continent.
- Follow-up on the recommendations of the Working Group on Intellectual Property Rights to strengthen regional cooperation in this area, prepare a work-program with specific objectives, activities and key performance indicators and seek funding for its execution.



- Support the roll out of the second stage of the Trade and Investment Facilitation Mechanism.

Objective two: Promoting economic regional integration in the Euro-Mediterranean area

➤ Promoting Regional Dialogue

- Upon the finalization in 2020 of the **Progress Report on Regional Integration**, (see below), the UfM Secretariat will hold a launching ceremony that will bring together the partners involved in its preparation, namely the Organization for Economic Co-operation and Development (OECD) and GIZ/BMZ. Additionally, a major forum will be organized during the second half of 2020 on **regional integration** globally, with representatives from different regions like the ASEAN, the African Union and elsewhere to share their experiences alongside the UfM region. The Forum will bring together regional and international organizations, government officials, think tanks, international financial institutions, and other relevant stakeholders to take stock of the state-of-play of integration in the UfM region vis-à-vis other parts of the world, and will be the opportunity to present this ground-breaking report.

➤ Promoting Regional Projects and Initiatives

- The **UfM Progress Report on Regional Integration**, which was mandated by the Member States in the UfM Roadmap, will be finalized and launched during the first half of 2020. This Report, first of its kind for the UfM Region, will cover different dimensions of regional integration, notably Trade, Foreign Direct Investments and Financial Markets. It will identify gaps and areas of improvement, develop evidence-based policy recommendations and provide a tool for monitoring the state-of-play of regional integration, to be updated every five years. GIZ is providing the technical support and covering the financial cost of the report, whereas the OECD has been selected to conduct its preparation.
- The implementation and modernisation of existing Euro-Mediterranean Association Agreements (by extending their scope, increase the degree of reciprocal liberalisation and keeping trade and investment negotiations as transparent and inclusive as possible by regularly informing civil society) should also foster better cooperation among the countries concerned and strengthening their mutual dialogue on trade and the setting up of regional initiatives. These initiatives should also include efforts to promote harmonization at the UfM level, not only in rules and procedures but also in definitions.



Objective three: Engaging further in the fields of Industrial Cooperation, Digital Economy and Social Economy

➤ Promoting Regional Dialogue

- The UfM Secretariat will explore the possibility of holding a second edition of the **UfM Digital Transformation and Digital Skills Conference** (30 September 2019, Tallinn – Estonia), this time with a focus on digitalization's contribution to the realization of the Sustainable Development Goals.

- The UfM Secretariat will engage with the Co-Presidency and the Members Countries to organise a **Ministerial Conference** on the **Digital Transformation** in 2020 to take stock of the acceleration of the digitisation of societies and economies and to provide a strategical vision allowing the UfM Countries to fully reap the benefit of the digital transformation, leaving no one behind.

Additionally, the Ministers should discuss and agree on UfM's involvement for digital transformation of the Mediterranean building on the "UfM Roadmap for Action" of January 2017.

To prepare the Conference, the Co-Presidency in collaboration with UfM Secretariat will convene one or if necessary, more meetings of the **UfM Digital Economy and Internet Access Expert Working Group (DEWoG)**.

The outcomes of the 2019 UfM Digital Transformation and Digital Skills Conference will feed the Ministerial conference as well as other relevant events.

- The UfM Secretariat will engage actively in the **UfM Experts Technical Meeting on Industrial Cooperation** to follow up on the Ministerial Declaration mandate, take stock of recommendations developed by relevant UfM events and fora, and pave the way for the upcoming Ministerial.

➤ Promoting Regional Projects and Initiatives

- The UfM Secretariat will explore the possibility of labelling eligible projects in the field of digitalization and new technologies, in coordination with its relevant stakeholders, in line with the newly updated labelling criteria, and acting upon the outcomes of the 2019 UfM Digital Transformation and Digital Skills Conference, as well as the outcomes of the 2019 UfM Workshop on Social Economy in the MENA Region and the Balkans.

Objective four: Supporting MSMEs in the region

➤ Promoting Regional Dialogue

- The UfM Secretariat will work on co-organizing an event together with, inter alia, GIZ and the European Investment Bank (EIB) on **Access to Finance for SMEs in the UfM region** as a high priority for the UfM region, given its potential impact on sustainable



development and job creation, and the importance of this issue in the UfM Ministerial mandates on Employment and Labour, Industrial Cooperation, and the UfM Roadmap, access to finance being one of the priorities of the work programme of industrial cooperation. In this context, particular attention should be given to innovative start-ups, which often have particular needs with regards to financing.

- The geographical focus would be on the Southern and Eastern shores of the Mediterranean, but relevant experience and success stories from other emerging countries, and even from more advanced economies, should be brought to bear where deemed useful.
- The objective of this Forum, beyond giving SMEs an updated picture of the specific challenges the region is facing, would be to focus on new financial instruments and arrangements that SMEs can make use of, linking the discussions to the work done by the UfM Experts Technical Meeting on Industrial Cooperation and taking into consideration the main obstacles and concerns raised by partner countries on the occasion of the meeting.

➤ **Promoting Regional Projects and Initiatives**

- The UfM Secretariat is supporting the labelled projects dedicated to supporting SMEs under the umbrella of the Med4Jobs projects and is working on boosting the Med4Jobs Advisory Board by bringing in eminent business leaders from both shores of the Mediterranean to inject their expertise and leverage on their respective networks in further supporting the Med4Jobs projects.

The Council of Eminent Business Leaders of the Med4Jobs Advisory Board will comprise leading figures from UfM Member States that will attend the annual meeting and the biannual Stakeholders' Dialogue. These Eminent Business Leaders will be expected to have a threefold contribution to the Med4Jobs Initiative:

- Bring region-specific technical expertise and know-how to the Advisory Board;
- Signal market opportunities and promising projects for labelling;
- Contribute to funding Med4Jobs projects or help to mobilize funds for the Med4Jobs Initiative.



1.2. EMPLOYMENT: Fostering job creation and inclusive growth

Drawing on the latest Ministerial Declarations on Employment and Labour (Dead Sea, 2016 and Cascais, 2019) and anchored to the mandate tasked to it by the UfM Roadmap, the UfM Secretariat's work in the field of employment will focus on further investing in the Med4Jobs flagship initiative, as well as launching communities of practice corresponding to the four priority areas identified by the UfM Member States, namely:

- a. Supporting decent job creation and entrepreneurship;*
- b. Mobilising public and private stakeholders to create partnerships and synergies;*
- c. Building inclusive Labour markets to integrate potentially vulnerable and disadvantaged groups;*
- d. Investing in quality education systems and training, skills and employability in a changing world of work.*

The activities of the UfM Secretariat in the area of Employment will contribute to the implementation of SDG 8: *Promote inclusive and sustainable economic growth, employment and decent work for all, Notably SDG 8.6: Reduce the proportion of youth not in employment, education or training (NEETs).* . Furthermore, questions related to gender equality and women empowerment (SDG 5), reducing inequalities in the region (SDG 10) and environment and climate action (SDG 13) will be mainstreamed throughout this priority area.

2020 specific objectives

More concretely, in 2020, the UfM Secretariat will focus on:

1. Broadening and intensifying action on employment and labour
2. Setting up a framework for national monitoring processes in the field of employment and labour

Objective one: Broadening and intensifying action on employment and labour

➤ Promoting Regional Dialogue

- The second edition of the **UfM Med4Jobs Stakeholders' Dialogue** will be held in Barcelona during the second half of 2020, bringing together project promoters, institutional and financial partners, beneficiaries and relevant stakeholders from the UfM region. This Dialogue will follow up on the recommendations that emanated from the first edition, held within the framework of the III UfM Regional Forum (8 October 2019, Barcelona – Spain), to guarantee the necessary exchange



between the different stakeholders that will be invited to the Dialogue segment. The focus in 2020 will be given to entrepreneurship and socio-economic inclusion.

- The UfM Secretariat will contribute to the regular meetings of the UfM High-Level Working Group on Employment and Labour in order to follow up on the Ministerial Declaration mandates and take stock of recommendations developed by relevant UfM events and fora. Besides, the UfM Secretariat will continue its work to broker technical and financial support to UfM-labelled projects and initiatives in collaboration and coordination with the relevant stakeholders and partners.

➤ **Promoting Regional Projects and Initiatives**

- The UfM will further promote the labelled projects focusing on job creation and entrepreneurship, particularly those in their second phase: **YouMatch – Toolbox Project**, and **“Generation Entrepreneur”** that will be supported through enhanced visibility to its activities and networking opportunities with relevant stakeholders through the UfM Med4Jobs Stakeholders’ Dialogue.

Objective two: Setting up a framework for national monitoring processes in the field of employment and labour

➤ **Promoting Regional Dialogue**

- As tasked by the 2019 UfM Ministerial Declaration on Employment and Labour, the UfM Secretariat will seek the expertise of its strategic partners in order to set one or more “Community of Practice”, focused on the four priorities listed in paragraph 32 of the Ministerial Declaration of the Union for the Mediterranean Employment and Labour. The Community of Practice (CoP) will facilitate collaboration on employment and labour issues and will advance peer-to-peer learning and experience-sharing within the region, bringing together experts and practitioners from relevant sectors to work over a three-year period to compile, analyze, evaluate and diffuse best practices.

The UfM Secretariat will report to the High Level Working Group on Employment and Labour (HLWG) on the outcome of this process with a view to proposing a framework to the UfM Senior Officials’ Meeting, before the end of 2020. The UfM Secretariat will also accompany the efforts paving the way for the next Ministerial Conference on Employment and Labour, contributing the pertinent recommendations and takeaways from relevant UfM activities to the drafting of the next Ministerial Declaration.



- The UfM Secretariat will work with countries and stakeholders that came forward, with a view to launching a “Community of Practice”, covering the four priorities for action identified by the UfM Ministerial Declaration:
 1. Supporting decent job creation and entrepreneurship;
 2. Mobilising public and private stakeholders to create partnerships and synergies;
 3. Building inclusive Labour markets to integrate potentially vulnerable and disadvantaged groups;
 4. Investing in quality education systems and training, skills and employability in a changing world of work.
- The Community of Practice should allow bringing together experts and practitioners from public authorities, social partners and civil society organisations, agreeing to work over a three-year period to collect, discuss, assess and disseminate experience and good practices.



1.3. HIGHER EDUCATION: Improving youth employability and academic mobility

Being **cross-cutting issues**, regional cooperation efforts in the field of higher education play also an essential role in achieving UfM overall objectives related to human development, youth empowerment, intercultural and inter-faith dialogue, prevention of extremism and terrorism, migration, or again sustainable development.

Drawing on the UfM Roadmap for Action, and the Ministerial Declarations on Research & Innovation (Valletta, 2017); on Employment and Labour (Dead Sea, 2016 & Cascais 2019); and towards a Euro-Mediterranean Higher Education and Research area (Cairo, 2007), the UfM Secretariat puts Higher Education and Vocational Education and Training (VET) at the core of its agenda.

The activities of the UfM Secretariat in the area of Higher Education aim to contribute particularly to the implementation of SDG 4: *Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all* and SDG 8.6: *Reduce the proportion of youth not in employment, education or training (NEETs)*. Furthermore, questions related to gender equality and women empowerment (SDG 5), reducing inequalities in the region (SDG 10), the environment (SDG 15) and climate action (SDG 13) will be mainstreamed throughout the UfMS action in this priority area.

1. More concretely, in 2020, the UfM Secretariat will focus on: Promoting academic mobility, enhancing Quality Assurance Mechanisms and the recognition of degrees and study periods;
2. Promoting access to quality education and training systems for all, preparing for labour market needs in a changing world of work and improving the school-to-work transition.

Objective one: Promoting academic mobility, enhancing Quality Assurance Mechanisms and the recognition of degrees and study periods

➤ **Promoting Regional Dialogue**

- Building on the outcomes of the 2019 UfM Mobility Week, the UfM Secretariat will organize its second edition in partnership with other institutions and university networks (UNIMED, Téthys, EMUNI, UEMF, Erasmus Student Network, GUNi, etc.) in view of improving the shared understanding of internationalization policies in the region, facilitating peer-learning, and promoting regional projects. This Mobility Week will encompass:



- The 4th meeting of the UfM regional policy dialogue platform on higher education internationalization and academic mobility in the Euro-Mediterranean area (day 1).
 - The 2nd meeting of the UfM regional seminar of peer-learning and networking for international relations offices of higher education institutions (day 2).
 - The 1st meeting of the thematic working group on the recognition of qualifications, as a follow-up to the thematic conference organised by the UfM Secretariat in April 2019, in order to formulate concrete recommendations and mechanisms to advance regional cooperation in this area (day 3).
- The UfM Secretariat will take part in the policy dialogue organized by the Directorate General for Education and Culture (DG EAC) on higher education with Southern Mediterranean Countries and the meetings of the Group of Senior Officials of the 5+5 Dialogue on Research, Innovation and Higher Education. The UfM Secretariat will share the outcomes of the UfM Mobility Week and ensure the alignment and consistency of priorities in national, sub-regional and EU education agendas.

➤ **Promoting Regional Projects and Initiatives**

- Capitalizing on existing academic networks (UNIMED, EMUNI, Téthys, Association of Arab Universities, International Association of Universities, GUNi, Erasmus Student Network...), the UfM Secretariat will be:
 - working with UNIMED and its partners in the organisation of the 5th Arab-Euro Conference on Higher Education (AECHE); and
 - supporting the creation of a network of higher education institutions within the 5+5 Dialogue, according to the work plan of the 5+5 Ministerial Declaration on Research, Innovation and Higher Education (10 June 2019).
- The UfM Secretariat will support academic mobility through scaling-up labelled projects, namely the Euromed University of Fes, EMUNI University, the Eastern Mediterranean International School, and HOMERe. More specifically, it will encourage synergies between EMUNI University and the Euromed University of Fes in the framework of the existing MoUs signed with them in 2018 (e.g. co-organisation of activities and training).
- Possibilities of engaging with new projects emerging from the Summit of the Two Shores and its follow-up process will be further explored (e.g. creation of a network of maritime vocational schools, etc.).



Objective two: Promoting access to quality education and training systems for all, preparing for labour market needs in a changing world of work and improving the school-to-work transition

➤ **Promoting Regional Dialogue**

The UfM Secretariat will assess the feasibility of launching a regional dialogue on higher education and the accessibility of higher education in the UfM countries.

➤ **Promoting Regional Projects and Initiatives**

- The UfM Secretariat will further support the development of several projects that are the already labelled, namely the EuroMed University of Fes – where the first promotion of the EuroMed INSA Engineering School will graduate in 2020, Mediterranean New Chance, and the Eastern Mediterranean International School.
- Following an eventual labelling of the project “Rapid Response Mechanism for the Mediterranean” promoted by the Global Platform for Syrian Students, the UfM Secretariat will further accompany its development.
- The UfM Secretariat will continue supporting the development of the labelled project Mediterranean New Chance (MedNC) during the MedNC Annual Conference, especially on the topic of Vocational Training and Women, with the aim of supporting its extension to additional countries.



1.4. RESEARCH AND INNOVATION: Harnessing regional knowledge to address common challenges

Continuing its support for the objectives highlighted by the Valletta Ministerial Declaration on Strengthening Euro-Mediterranean Cooperation through Research and Innovation (2017) and in line with the 5+5 Dialogue inputs on Research and Innovation, the UfM Secretariat will support regional dialogue paving the way towards the future Ministerial Declarations on Research and Innovation. Coordination will be ensured in order to support thematic dialogue in areas where Research and Innovation play a significant role, including those on Macroeconomics, Trade and FDI, MSMEs, Environment and Climate Change, Employment and Labour, Blue Economy, Water and Urban Development digitalisation and digital economy.

The activities of the UfM Secretariat in the area of Research and Innovation aim to contribute to SDG 9.5 *Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, [...]encouraging innovation* as well as to all SDGs where the R&I dimension plays a crucial role in their successful achievement. Furthermore, questions related to gender equality and women empowerment (SDG 5), reducing inequalities in the region (SDG 10), the environment and climate action (SDG 13) will be mainstreamed throughout the UfMS action in this priority area.

2020 specific objectives

More concretely, in 2020, the UfM Secretariat will focus on:

1. Developing priorities for future Research and Innovation cooperation, while encouraging links between training and research centres of the Northern and Southern shores of the Mediterranean;
2. Promoting Research and innovation in the areas of agri-food systems, blue economy, migration and integration, and environment.

Objective one: Developing priorities for future Research and Innovation cooperation, while encouraging links between training and research centres of the Northern and Southern shores of the Mediterranean

➤ Promoting Regional Dialogue

- Aiming to facilitate linkages with UfM Ministerial Declarations, the UfM Secretariat will:
 - Endeavor to co-organize the 25th EU-Med Group of Senior Officials on Research and Innovation meeting, which will facilitate dialogue on identifying regional axes of cooperation on Research and Innovation and



- exchanging best practice with the participation of National Ministries and DG RTD.
- Organize an event, back-to-back with the EU-MED GSO meeting, in support of regional dialogue on innovation policies in sustainable economy fields, with the objective of laying the foundations for a working group on research and innovation on themes connected to UfM priorities such as green, blue and circular economy.
- Co-organise with the Directorate General for Research & Innovation (DG RTD) the launching event of the Horizon Europe programme for the Southern Mediterranean countries (second semester), to support networking and collaborative research across the whole Euro-Mediterranean region in view to increase the level of applications submitted by Euro-Mediterranean consortia.

➤ **Promoting Regional Projects and Initiatives**

- Supporting the development of training workshops linking Research and innovation with employment, through possible GIZ support, as a follow-up to the side event to the UfM Ministerial of Employment and Labour: “The Employment of Mediterranean University Graduates ». This activity will reinforce the capacity of Research and Innovation stakeholders to foster innovation in local and regional economies by empowering high-level graduates and researchers.
- Supporting the “GUNi (Global University Network for Innovation) International Conference on SDGs: Higher Education and Science Take Action” (5-6 March 2020, Barcelona – Spain), notably through a panel to facilitate the establishment of linkages with relevant regional initiatives.

Objective two: Promoting Research and Innovation in the areas of agri-food systems, blue economy, migration and integration, and environment

➤ **Promoting Regional Dialogue**

- Promoting a common Research and Innovation agenda in the areas of food systems and water resources in cooperation with the Partnership for Research and Innovation in the Mediterranean Area (PRIMA), including those related to key enabling technologies (KETs) and circular economy processes, by implementing a Joint Action Plan and taking part in related activities.



- Promoting a shared vision of the Mediterranean Sea as a healthy, safe and productive common resource with the BLUEMED Initiative, notably by hosting the BLUEMED Week, participating in meetings and promoting participation of Southern Mediterranean countries in the initiative.
 - Supporting the establishment of an inter-institutional platform on sustainable food systems together with FAO and CIHEAM.
 - Leveraging the importance of education and awareness as a prerequisite to address environment and climate-related challenges, notably by encouraging all countries, stakeholders and media in the region to implement the Mediterranean Strategy on Education for Sustainable Development.
- **Promoting Regional Projects and Initiatives**
- Supporting further development of the labelled project BlueSkills with emphasis on developing actions in the fields of internships and entrepreneurship, also by encouraging synergies with other UfM labelled projects addressing this issue (e.g. HOMERe) and with Blue Economy activities.
 - Supporting further development of the labelled project “Higher Education on Food Security and Rural Development”, especially regards to a Doctoral Platform and field research initiatives.
 - Encouraging a coordinated and collaborative approach in the Euro-Mediterranean area on migration and integration related aspects, by supporting Research and Innovation on the deep roots of migration through the activities of the International Migration, Integration and Social Cohesion network (IMISCOE), the Euro-Mediterranean Migration Network (EuroMedMig) and of the Institute for Studies on the Mediterranean of Italian National Research Council (ISSM-CNR).



1.5. WOMEN EMPOWERMENT: REINFORCING THE ROLE OF WOMEN IN SOCIETIES

In line with the UfM Ministerial meetings on Strengthening the Role of Women in Society (Istanbul 2006, Marrakech 2009, Paris 2013 and Cairo 2017) as well as the 3rd Ministerial on Employment and Labour (Jordan, 2016) the UfM Secretariat strives to promote women's empowerment and gender equality, in terms of rights and opportunities, as an essential asset to foster regional stability and socio-economic development.

More concretely, four priority areas and 4 related working group were created and endorsed by UfM countries and regional stakeholders for the coming years and were endorsed at the 4th Ministerial Conference on *Strengthening the Role of Women in Society* in Cairo (November, 2017):

1. Increasing women's economic participation by fostering their skills to promote an equal access to the labour market and by creating an enabling environment for women entrepreneurs.
2. Combatting violence against women and girls including in conflict and post-conflict contexts.
3. Strengthening women's access to leadership positions in public and private sector.
4. Combatting gender stereotypes and fighting against social norms that hinder the full participation of women.

Within these four priorities areas, and as contribution to the implementation of the Women Peace and Security agenda, countries and stakeholders agreed to consider the specific needs of women and girl migrants, refugees and women in conflict and post-conflict context, as well as women in rural areas and women with disability.

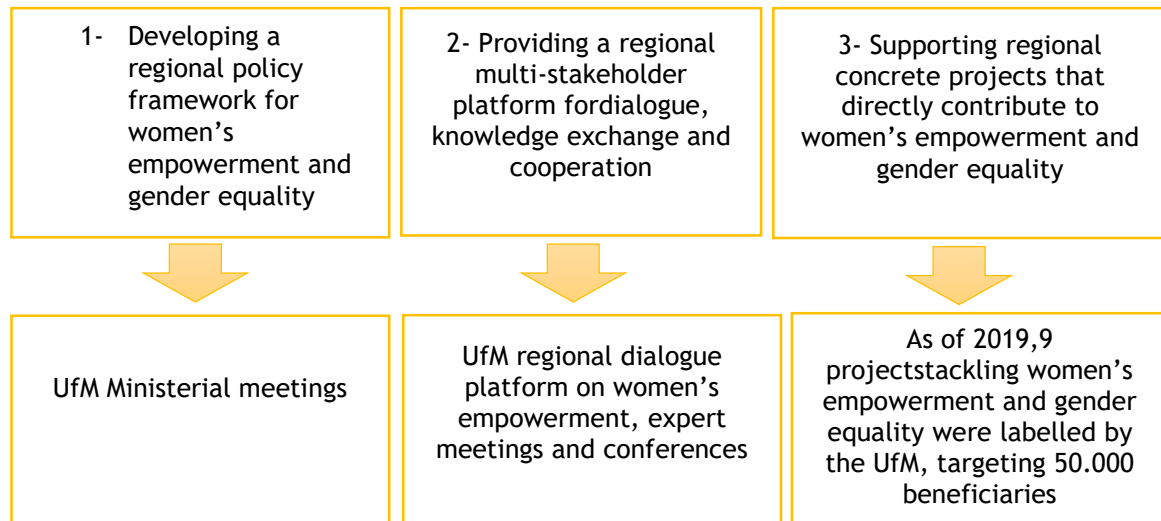
A proposal to create another ad-hoc experts group for the monitoring mechanism was recommended by some countries during the last dialogue meeting. We are still waiting for the approval by countries of the draft report and decisions of the meeting that need to be presented later for validation to the SOM.

The outcomes of the UfM strategy on women's empowerment aim to contribute to the implementation of SDG 5: *Achieve gender equality and empower all women and girls*, as well as of SDG 3, 4, 8, 10 and 16.

Objective: Supporting the implementation of the priorities set by the 2017 Ministerial Declaration

The UfM strategy on promoting gender equality and women empowerment has been progressively built and structured over the past years in close coordination with the UfM countries and the key stakeholders active in this field in the Euro-Mediterranean region, including international and regional organisations, local authorities, civil society, academia, think tanks, international financial institutions and donors, as well as the private

sector. The strategy is implemented through an integrated approach articulated around three pillars, in line with the UfM Methodology of work:



➤ **Promoting Regional Dialogue**

This objective entails more concretely the support of a consolidated and sustainable dialogue process on women's empowerment and gender equality as a mutual monitoring mechanism and a learning-based exercise which will allow assessing the impact of countries and stakeholders' policies and interventions, evaluating the gaps and proposing concrete and corrective measures as well as recommendations to improve the implementation and maximise the impact on women and girls.

In 2020, the UfM Secretariat will more concretely:

➤ **work on the Follow-up mechanism of the 2017 Ministerial Declaration on *Strengthening the Role of Women in Society***

The development of the regional monitoring system as well as the identification of common indicators for the 43 UfM countries is taking more time than it was initially expected. Regarding the indicators in particular, the region presents a major challenge to identify commonalities and make comparisons. Adding a new monitoring process will require to take into consideration all other commitments and has to be well-coordinated with the other existing monitoring schemes, to avoid duplication and adding a new burden for countries which may be counterproductive.

A first proposal of methodology and indicators was discussed with UfM member states and stakeholders during the Regional Dialogue Platform meeting in July 2019.

- In 2020, upon the validation by the member states of the final draft of the mechanism's indicators, methodology and tools, the UfM Secretariat will aim to launch the follow-up mechanism and related reporting exercise. As agreed at the Regional Dialogue Platform meeting, as an initial phase, the UfM Secretariat will focus on a limited number of indicators that reflect the most pressing challenges in the region and countries. UfM countries were invited to identify 3 or 4 indicators



that they consider a priority and that will be subject to monitoring during a first phase (coming 2-3 years).

- The UfM Secretariat will also organise trainings with the aim of building countries' capacities in specific areas related to the implementation of the ministerial follow-up mechanism (reporting, gender data production, using indicators...).

In the last dialogue meeting, some countries have recommended to form a small ad-hoc experts group on a voluntary basis to support the secretariat to implement the follow-up mechanism. The number of experts and their role and contribution will have to be detailed. The draft report of the meeting and recommendations are under validation by countries. In addition, there are already 4 working groups on the 4 priority areas endorsed by the ministerial Declaration that are already operational. Countries can also propose new members to join the existing 4 working groups.

- **5th Women4Med Conference:** After four successful editions, the UfM Women Conference (Women4Med) is today one of the major regional platforms for exchanging experiences on gender equality. The event brings together hundreds of participants from all UfM countries to discuss women's roles as catalysts for change and leaders in the region, and tackles in depth the four priority issues of the 2017 Ministerial Declaration. In 2020, the UfM Secretariat will hold its 5th edition, which will contribute to the continuous process for the implementation of the Cairo Ministerial Declaration
- **Fostering women economic participation:**
 - The UfM Secretariat will organise, as each year, the Women Business Forum to promote women entrepreneurship and business development. Under the framework of SIDA partnership, the Women Business Forum has the objective to provide a platform for dialogue, exchange of experience and networking around business and investment opportunities for women-owned and women-led-businesses from both shores of the Mediterranean. The forum is meant to build skills, connect and empower female entrepreneurs to start, grow and sustain their enterprises in a competitive environment that will lead towards a direct impact on the economy as well as the entrepreneurial ecosystem in the region. The forum's agenda generally includes B2B networking and matchmaking, product and business concept exhibitions, business tours, and specific panels, trainings and keynote addresses with participation of high-level business experts and policy makers that will offer knowledge and advice on various business opportunities, good practices and success stories in doing business in the Euro-Mediterranean region
 - Organising specific training activities for women entrepreneurs during the business forum.
- **Role of women and youth in preventing violence and extremism:** The promotion and dissemination plan of the study on Women, Youth and PVE among UfM countries and stakeholders during meetings, international and regional fora, etc., is expected and is under preparation in close coordination with CIDOB.



- **Combating violence against women and girls (VAWG)**
 - Continue supporting the EU regional campaign on preventing VAWG in Southern Mediterranean countries, as provided by the Ministerial declaration. The EU call for proposals guidelines have been prepared in close coordination with the UfM Secretariat and the campaign was launched on 8 March 2019.
 - Finalizing the MoU and joint action plan on women access to health and on preventing VAWG between the UfM Secretariat and the World Health Organization (WHO). A preliminary draft was shared with the UfM Secretariat and is under analysis. The WHO is also working with UN Women to produce updated data on violence against women. Discussions are ongoing with them to see how the produced data could be used as a baseline by the UfM follow-up mechanism under development.
- **Preparing and publishing the second Progress Report on the implementation of the 4th Ministerial Declaration.** A Regional Dialogue Platform meeting will be organised to discuss the progress report.
- **Promoting Regional Projects and Initiatives**
 - Monitoring the implementation of the labelled projects and other initiatives supported by the UfM Secretariat. In line with the recently updated labelling guidelines, periodic reviews of each labelled projects will be undertaken to assess their progress, and identify, where appropriate, projects that experience structural implementation issues for potential “discontinuity of the UfM label”.
 - Continue working with promoters whose projects activities have been completed in order to work on their sustainability and explore the possibilities of their scaling-up and/or extension to other UfM countries. Funding availabilities will constitute a key element in this exercise.
 - Building on the work that has already been conducted in 2017-2019 in promoting the relevance of the UfM Secretariat work on women’s empowerment among key regional stakeholders, and based on the partnership opportunities explored in the last years, scaling-up the scope and impact of UfM actions in gender equality and women empowerment through the development of new operational partnerships.
 - In addition to monitoring the implementation of the partnership agreement with SIDA in the field of gender equality and women empowerment, the UfMS is discussing with a set of key donors in the region to explore opportunities for supporting UfM regional projects. Partnerships with Norway, Italy, Spain and Monaco are underway with a view to finance a number of UfM labelled projects under this area.
 - Coordinating the fundraising phase of the UfM recently labelled project “Enhancing the civic and social engagement of women and youth in preventing violence and extremism”, promoted by the British Council, targeting in a first phase Morocco and Tunisia.
 - Giving UfM actions visibility in the region and among regional stakeholders, notably on the occasion of the 8th of March. This includes organising promotion events for



newly labelled projects and could concern the launching of the labelled British Council project and the ONCE pilot project, for which the funding was recently approved by AECID.

- Following-up on the development of projects in the pipeline, and identifying new initiatives/projects supporting women and girls' empowerment that could be potentially labelled.



1.6. YOUTH: EMPOWERING YOUNG PEOPLE AS ACTORS FOR CHANGE

The UfM Roadmap, centred on youth's potential for stability and development, mandates the UfM to launch "A Positive Agenda for Youth". The Union for the Mediterranean has therefore placed young people at the heart of its action, focusing on empowering young people in the Euro-Mediterranean region and engaging them as full partners in its activities and, more generally, in areas of regional priority, in view of unleashing their potential as agents for change.

"The Secretariat will also ensure that the youth dimension is effectively mainstreamed in the main UfM activities. Given the variety of potential actions in favour of youth, the Secretariat will facilitate exchange of best practices, leadership, and capacity-building. It will contribute to the preparation of regional and international youth processes related to the Mediterranean Region" (UfM Roadmap: An action-driven organization with a common ambition –Barcelona, 23 January 2017).

Youth-related targets are under several SDGs and are interrelated. The activities of the UfM Secretariat under this cross-cutting sector will therefore contribute, to a larger extent, to the implementation of the entire 2030 Agenda targets.

Objective: Finalizing the UfM strategy for Youth

- **Promoting Regional Dialogue**
- Finalizing the drafting process of the first UfM Youth Strategy, launched in 2017 after the adoption of the Roadmap and building on the outcomes of several preparatory events held with youth organisations and networks between 2018 and 2019. The drafting of the strategy will be coordinated with the action carried out by the Secretariat in the field of Higher Education and access thereof. In order to enhance the connectedness of youth in the region the UfM youth strategy will be complementary, coherent and will seek to build synergies with the EU's Council Resolution of 18.12.2018 on the renewed EU Youth Strategy 2019-2027.
- The Strategy will be presented to the Senior Officials for their endorsement, following a final round of consultations to be held in 2020, notably at the 3rd UfM Youth Forum.
- Organizing the 3rd UfM Youth Forum where the UfM Youth Strategy will be presented and discussed with youth representatives from the Euro-Mediterranean region;
- Reinforcing cooperation with our current partners (ALF, North South Center of the Council of Europe, CMI, OECD, UNFPA, Injuve, FEMISE, etc.) to include their insights and recommendations into the Strategy;



- Promoting UfM activities in the Youth sector by participating and contributing to partners' or potential partners' events on youth, by co-organizing them, planning side-events, or organizing sessions at major events such as the World Economic Forum, the ECOSOC Youth Forum, the UNFPA 3rd Arab Youth Forum, the World Youth Forum of Sharm Sheikh, the World Youth Forum of Jordan, or the Asilah youth event 2020.

➤ **Promoting Regional Projects and Initiatives**

- Ensuring the mainstreaming of the Youth perspective in UfM activities, as well as the internal collaboration between the UfM Secretariat's divisions on youth-related issues;
- Following-up on the 2019 UfM Regional Dialogue "Shared View on Key Euro-Mediterranean issues" to build a UfM network of youth organizations in the region;
- Organizing the DIAMED 2020 (Les Dialogues pour la Méditerranée de Barcelone), enlarging it to a bigger number of schools in the region;
- Identifying and promoting strategic projects/initiatives targeting or enabling youth empowerment in the region.



SECOND PART: STRENGTHENING REGIONAL INTEGRATION THROUGH CONNECTIVITY AND SUSTAINABLE DEVELOPMENT



2.1. TRANSPORT: Facilitating transport connectivity and mobility

The Euro-Mediterranean region harbours a real potential for regional integration, given that throughout history it has always been a hub of exchanges and interconnections. Facilitating transport connectivity and mobility could accelerate the fulfilment of this potential, and stimulate a virtuous cycle of prosperity and socio-economic development in the region.

Under the guidance of the UfM Co-Presidency, and in close consultation and cooperation with the European Commission, the UfM Secretariat will continue, in 2020, to implement the mandate set out in the UfM Ministerial Conference on Transport (Brussels, 2013), by contributing to the development of a more efficient, integrated, interoperable, sustainable and resilient transport infrastructure network in the Euro-Mediterranean region, with the ultimate aim of achieving greater regional integration.

In its efforts to contribute to the 2030 Agenda, the activities of the UfM Secretariat in the field of transport aim to achieve SDG 9 “*Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation*”, SDG 13 “*Take urgent action to combat climate change and its impacts*”, as well as SDGs 2, 3, 5, 6, 7, 11, 12 and 14, illustrating the cross-cutting role that this field has in human and sustainable development. In particular, questions related to **gender equality and women empowerment** (SDG 5), **environment and blue economy** (SDG 3, 14 and 15), **energy efficiency** (SDG 7) and **climate action** (SDG 13) are integrated and mainstreamed in all the activities in the Transport sector of the UfM Secretariat.

2020 specific objectives

More concretely, in 2020, the UfM Secretariat will focus on:

1. Continuing to lay the groundwork for the next UfM Ministerial Conference on Transport, possibly in 2020, in particular by finalising the key deliverables expected in the implementation of the mandate of the 2013 UfM Ministerial Conference on Transport¹, for provisional approval, at the level of the UfM Regional Platform on Transport Connectivity and its Thematic Working Groups, at the level of *ad hoc* and regular SOMs, and at the Conference.
2. Participating in / Co-organizing joint activities with relevant international and regional organizations, building on consolidated UfM partnerships.
3. Building strategic partnerships with other key international stakeholders with a view to engaging them in joint activities including, among others, through their participation in the UfM regional policy dialogue on Transport and the preparation of regional projects.

¹Based on this 2013 ministerial mandate, pursue the activities of the UfMS WP2019: “Evaluation of the state of play in the implementation and outcomes of the RTAP2014-2020; progress on the approval of the future South-South Mediterranean Transport Network (TMN-T) and its connection with the Trans-European Transport Network (TENT-T)”.



Objective one: Continuing to lay the groundwork for the next UfM Transport Ministerial Conference on Transport

➤ Promoting Regional Dialogue

- Organising, in coordination with the UfM Co-Presidency, two rounds of meetings of the UfM Thematic Working Groups on Land, Air and Maritime Transport and Logistics to continue stocktaking of the progress made in these sub-sectors under the current RTAP 2014-2020, and to lay the groundwork for the next UfM Ministerial Conference on Transport, possibly in 2020, depending on the availability of the expected deliverables:

- The 3rd group of meetings of the UfM thematic Working Groups on Land, Air and Maritime Transport and Logistics (February 2020)
- Meetings of the UfM Regional Platform on Transport Connectivity and of the UfM-IFIs Transport Finance Committee (dates and venue TBC)
- The 4th group of meetings of the UfM thematic Working Groups on Land, Air and Maritime Transport and Logistics (June 2020)
- Meetings of UfM Regional Platform on Transport Connectivity and of the UfM-IFIs Transport Finance Committee (dates and venue TBC).

- Developing and building provisional consensus on the letter and spirit of the key potential deliverables of the upcoming Ministerial Conference.

In accordance with the agreed UfM working methodology and governance, the recommendations of the thematic WGs on the potential deliverables of the next UfM Ministerial Conference on Transport will be validated by the UfM Regional Platform on Transport Connectivity and conveyed to *ad hoc* SOMs for consideration.

Under the guidance of and in coordination with the UfM Co-Presidency, one or two transport-specific *ad hoc* SOMs could be organised in 2020 to hammer out and provisionally agree on the deliverables, with a view to paving the way for their subsequent approval at regular SOM level, and for their adoption at the next UfM Ministerial Conference on Transport. The *ad hoc* SOMs could be organised back-to-back with the respective meetings of the UfM Regional Platform on Transport Connectivity and the UfM-IFIs Transport Finance Committee.

The Conference will thus be scheduled once its potential deliverables, including the next edition of the RTAP, are worked out at technical level and recommended by UfM Senior Officials to the UfM Ministers in charge of Transport for their consideration and approval.

- Organising four workshops back-to-back with the meetings of the UfM Thematic Working Groups or with that of the UfM Regional Platform addressing the nexuses between transport connectivity and mobility and:

- ✓ Climate change mitigation & adaptation and resilience
- ✓ Environment and safety
- ✓ Decarbonisation and energy efficiency
- ✓ Integrated planning and multidisciplinary governance



The workshops will also help:

- Take stock of regional convergence towards global and European standards for enhancing safety, efficiency, sustainability and resilience in transport connectivity;
- Reflect, as regards the implementation of the current and future Regional Transport Action Plans, on:
 - how to improve monitoring and evaluation procedures by the UfM Secretariat as regards the implementation of the current and future Regional Transport Action Plans, *inter alia*, by:
 - Streamlining data collection and statistics production tools and methodological standards,
 - Introducing sector-based performance indicators and regional convergence criteria;
 - how to render capacity development sustainable; and
 - how to enhance project development, monitoring and evaluation.
- Participating in the Trans-European Transport Network (TENT-T) Days 2020 and a possible Ministerial Seminar for the South Mediterranean Countries that will be held back-to-back with the TEN-T Days (*date and venue TBC*).
- Contributing, in its technical capacity, to the Steering Committee meetings of the regional Technical Assistance (TA) projects financed by the European Commission, namely, the on-going Euromed projects on maritime transport (SAFEMED IV), rail transport (EUmedRail), road and urban transport (Euromed Transport Support Project – ETSP), and the new projects on aviation and satellite navigation, and on Motorways of the Sea and logistics, in order to ensure that the Projects contribute to the implementation of the RTAP.

➤ **Promoting Regional Projects and Initiatives**

The UfM Secretariat will monitor and support, on a regional level, the implementation of the UfM-labelled projects, while updating and developing the overall project pipeline, in consultation and cooperation with UfM Member States and IFIs, to enhance regional transport connectivity under the new edition of the RTAP, *inter alia*, by.

Monitoring and following up on the developments regarding the implementation of the below-mentioned UfM-labelled transport projects, and encouraging key and relevant IFIs as well as cooperation agencies to support those projects within the UfM governance set-up.

- ✓ LOGISMED Training Activities (LOGISMED-TA) Project
- ✓ Completion of the Central Section of the Trans-Maghreb Motorway Axis Project
- ✓ Jordan National Railway Project (JNRP)
- ✓ Motorway of the Sea (MoS) Turkey-Italy-Tunisia Project,
- ✓ OPTIMED Implementation Project and
- ✓ TransLogMED Project



The UfM-IFIs Transport Finance Committee will monitor the progress made in the implementation of the UfM-labelled regional projects with a view to updating and developing the project pipeline.

Objective two: Participating in / Co-organising joint activities with relevant international and regional organizations, building on consolidated UfM partnerships.

➤ **Promoting Regional Dialogue**

- Participating in the 2020 Summit of the International Transport Forum (ITF/OECD) on “Transport Innovation for Sustainable Development” (27-29 May 2020, Leipzig - Germany), as well as in the ITF Consultation Day with International Organizations (January 2020, Paris - France), for the preparation of the Summit. Known as the “Davos of Transport”, the Annual ITF Summit gathers transport ministers from around the world, key international organizations, IFIs, and the private sector, as well as parliamentarians and academics.
- Co-organising the 4th MEDports Forum, possibly in Marseille (France), in the second quarter of 2020 (*date and venue TBC*). The Annual Medports Forum provides a valuable opportunity to exchange knowledge, build on existing synergies and explore opportunities for cooperation with potential partners and stakeholders in the port and maritime sectors.
- Co-organising the next edition of MARLOG International Conference on Maritime Transport and Logistics (15-17 March 2020, Alexandria - Egypt), with a focus on the impacts of the fourth industrial revolution in port-city integration and on sustainability programme aspects in world ports.
- Participating, with observer status, in the 28th Expert Group meeting of the GTMO 5+5 Policy Dialogue on Transport (*date and venue TBC*).

Objective three: Building strategic partnerships with other key international stakeholders with a view to engaging them in joint activities including, among others, through their participation in the UfM regional policy dialogue on Transport and the preparation of regional projects.

➤ **Promoting Regional Dialogue**

- Consolidating/building strategic partnerships with other key international stakeholders in the transport sector with a view to engaging them in:
 - The UfM policy dialogue structure on transport connectivity and mobility; and in
 - The development of joint activities connected either directly to the transport field, or to crosscutting issues, such as energy efficiency, climate change and environment.

Coordination meetings will be held with key stakeholders to better structure joint activities and to agree on common action plans, particularly with ITF/OECD, UNCTAD, *Agence Française de Développement* (AFD), Arab Maghreb Union (AMU), Centre for



Mediterranean Integration (CMI)/World Bank, African Union Commission (AUC), *Union Internationale des Transports Publics* (UITP) and MEDports Association, building on the exchanges made with these entities in 2019.



2.2. URBAN DEVELOPMENT: Promoting sustainable and integrated urban development

Cities and human settlements have a central role in the achievement of sustainable development, notably across social and cultural change, environmental protection and economic growth through the principles of circular economy.

In this context, and in accordance with the 2017 UfM Urban Agenda set out at the 2nd UfM Ministerial Conference on Sustainable Urban Development (Cairo, 2017), the UfM Secretariat intends to work with the UfM Co-Presidency, in close consultation and cooperation with the European Commission, in paving the way for the 3rd Ministerial Conference, possibly in 2020.

The UfM operates with due regard to relevant global policy frameworks, as applicable, including the 2030 Agenda, the New Urban Agenda, the Paris Agreement under the United Nations Framework Convention on Climate Change (UNFCCC), and the Sendai Framework for Disaster Risk Reduction 2015-2030. The UfM thus contributes to progress, on a regional level, towards the achievement of SDG 11: *Making cities inclusive, safe, resilient and sustainable*, along with SDG 6: *Clean water and sanitation*, SDG 7: *Affordable and clean energy*, SDG 12: *Responsible consumption and production*, SDG 15: *Life on land*, and SDG 17: *Partnerships for the goals*, taking into account the social inclusion dimension, and the cross-cutting thematic areas of resilience and safety.

2020 specific objectives

More concretely, in 2020, the UfM Secretariat will focus on:

1. Continuing to implement the UfM Urban Agenda, engaging stakeholders for a co-designed, co-implemented, and co-monitored regional urban policy, and moving forward towards a science-led, coherent, integrated and effective UfM Action Plan for the period of 2021-2027 to help build smart, sustainable and inclusive cities.
2. Developing and consolidating strategic partnerships with global and regional organizations and institutions.

Objective one: Continuing to implement the UfM Urban Agenda, engaging stakeholders for a co-designed, co-implemented, and co-monitored regional urban policy, and moving forward towards a science-led, coherent, integrated and effective UfM Action Plan for the period of 2021-2027 to build smart, sustainable and inclusive cities.

The UfM Secretariat will aim at implementing this objective, in particular, by setting a clear vision for the Euro-Mediterranean region; advancing environmental quality; providing opportunities for all; aligning sectoral policies; and by harnessing adequate funding. In addition, the UfM secretariat will promote stakeholder engagement in the design and implementation of the regional urban policy; strengthening the capacity of actors in cities



to innovate and fulfil their duties effectively, efficiently and inclusively; and by fostering monitoring, evaluation and accountability of urban governance and policy outcomes.

The Secretariat will also provide the necessary support to the implementation of the actions contained in the Action Plan as and when endorsed by the Regional Platform on Sustainable Urban Development.

➤ **Promote Regional Dialogue**

UfM Regional Platform on Sustainable Urban Development

– Organising three thematic workshops to reinforce the implementation of the mandate of the 2017 UfM Urban Agenda and to pave the way for the next Ministerial Conference, in particular by:

- ✓ Taking stock of regional convergence towards global and European standards for enhancing efficiency, sustainability, safety and resilience in urban development.
- ✓ Reflecting upon the following aims in order to support the implementation of actions and future activities in the framework of the UfM Urban Agenda:

- how to render capacity development sustainable;
- how to enhance bankable project development, monitoring and evaluation.
- ✓ Workshop on how to promote long-term and integrated urban and territorial planning and design, with due regard to affordable housing and sound urban regeneration, to optimize the spatial dimension of the urban form as well as economies of agglomeration and infrastructure investments, increase density when necessary, generate mixed land use, protect the natural and built environment with due regard to heritage sites, promote public spaces, and encourage social diversity, integration, cohesion and gender equality.
- ✓ Workshop on how to strengthen climate action and improved urban environment for reduced greenhouse gas emissions and improved air quality; improved resource (in particular, energy) efficiency and protection of ecological assets; and for effective adaptation of communities and infrastructure to climate change by enhancing urban resilience and safety with due regard to the link between resilience and development.

These two workshops will be held back-to-back with one another.

- ✓ Workshop on how to strengthen the role of academia, building on current links between faculties of Architecture and Urban Planning in the region, including by updating the curricula on architecture and urban studies, based on the common curricula agreed at EU level.



- Organising the meeting of the UfM Permanent Working Group on Evaluation, Monitoring and Reporting Systems on Sustainable Urban Development (as of September 2020).

The meeting will reflect on how to improve monitoring, evaluation and reporting procedures, including through:

- ✓ streamlining data collection and statistics production tools and methodological standards;
- ✓ introducing sector-based performance indicators and regional convergence criteria.

- Organising, under the guidance of and in close coordination with the UfM Co-Presidency, an *ad hoc* SOM on Sustainable Urban Development (as of Autumn 2020), which could be held back-to-back with the meeting of the UfM Regional Platform on Sustainable Urban Development, to develop and build provisional consensus on the letter and spirit of the key potential deliverables of the upcoming Ministerial Conference, for subsequent approval at SOM level and adoption at the next UfM Ministerial Conference on Sustainable Urban Development.

- Strengthening links and creating synergies with the EU-funded Mitigation Enabling Energy Transition in the Mediterranean Region (MeetMED), with the possible organization of joint activities addressing energy efficiency in buildings.

➤ **Promote Regional Projects and Initiatives**

- Monitoring and following up on the developments regarding the implementation of UfM-labelled urban development projects, including:

- ✓ UPFI Imbaba Urban Upgrading Project
- ✓ UPFI Bouregreg Valley Development Project
- ✓ UPFI Multi-Site Urban Regeneration Project in Jericho
- ✓ UPFI Development of the Taparura Seafront in Sfax
- ✓ UPFI Izmir Urban Integrated Waste Management Project
- ✓ Smart City Innovation Centres Project

- Encouraging key and relevant IFIs as well as cooperation agencies to support those projects within the UfM governance set-up. The UfM-IFIs Urban Project Committee will notably assess the financing of the projects identified by the Thematic Working Groups on Affordable and Sustainable Housing and Urban Regeneration, with a view to updating and developing the project pipeline in consultation and cooperation with UfM Member States and IFIs, in order to enhance sustainable urban development under the future Action Plan.

- Participating in the two Steering Committee meetings, to be held in 2020, of the Urban Projects Finance Initiative (UPFI) financed by the European Commission and the European Investment Bank.



Objective two: Developing and consolidating strategic partnerships with global and regional organizations and institutions

The UfM Secretariat will aim at implementing this objective as an essential vehicle for mobilising and sharing knowledge, expertise, technology and financial resources.

- Participating in the 10th edition of the World Urban Forum (8-13 February 2020, Abu Dhabi - UAE). The possibility of co-organising a side event with DG REGIO on the margins of the Forum is under consideration.
- Participating in the main European events on urban development, including the:
 - ✓ European Cities Forum 2020 (30-31 January 2020, Porto - Portugal);
 - ✓ European Week of Regions and Cities (October 2020, Brussels - Belgium).
- Participating in the meetings of the OECD Regional Development Policy Committee, the Working Party on Territorial Indicators, and the Working Party on Urban Policy, (April 2020, Paris - France).
- Participating in the meetings of the Committee on Urban Development, Housing and Land Management of UNECE, (dates and venues TBD).



2.3. ENERGY: Enhancing energy connectivity and sustainable energy supply

In 2020, the UfM Secretariat will continue to work within the framework of, and in order to implement the mandate set out in, the UfM Ministerial Conference on Energy (Rome, 2016), paving the way towards the next Ministerial Conference.

The UfM energy-related activities contribute particularly to the achievement of SDG 7 *Ensure access to affordable, reliable, sustainable and modern energy for all*, as well as to SDG 9 and SDG 13.

2020 specific objectives

More concretely, in 2020, the UfM Secretariat will focus on promoting regional dialogue through:

1. Paving the way towards the next UfM Ministerial Conference on Energy (foreseen in the first semester of 2021), supporting the work developed under the UfM Energy Platforms;
2. Supporting local authorities' efforts in energy efficiency and energy transition as well as the promotion of capacity building and a stronger involvement of the private sector;
3. Promoting flagship initiatives and projects and institutional partnerships

Objective one: paving the way towards the next UfM Ministerial Meeting on Energy, supporting the work developed under the UfM Energy Platforms

- Holding the 2020 annual meeting of the UfM Energy Platforms -under the guidance of the UfM Energy Co-Presidency- to notably: review the state of play of the three work programs; set-up the calendar towards the next UfM Ministerial Meeting on Energy foreseen for the first semester of 2021 (pending SOM approval); share with all national focal points brief presentations and debate on the main deliverables produced by stakeholders and secretariats of the UfM Energy platforms.

- Supporting, in accordance with UfM procedures, the organization of the coordination meeting of the UfM Energy Platforms in order to assess the progress in the implementation of the work programs of the different stakeholders regarding the platforms, as well as to update activities' calendars and prevent major overlapping on events.

- Preparing the next UfM Ministerial Meeting on Energy, foreseen during the first semester of 2021 (pending SOM approval). In 2020, and aiming to pave the way towards the UfM Energy Ministerial Meeting, the Secretariat will:

- (i) organise, together with the UfM Energy Co-Presidency, an ad hoc SOM on Energy to agree on the draft Ministerial Declaration to be presented to Ministers, and on the new



work programs of the three UfM Energy Platforms to be endorsed. The preparation for the Ministerial on Energy will be done in parallel with the preparation for the Ministerial on Environment and Climate Change to ensure synergies and alignment.

(ii) will prepare an external assessment of the 2016 UfM Ministerial Declaration on Energy to be delivered before the Ministerial of 2021. This assessment will review the implementation of the 2016 Ministerial Declaration in order to support the preparation of the next ministerial declaration.

(iii) seek to organise a Mediterranean Energy Conference, as an intermediary step towards the Ministerial of 2021, gathering the relevant actors in regional energy markets, relevant international institutions acting in the Mediterranean Region, as well as representatives of government, to present major outcomes of the UfM Energy Platforms work programme during the last three years and debate the main results of the above referred External Assessment, aiming to receive clear inputs for the final drafting of the Ministerial Declaration.

- Supporting the establishment of a Working Group on “Energy efficiency for appliances with a specific focus on cooling” under the UfM REEE platform, by earmarking necessary funds to cover the travel and accommodation expenses of 2 representatives from UfM Member States (that do not belong to the EU nor to EU’s Southern Neighbourhood) to bi-annual meetings.

Objective two: supporting local authorities’ efforts in energy efficiency and energy transition as well as the promotion of capacity building and to a stronger involvement of the private sector

- In 2020, within the framework of the UfM Energy Transition @Local Initiative, and building on the outcomes of the 2nd UfM Energy and Climate Business Forum (18 July 2019), the UfM Secretariat will continue to work with local authorities in order to strengthen regional cooperation at the local level and to support their efforts on the implementation and development of renewable energies, energy efficiency and climate mitigation and adaptation actions. A peer-to-peer dialogue session is foreseen to happen back to back with the capacity building, below referred to, aiming to feed existing DATABASE for Local Authorities Efforts in Energy Efficiency and Renewable Energy with new projects reflecting best practices with potential of replication in the Mediterranean and enlargement of the network municipalities involved in the activity.

- Organizing, in cooperation with relevant organizations and initiatives, ad hoc trainings for local authorities’ representatives, mainly on governance and financing aspects to support their efforts on the implementation and development of renewable energy projects, energy efficiency, and climate mitigation and adaptation actions; as well as on housing/public buildings energy efficiency solutions (up to 12 municipalities representatives involved).



- Updating the assessment made in 2018 in 14 UfM countries in order to evaluate the progress of regional cooperation on several aspects of national energy policies like energy security, the volume of investments in renewable energy and energy efficiency, and regulatory and legal frameworks. This update report will be a relevant supporting document for the drafting the next foreseen Ministerial Declaration.

- Following up on the 2nd UfM Energy and Climate Business Forum: the UfM Secretariat will seek to follow-up on the conclusions and outcomes of the 2nd UfM Energy and Climate Business Forum, namely to contribute to the next UfM Ministerial Meeting Declaration on Energy and to organize Peer-to-Peer Dialogues with local authorities.

Objective three: promotion of flagship initiatives and projects and of institutional partnerships
Activity: follow-up of labelled projects

- Following up on the implementation of the Tafila Wind Farm project. The UfM will continue to ensure the visibility of Tafila in Secretariat events being the first privately sponsored utility scale wind farm in Jordan and in the Middle East, as well as an example of a best practice model for renewable energy projects in the region.

- Following up on the implementation of the UfM Energy University by Schneider Electric project through:

- (i) The assessment of the results and update of the communication materials available at the UfM website and others in order to reflect the last updates.

- (ii) Exploring with the project promoter on the possible extension/adaptation of the courses and modules.

- (iii) Organizing a specific training session with beneficiary countries representatives.

- Follow up on the implementation of the SEMed Private Renewable Energy Framework “SPREF” project through:

- (i) Preparing a leaflet to showcase projects developed under SPREF; and

- (ii) Co-organizing a side-event (back to back with another energy event) with EBRD to shed the light on the accomplishments of SPREF.



2.4. CLIMATE CHANGE: Addressing the challenges of climate change

In 2020, 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 framework 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 the second semester 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 2020 activities.

As climate action is a cross-cutting concern, there are relevant synergies with other UfM regional dialogue platforms, namely dedicated to renewable energy, energy efficiency, urban development, water, blue economy, transport and environment.

2020 specific objectives

More concretely, in 2020, the UfM Secretariat will continue to focus on:

- 1. Supporting member countries Nationally Determined Contributions (NDCs), through capacity building on monitoring and action plans for NDCs preparation;**
- 2. Promoting climate finance regional information and its accessibility for SEMed countries;**
- 3. Supporting a scientific assessment of the impacts of climate change;**
- 4. Supporting youth engagement in climate action.**

The UfM climate action activities are in line with the global agenda and the United Nations SDGs (Sustainable Development Goals) namely SDG 13 Climate Action; SDG 7 Affordable and Clean energy; SDG 17 Partnership for the Goals; SDG 11 Sustainable cities and communities. Furthermore, questions related to gender equality and women empowerment (SDG 5) and reducing inequalities in the region (SDG 10) will be mainstreamed throughout the UfM action in this priority area. The UfM climate agenda is also aligned with the European Union climate objectives and priorities.



**Objective one: member countries NDCs (Nationally Determined Contributions):
capacity building on monitoring and action plans for NDCs preparation**

➤ **Promoting Regional Dialogue**

– **The UfM Climate Change Expert Group meeting**

In line with its work program, in 2020, the UfM CCEG will continue to act as a as a regional policy dialogue platform for UfM Members and relevant stakeholders in order to identify initiatives and projects that could support the implementation of regional and national strategies related to low carbon development and climate resilience building, in full consistency with the engagements adopted within the framework of the UNFCCC , the Paris Agreement (and the “Katowice Package” adopted at COP 24 in December 2018).

In the framework of the UfM Climate Week, the 8th meeting of the UfM CCEG, may be back-to-back with the UfM Working Group on Environment and Climate Change, is foreseen in Spring 2020.

In view of the preparation of the next **UfM Ministerial Meeting on Environment and Climate Change** (to be held possibly in second semester 2020), the UfM Secretariat will support the UfM Co-Presidency in convening an ad hoc UfM Senior Officials Meeting on climate change and environment issues, in order to discuss and finalize the drafting of a Ministerial Declaration.

– **3rd Working Group on Environment and Climate Change**

Taking into account the level of advancements following the second meeting of the Working Group on Environment and Climate Change (12-13 November 2018), a third meeting may be convened in 2020, back-to-back with the UfM CCEG meeting. One of the main topics would be the science-policy interface discussion on the Summary for Policy Makers (SPM) of the MedECC’s 1st Mediterranean Assessment Report.

– **Participation of the UfM in UNFCCC COPs and Standing Committee on Finance**

The 22nd Conference of Parties to the UNFCCC has granted the observer status to the UfM in 2016. This enables the UfM to participate at COPs, and to make contributions to the work of the UNFCCC secretariat, through the presence in the several working groups and interaction with UfM member countries representatives

In line with the guidance provided by the UfM Roadmap, financial aspects have been prioritized as part of the UfM agenda. As such, the UfM Secretariat envisages to continue



with its cooperation and partnership with UNFCCC/SCF (Standing Committee on Finance), namely to be active participants in the meetings and namely at the annual SCF Forum.

The experience and success achieved with the participation of the UfM Secretariat during the COPs 21, 22, 23 and 24 has allowed: to gain visibility for the Mediterranean agenda; and the UfM Climate Action initiatives and projects, bring the voice of the Mediterranean region and the achievements of the Mediterranean Region to this important global momentum.

UNFCCC and UfMS have signed a MoU at COP 24 in Katowice. On two priorities (assistance to UfM developing countries in preparing nationally determined contributions (NDCs) and capacity-building in implementing the Paris Agreement), both organisations agreed to develop assistance through a specific project (“Need-Based Finance”), in a first-pilot country (Lebanon). In 2019, UNFCCC has financed the technical assistance to this country. In that context, UfMS will help in disseminating the results in the region, in coordination with the EU-funded CLIMA-MED labelled project.

Moreover, UNFCCC and UfMS have agreed to take stock of the experience of the MedECC network to develop potential projects of capacity-building in the region.

➤ **Promoting Regional Projects and Initiatives**

– **NDCs and SDGs**

The Final report on the “Regional Analysis of Nationally Determined Contributions (NDCs)”, published in 2019, has represented an important contribution of the UfM CCEG work program, notably on the Activity 1 (Sharing experience on national measures), and in interaction with other UfM dialogue platforms. The study aimed at providing an assessment on the state of play of NDCs’ implementation in 13 SEMed countries (Algeria, Morocco, Tunisia, Egypt, Palestine, Israel, Lebanon, Jordan, Mauritania, Albania, Bosnia and Herzegovina, Montenegro and Turkey). The study also covers NAPs (National Adaptation Plans). This assessment contributed to provide an understanding of the UfM context as well as of potential synergies and complementarities among national policies and measures, and was presented to all relevant UfM Platforms. On the eve of the 2nd UfM Ministerial meeting on Environment and Climate Change, a specific follow-up of this study seems really necessary, under the 2018 concept paper on links National Determined Contributions (NDC’S) to Sustainable Development Goals(SDG’S).

– **Promoting the “CLIMA-MED” project / NDCs component**



The “CLIMA-MED” (EU for Climate Action in the Southern neighboring countries) has been labelled in March 2018. The project, 100% funded by the EU, will be developed until 2022. It aims at this major result: the enhancement of capacities of ENI South partner countries to implement and regularly update Nationally Determined Contributions (NDCs), to develop adaptation and mitigation plans (including long-term Low Emission Development Strategies) and increasing their knowledge and implementing abilities in the field of Measurement, Reporting and Verification in collaboration with all relevant government bodies as well as in consultation with regional, national and subnational stakeholders. This projects in full line with the UfM CCEG work program, and will help in operationalizing some of its activities, notably on Climate finance and on some sectoral issues. It also the first “climate-dedicated” UfM labelled project.

In the follow-up of the project, a specific attention will focus on the development of the investment “spin-off” projects and their financing plan, as well as with the involvement on Energy related activities, namely on Local Level Authorities under the Energy Transition @ Local

– **UfMS Sectoral studies**

Follow-up of the recommendations and proposals for action identified by the Co-Presidency in the fields of agriculture and tourism, on the basis of the UfM sectorial studies “Assessment of the impacts of Climate Change on the Agriculture Sector in the Southern Mediterranean” and “Climate Change impacts on the Tourism Sector in the Southern Mediterranean”

During 2020 is: -foreseen to developed concept-note to incorporate those contributions and establish, jointly with other related Departments and CIHEAM, a follow-up action plan; -to consider individually Tourism sector in the Global Finance study below referred.

The Cluster Med Climate Transparency Initiative (Cluster MED)

This project aims at strengthening the capacity of Southern and Eastern Mediterranean countries to fulfil their NDC’s national commitments, NDC’s on accountability, action plans and transparency within the framework of the UNFCCC and the Paris Agreement, through a joint mobilization of experts, as well as promoting appropriate complementary with ClimaMed Initiative activities. This project is currently suspended pending the finalization of the funding process. Once the funding will be secure, the project is expected to be brought to the process of labelling.

Objective two: Promoting Climate Finance

- **Promoting Regional Dialogue**
- **Regional Climate Finance Committee**



The UfM Regional Climate Finance Committee, established in 2016, initiated the cooperation through sharing of information among IFIs and donors active on climate finance in the Mediterranean region. It advises the Activity 2 of the UfM CCEG (Cooperation among financial institutions). It is organized under the chairmanship of the UfM Secretariat and, in 2020, the UfM Secretariat will continue to animate it, with the objective to further promote coordination and sharing of information, as well as to identify new areas of cooperation for the possible development of complementary financing mechanisms, in cooperation with the results and subsequent work based on the UfM Climate Finance Studies and in line with the work relations developed with UNFCCC (and its climate finance team namely), as well as with the Green Climate Fund and fostering the contribution to its reports as being the unique Mediterranean-focused organization.

– **Climate Finance Study**

Following the publication of the two first UfM Climate Finance studies in 2017 and 2019 (International Public Climate Finance – Draft and Final Overview 2016, and Final Overview 2017- financed by EC funding- international private and national/subnational climate finance), UfMS has gathered the three dimensions of this utmost relevant issue, into one new global integrated study financed by Sida regarding 2018/2019.

This global study follows up the yearly trends of climate finance flows in the SEMed region, but also propose a regional strategy in order to optimize the match between the demand (roughly summarized in the NDCs), and the financial offer available at various levels.

The new global study is organized in three phases, and the 1st main outcomes of this study will only be published for the Ministerial meeting. This global study, the provisional title of which could be “Annual assessment of Climate Financial flows and trends in SEMed-MENA countries - 2018” would aim at:

- Providing an overview on the amount of international climate financing (public and private) delivered in the UfM region, in view to contribute to identifying the share of the region to the USD100 bn to be mobilized for climate action foreseen by the UNFCCC by 2020.
- Assessing the current areas of actions of IFIs and donors, especially by providing a clear overview of the current financial instruments available and by identifying flagship projects from which best practices can be showcased, in order to enhance synergies among financial instruments and, if necessary, to complement their current offerings, taking especially into account the risk sharing and specific needs to support country-driven strategies.
- Identifying specific gaps / needs

– **Developing the Cooperation Agreement with R20**

Following the signature of the Cooperation Agreement, the organization of the first meetings within UfMS events in 2019 and the launching of the initiative “Sub-national Climate Fund for the Mediterranean (SnCF MED)”, UfMS will carry-on the support (in



relation with IFIs and donors notably) for the effective creation and implementation of SnCF MED, integrating R20 in our activities under Energy Transition@ Local and Climate Finance

– **Projects pipe line**

12Tree is a private funding project for Agriculture and Agro-forestry in the Mediterranean, open to international institutional investors with a unique asset class: sustainable Agriculture in Africa and the Mediterranean. It presents a core dual commitment to profitability and sustainability, with the investment objective to develop new production optimizing yields and sustainability through mechanization and improved management practices. A UfM labelling request is foreseen to be received by the promoters during 2020.

Objective three: Science-based consensus on climate impacts

➤ **Promoting Regional Dialogue**

– **Support to the Finalization of the 1st Mediterranean Assessment Report**

In connection with the work of the Intergovernmental Panel on Climate Change (IPCC) at the global scale, and in line with the Ministerial Declaration on Environment and Climate Change, the UfM wishes to assess more precisely the impacts of climate change on the Mediterranean basin. A dedicated convention has been signed in December 2017 with UNEP MAP- Plan Bleu for a validity of 3 years. Consequently, a technical assistance, financed by Sida, has been settled, helping the network of Mediterranean experts on Environment and Climate Change (MedECC) to prepare an assessment report on the situation and the impacts of climate change on the Mediterranean basin.

In 2019, the Final Draft (FD) of the 1st Mediterranean Assessment Report and its Draft Summary for Policy-Makers (SPM) have been developed.

The next stages in 2020 include:

- Jan 2020: Review of FD and draft SPM by stakeholders,
- Feb 2020: Finalization of First Assessment Report and its SPM for Plenary,
- Plenary discussion on SPM and endorsement of the Assessment Report by the UfM Ministers of Environment and Climate Change (in coherence with the meetings of the UfM CCEG and WG ENV-CC meetings and ad hoc SOM).

In parallel, contacts will continue with the relevant multilateral organizations (notably the World Meteorological Organization and IPCC) to provide the full consistency with the global framework.

– **Operationalization of the MoU WMO-UfMS**

On the basis of the MoU signed at COP24, and the Work Plan agreed by both organizations, UfMS and World Meteorological Organization (WMO) will develop common activities:

- WMO is a major Institutional reviewer of the MedECC's MAR report. In that context, WMO will contribute to the Review of Final Draft and Draft Summary for



Policy-Makers by stakeholders. This will contribute to the consolidation of the links between the regional and the global levels.

- A presentation organised by WMO with its relevant partners related to the relevant Regional Climate Centers (MedCOF, ArabCOF,...) will also be welcome.
- An ad hoc workshop UfM-WMO-OSCE on climate change risk assessment will notably be organized during the UfM Climate week.
- On the basis of their Work Plan, WMO and UfMS will consolidate their information basis, and identify common approaches of their strategies for the benefit of the region and their member countries. In 2020, this can lead to the preparation of common projects (to be later proposed to relevant IFIs).

– **Climate risks prevention and resilience**

The Draft Concept Note of the joint OSCE-UfM project concept on “Prevention of Climate and Environment Security Threats in Mediterranean” was recently presented by the OSCE and UfM to the UfM member States and Co-presidency on 10 April 2019 during the 7th UfM CCEG Meeting, and to the “OSCE Mediterranean Contact Group”.

The overall objective is to enhance sustainable development and regional stability in the Mediterranean region through addressing potential security implications of climate change. The proposed project contributes to this objective by enabling policymakers and governments to garner a more accurate understanding of the issue at stake and by fostering co-operative responses to climate change related security issues.

The project will be open for all interested UfM members to join. In terms of project implementation, among the UfM Member States, the OSCE will take the lead for those countries that are OSCE’s Mediterranean Partners for Co-operation or OSCE participating States, whereas the UfM will take the lead for those interested UfM Member States which are not OSCE participating States, or OSCE Mediterranean Partners for Co-operation. Regardless of the leadership, the same project methodology will be applied in all project countries.

Next steps foreseeable:

1. The UfMS together with the OSCE will continue their joint efforts to mobilize resources for the full project to be developed in the coming years
2. Develop the Full Project Terms of Reference, on the basis of the Draft Project Concept Note.
3. Implement the project (the first cost estimates of OSCE were around 3 M€, for a duration of 4 years).

➤ **Promoting Regional Projects and Initiatives**

- **MEdECC’s 1st Mediterranean Assessment Report: Future perspectives for MedECC**



Future possible actions of MedECC undertaken in parallel of the final phase of the preparation of the MedECC report (MAR1) are being envisaged. The key issue is the establishment of the communication strategy on the MAR1. After the publication of the 1st report, the preparation of thematic reports is planned, which will “zoom” on some issues already treated in MAR1, but worth a deeper insight. One of these issues will probably be coastal risks, as the scientific information on it has much evolved during recent years. Also preparing the thematic report on urban issues is considered. Some more actions focused on capacity building in the South and the East of the region may be planned. The MedECC Steering Committee will have taken the concrete decisions by the end of 2019.

– **Capitalisation on Adaptation to Climate Change in the Mediterranean**

Following the 2nd Trophies organized in 2018-2019 by Agence Française de l’Environnement et de Maîtrise de l’Energie (the French Agency on Environment and Energy Efficiency (ADEME)), the French Agency will carry a study on the capitalization of Adaptation projects in the region.

The UfMS will continue to be a key-partner and a member of the steering committee in the process, which is particularly relevant for the region, as Adaptation issues are of the utmost importance in the region. UfMS intends to use this process as a catalyzer for highlighting potentially “labelled” and/or “bankable” adaptation projects.

Objective four: Supporting youth engagement in climate action

➤ **Promoting Regional Dialogue**

In 2020, the UfM Secretariat will continue its support to the advancements of the Mediterranean Youth Climate Network, hosting their yearly General Assembly meeting and involving youth to take action in the climate action field.

The UfMS will support the Mediterranean Youth Climate Network in the organization of the second Mediterranean Youth Climate Forum, planned to be held in 2020. This activity would be in line of the support that UfM Secretariat brings to youth regarding their climate action engagement and also in line with the broader strategy of the UfM aiming at empowering youth in the Mediterranean region and in articulation with other UfMS priorities.



2.5. CIVIL PROTECTION

2020 specific objectives

Disasters are resulting in high human, economic and environmental losses and the Mediterranean is not spared. The Mediterranean area remains a political and operational priority, including due to the specific risks that the region is facing. In the context of climate change, disasters are becoming more complex. Managing emergencies and disasters is a growing challenge. The Joint Declaration of the Paris Summit for the Mediterranean (13 July 2008, Paris - France), the Council of the European Union (23 November 2009, Brussels), Meeting of Director Generals of Civil Protection of Member Countries of the Union for the Mediterranean (5 May 2010, Paris) identified Civil protection as one of the priorities of the UfM.

Following the 3rd meeting of Civil Protection Directors-General of the Member States of the Union for the Mediterranean (UfM) held in Barcelona on 11-12 February 2019, UfM partner countries agreed to continue and deepen the discussion in the field of civil protection and disaster risk management. To do so, they decided to set up three working groups that will tackle the following themes:

- engaging citizens in disaster risk management,
- civil protection volunteers,
- preparing for efficient mutual assistance in the Euro Mediterranean area.

The working group preparing for efficient mutual assistance in the Euro Mediterranean area will be meeting for the first time on 26 November 2019 in Brussels. The discussion will focus on enhancing cooperation for a better assistance in case of disaster in Mediterranean area.

Objective one: Implementing the recommendations of the DG meeting

➤ Promoting Regional Dialogue

On 11 February 2019, the 3rd Meeting of the Directors-General of Civil Protection of the Union for the Mediterranean (UfM) Member States launched a reflection to develop an action plan for strengthened Euro-Mediterranean cooperation on prevention campaigns, emergency response and crisis management. This plan, once elaborated, will be presented for approval to the Senior Officials. The action plan will cover the 3 main thematic areas identified as priority areas of regional cooperation and will need to be discussed during experts working groups.

- Organization, with the European Commission, of the 2 remaining working groups that will focus on elaborating a concrete action plan on:

1. Mobilizing citizens in risk management;



2. Volunteers in civil protection;

The progress on the work of those working groups will be presented to a SOM before the end of the year and will serve as a way-forward to prepare a Ministerial on Civil Protection that could be held in 2021.

Objective two: Enhancing the cooperation with the PPRD

As one of the most successful models of the cooperation between the UfM Member States in the field of the Civil Protection, the ENI funded PPRD South Programme supports international cooperation for the reinforcement of Civil Protection capacities between the European Union, the Mediterranean and Balkan Partner Countries under the umbrella of the European Neighbourhood Policy (ENP). This project could be submitted to be labelled by the UfM if the promoters of the project demonstrate willingness in that sense.

2.6. ENVIRONMENT: Preserving natural resources and boosting green growth

The UfM Secretariat strengthens regional cooperation on environmental policies, supports and facilitates convergence and consensus among the 43 UfM countries on the UfM environmental post- 2020 agenda, which is foreseen to be endorsed through a 2nd UfM Ministerial meeting, envisaged late 2020, based on the need to re-inforce the low carbon and circular economy approach and strengthen the cross-sectorial connections between environment and climate change, as well the links between other UfM agendas, notably on energy, water, transport, urban development, blue economy.

The UfM Secretariat will maintain, as guiding principles, the Sustainable Development Goals relevant to its mandate on environment, in particular SDG 12, 13, 14, and 15 and it will as well strongly contribute to SDGs in other areas, such as SDG 8, 9 and 11.

The UfM Secretariat will further develop its links and work programme in line with international and regional environment conventions. In particular, and in its capacity as an accredited observer, the UfM Secretariat will further shape a joint programme of work with the United Nations Convention on Desertification (UNCDD) for the years to come as well as with the Convention on Biological Diversity, and relevant UNFCCC Committees (United Nations Convention on Climate Change) and renew its Memorandum of Understanding with the Barcelona Convention.

2020 specific objectives



In 2020 the UfM Secretariat will focus on the following areas of action:

1. Supporting the preparation of the 2nd UfM Ministerial on Environment and Climate Change in late 2020 and the endorsement of the UfM post-2020 environment agenda
2. In line with the above, preparing the post-2020 work program with emphasis on a more structured involvement of Member States' key ministries (foreign affairs, economy, finance, planning, energy, agriculture, industry, tourism, transport, etc) on environmental and climate change matters. Stronger links between UfM Focal points will also be emphasized, thus creating a beneficial cascade effect in terms of countries and regional coordination.

Objective one: Supporting the preparation of the 2nd UfM Ministerial on Environment and Climate Change in late 2020 and the endorsement of the UfM Agenda 2030 for a Greener Mediterranean (also tentatively called, post-2020 environment agenda.

Promoting Regional Dialogue

- Assisting the Co-Presidency with the elaboration of Ministerial Declaration, as well as the associated post 2020 environment initiative, linking to the SDGs as well as with the Barcelona Convention, the UNFCCC, UNCCD and CBD strategies, and the UNEA recommendations and any other relevant framework;
- Supporting with the preparation and content matters related to the ad-hoc SOM(s);
- Assisting with organizing or co-organizing pre-Ministerial consultations with civil society, parliamentarians and other stakeholders;

➤ Promoting Regional Projects and Initiatives

- Looking into the promotion and matchmaking of programs/activities related to the Ministerial Declaration's key emerging priorities on green, circular economy through sustainable Consumption and Production - SCP/resource efficiency, plastics, etc);
- Promoting transfer and capitalization of results, as well as the identification of further opportunities for involvement of Southern and Eastern Mediterranean Countries;
- Analyzing existing resources and needs for leveraging funds for the implementation of the Ministerial Declaration's key priorities; identification of potential gaps and possible ways to mobilize the UfMS and other actors to cover such needs;
- Advancing a proposal for monitoring of the Ministerial Declaration and Implementation Plan; including a mechanism/format for regular reporting;



- Promoting the UfM labelling of a pipeline of projects aiming to establish a link with the international and regional frameworks and conventions, including the SDGs;

Objective two: Preparing the Post 2020 Work Program on environmental and climate change matters

➤ Promoting Regional Dialogue

- Organizing a meeting of the UfM Working Group on Environment and Climate Change to translate the Ministerial priorities, as identified in the Ministerial Declaration, into an operational plan of activities on environment and climate change
- Organizing a back-to-back meetings of the UfM Environment Task Force to support:
 - Building on the impact assessment and evaluations already carried out of the Horizon 2020 for a cleaner Mediterranean, draw the lessons learned from the implementation of the Initiative for the future initiative (provisional title *“Agenda 2030 for a Greener Mediterranean/Post 2020 Initiative”*) and related implementation programme;
 - The coordination of the finalization and agreement on the Agenda 2030 for a Greener Mediterranean/ “Post 2020 Initiative” as main implementation tool for regional integration and collaboration to address a key set of common environmental issues which need full involvement of all Mediterranean countries in terms of cross-border and cross-sectorial cooperation;
 - The conversion of the “Post 2020” joint flagship initiative into an operational plan of activities as of 2020, based on ongoing and newly launched projects, activities, partnerships and collaborations along the main axes of work identified at Ministerial level, i.e.:
 - Support the transition towards a green and circular economy based on sustainable consumption and production practices and nature-based solutions;
 - Prevent and reduce pollution in land, sea and air;
 - Protect, preserve, manage and restore the environment in the Mediterranean region within an integrated ecosystem approach, including terrestrial, marine and coastal approaches in line with the Barcelona Convention;



- Organizing an ad hoc environment/water/climate change event (as appropriate, back-to-back with meetings of the UfM Environment Task Force)
- Ensuring integrating and fostering operational links of the Environment agenda and the implementation plan with other related UfM agendas, plans and activities, in particular blue economy, climate change, water, environment (ex. SCP/climate change, green entrepreneurship, dialogue on emissions control area, ecotourism, food systems, etc);
- Participate in the relevant UN CCD, CBD, UNCCF events as well as the regional conventions meetings (UN Environment, FAO, UNIDO, etc)

➤ **Promoting Regional Projects and Initiatives**

- Converting the political agenda into an operational implementation plan through the “post 2020” Initiative, setting the framework to coordinate, streamline and promote the initiatives and projects feeding the main priorities of the Ministerial declaration in the Mediterranean region in the priority thematic areas;
- Supporting the involvement of the Southern Mediterranean Countries in the project Interreg Med Green Growth Community, advanced for UfM labelling; promote collaboration and coordination, including thematic links and joint capitalization actions and events, between the EU funded Interreg Med GG Community and the SwitchMed Programme, to cover the wider Mediterranean and tackle SCP at both national and regional/local level;
- Supporting the identification of the best financial setting for the Marine Protected Areas Trust Fund (originally promoted by Monaco, France and Tunisia) for access by interested and concerned Mediterranean actors; promote interlinks with other relevant UfM labelled projects such as Plastic Busters;
- Following up and operationalizing the FAO-UfMS-CIHEAM food system platform within an SCP approach (see Research and Innovation section);
- Supporting the transversal approach of the UfM labelled and IKI financed project “*Scaling up forest and landscape restoration in order to restore biodiversity and promote joint mitigation and adaptation approaches in the Mediterranean*” addressing the three Rio Convention, directly linking with the SDGs and operationally tackling the NDCs (National Determined Contributions); ensure operational links with water and climate change on capacity building activities related to access to finance; promote the extension of technical assistance to other countries of the region;



- Supporting the follow-up of the drought plans initiative and sustainable land management in the Mediterranean ; the UfMS is collaborating with FAO, CIHEAM and WOCAT (World Overview of Conservation Approaches and Technologies) on a new initiative to counter land degradation in the Mediterranean;
- Following up on the implementation of the initiatives on education for sustainable development and links between education for sustainable development, consumption and lifestyles; a publication is under preparation and is expected to be ready by early 2020;
- Supporting the adoption of common methodologies on ML sampling; support demonstration activities; linking the plastic initiatives running or to-be-launched in the region into a coherent package of actions;
- Printing and disseminating publications on education for sustainable lifestyles, UfMS UNCCD collaboration on the Med Drought Initiative, and potentially prepare the launch of a new publication on plastics pollution
- Assessing relevant regional environment projects and/or initiatives for potential advancement towards UfM labelling.



2.7. BLUE ECONOMY: Promoting blue economy

As part of its mandate on blue economy, the UfM Secretariat will continue to support and facilitate the regional dialogue on blue economy converging towards a 2nd potential UfM Ministerial Declaration in early 2020 that will be coordinated with the other relevant UfM themes and in particular, environment and climate change, research and innovation, sustainable transport, industrial cooperation and trade and any other relevant sector.

The first UfM Ministerial Declaration on the Blue Economy (Brussels, 2015), adopted in Brussels in November 2015, provided the political mandate and set the framework for cooperation amongst UfM countries in the sustainable development of their blue economies, and has become, by now, a solid, valued basis for all countries involved.

The implementation of the Ministerial Declaration and its main strategic axes of work have indeed raised a lot of interest and commitment in the region. Acting upon the common understanding that governance needs to be strengthened, environmental pressures be reduced and that the sea must be used in a sustainable manner, countries have led and engaged in strategic processes under the first Ministerial Declaration, whose implementation is now moving towards a new phase.

The UfM blue economy related activities contribute directly to SDG 14 «*Conserve and sustainably use the oceans, seas and marine resources for sustainable development*», as well as to SDG 12 «*Ensure sustainable consumption and production patterns*». Furthermore, questions related to gender equality and women empowerment (SDG 5) and reducing inequalities in the region (SDG 10) will be mainstreamed throughout the UfMS action in this priority area.

2020 specific objectives

In 2020, the UfM Secretariat will focus on the following areas of action:

1. Supporting the drafting of the 2nd UfM Ministerial Declaration on Blue Economy
2. Supporting the drafting of the Work Program of the Ministerial Declaration

Objective one: Supporting the drafting of the 2nd UfM Ministerial Declaration on Blue Economy

➤ Promoting Regional Dialogue



- Assisting the Co-Presidency with the preparation of the Ministerial associated process/es and actions through the support provided to one or two ad Hoc SOM/s discussing the draft declaration, as well as other preparatory meetings or for a.
- Organizing the Blue Economy Stakeholders Conference to serve as consultation within the Ministerial preparation.

➤ **Promoting Regional Projects and Initiatives**

- Supporting the advancements of the BlueMed initiative, including the implementation plan/s for the selected priorities and the integration with the environment dossier of the *BLUEMED Pilot: For a healthy plastic-free productive Mediterranean Sea*
- Supporting WestMed in translating the thematic priorities identified and endorsed at Ministerial level into national/regional projects and initiatives;
- Within the Panoramed program, participating in the advisory committees of the selected projects, and the integration of related activities into the UfM BE work program; progressive inclusion/extension of the activities to Southern Mediterranean participants;
- Creating further opportunities for Southern and Eastern Mediterranean Countries involvement in other relevant initiatives;

Objective two: Supporting the drafting of the Work Program of the Ministerial Declaration

➤ **Promoting Regional Dialogue**

- Holding the annual meeting of the UfM Working Group on Blue Economy to turn the Ministerial Declaration into an active work plan, integrating the newly agreed upon objectives;
- Co-organising the annual Bluemed week;
- Participating in the WestMed Steering Committee meetings and events;
- Participating in the BlueMed Steering Committee meetings and events;
- Participating in the Panoramed meetings and events;
- Supporting the consolidation of the work undertaken on sustainable investments in the blue economy at national and regional level;
- Attending/co-organizing relevant Blue economy fora and event/s (UNESCO, Interreg Blue Economy, Tourism Communities etc);

➤ **Promoting Regional Projects and Initiatives**

- Managing and maintaining the Mediterranean Blue Economy Stakeholders Platform/Virtual Knowledge Centre as a tool for networking and information sharing for the Mediterranean Blue Economy Community;



- Increasing the outreach of the Med BE stakeholder platform through a dedicated technical assistance and consolidate its role as key digital hub for the emerging Mediterranean Blue economy community;
- Supporting the work on maritime spatial planning and integrated coastal zone management, and its possible extension to new countries, within the context of the MedCoast4BG process;
- Assessing of relevant regional blue economy projects and/or initiatives for potential labelling;
- Printing and disseminating widely the publication on Maritime Clusters;
- Launching a TA for a new study on a key topic, potentially on blue skills and blue jobs.



2.8. WATER: Improving availability, efficient use and sustainable management

The UfM Ministerial Declaration on Water (Valetta, 2017) called for a UfM Water Agenda to enhance regional cooperation towards sustainable and integrated water management in the UfM region, as well as to mainstream efforts towards meeting the Sustainable Development Goals and Targets, in particular SDG 6 on availability and sustainable management of water and sanitation for all.

The UfM Secretariat will thus be working during 2020 on the continued implementation of actions, initiatives and policy dialogue agreed upon by the UfM Member States for the UfM Water Agenda in December 2018, in particular in the four thematic priorities:

- Water-Energy-Food Ecosystem Nexus (WEFE),
- Climate Change adaptation and water Nexus,
- Water-Employment-Migration Nexus (WEM),
- And Water Access and Sanitation (WASH).

Those four thematic priorities will be associated to the UfM Financial Strategy for water. It will thus seek to promote better conditions for financing water sector activities and projects in the region, as well as better coordination of water with other sectors and build synergies in order to achieve the targeted milestones with the global agenda.

The work of the UfM Secretariat under this area will thus seek to ensure a better coordination of water management with other sectors, not to mention build synergies in order to achieve the targeted milestones within the 2030 Agenda, particularly those pertaining to SDG 6: *Ensure availability and sustainable management of water and sanitation for all*. Furthermore, questions related to gender equality and women empowerment (SDG 5), reducing inequalities in the region (SDG 10) and environment and climate action (SDG 13) will be mainstreamed throughout the UfMS action in this priority area.

2020 specific objectives

In 2020, the UfM Secretariat will focus on the following areas of action:

Supporting the implementation of the UfM Water Agenda, including the

1. The implementation of the UfM Financial Strategy for Water
2. Enhancing cooperation and ensure coherence with relevant partners and initiatives in the UfM region

Objective one: Supporting the implementation of the UfM Water agenda



The objective during 2020 will be to continue the iteration of the UfM Water Agenda, which began in 2019, and continue its development as a living document. This overall agenda, comprising several plans and programs agreed upon for various priority areas, provides the UfM with a framework to mobilize collective efforts in the region to address the challenges of integrated water resource management and advance the implementation of the recommendations agreed upon by the Ministers in the Ministerial Declaration on Water of April 2017.

➤ **Promoting Regional Dialogue**

a. Organizing two Water Expert Group (WEG) meetings

The core agenda will necessarily be the follow up to the work in each of the priority work areas of the UfM Water agenda, but a specific focus will also be made during these meetings to ensure links with international initiatives on water and in other relevant sectors, such as climate change, and in developing initiatives to materialize the recommendation from the Financial strategy.

b. Holding Task Force meetings for the priority work areas of the UfM Water Agenda through physical and virtual means.

The task force meetings will be convened, when necessary (using back to back with big events as well as using virtual workspaces), as the main fora for hands-on approach to work on each of the priority work areas and presenting of proposals to the WEG. Task Force Meetings will generally be convened ahead of each WEG meeting and continue to be based on voluntary participation by a limited number of Member states and partner organizations.

c. Joint endeavor of CMI and UfM on Mediterranean Youth and Water, as a structural and systematic approach for youth engagement in achieving the Agenda 2030 in the water sector, with emphasis on employment opportunities in the water sector, promoting water youth networks as awareness raising instruments, and disseminating knowledge products –studies, analyses – from the MedYWAT network toward consolidating more synergized approach on youth

d. 2nd edition of the Technical Project Preparation Workshop for Transformational Climate Resilience GCF Water Project Concepts in the Mediterranean

e. Workshop with PRIMA initiative on dissemination of best practices on research in water scarcity in relation to the WEFE task force, as well as to the WEFE Atlas with the EU Joint Research center.

f. Water, employment and migration; organization of WEM labs in association with UNESCO, Global Water partnership- Med (GWP-Med) and WEM Task force participants, WEM Lab is a sessions supported by the UFM focusing on real example on water employments activities in the region by different actors including GWP-Med, Women for water partnership, UNESCO and others, the



focus is to identify action oriented plans based on implementation of projects in the region.

- g. Nexus priority sector;** It is envisaged to organize a regional or sub-regional conference on the nexus dialogues in accordance with the UfM Water Agenda in cooperation with UfM Member States, GWP-Med, as well as with GIZ, the league of Arab States, the United Nations Economic Commission for Europe (UNECE), and Konrad Adenauer Foundation MENA programme, and Middle East Desalination Research Center (MEDRC).
- h.** The UfM Secretariat will cooperate with GWP, GWP-Med and SIDA to continue the implementation of the round table discussion on the WEFE nexus aiming at engaging the most influential actors in the topic including GIZ, EIB, AfD, not to mention implementing partners such as UNECE, Organisation Sahelo-saharien (OSS) the League of Arab States, as well as sub-regional organizations and UN agencies aiming at launching Blue entrepreneurship program and project facility in cooperation with relevant departments.

➤ **Promoting Regional Projects and Initiatives**

- As part of the development of the UfM Water Agenda, supporting the advancement of responding positively for different partners and members state on their request of labelling several projects that provide real opportunities for preserving natural resources, enhancing job creation and improving the socioeconomic situation in the region, while promoting at the same time opportunities to enhance regional cooperation. Efforts will be undertaken with regards to developing initiatives highlighting the potential of the water sector for employment and active engagement of youth.

- **Following up of the workshop on SDG 6 and related SDG for the Mediterranean region with the support of UNESCO, UNECE and ESCWA aiming to develop a project on “Achieving SDG6 and related SDGs in the Mediterranean Region.** The overall objective is to support the region in improving capabilities to achieve SDG 6 through better monitoring, coherent priority setting and enhanced policies for sustainable integrated water resources management, and the provision of water supply and sanitation services.

Objective two: Supporting the implementation of the UfM Financial Strategy for Water

Several activities and initiatives will be undertaken in this regard during 2020. The UfMS will also continue engaging with UN agencies, regional organizations, as well as member states in order to engage in the Global efforts of implementation of the monitoring schemes for implementing the regional water agenda with the Global efforts including, High level panel on Water, High level panel on development, Water and peace initiative with Blue Peace, the Swiss international agency and Geneva water Hub.



➤ **Promoting Regional Dialogue**

- 2nd edition of the UFM High Level Regional Forum on Financing and Investments
- National consultation workshops on the UfM Financial strategy, potentially in Morocco, and a 2nd UfM Country. **Including Palestine**

➤ **Promoting Regional Projects and Initiatives**

- A regional study on the socio-economic impact of large water infrastructure projects in the Mediterranean.
- A series of regional capacity development workshops focused on specific water financing topics, as well as country peer review studies **analyzing the financial sustainability of the water sector in countries to volunteer to be peer reviewed and providing recommendations.**
- A mapping study in cooperation with EU funded project WES as well as with other actors that will (i) map and estimate current financial flows, (ii) identify existing relevant international financial instruments, and (iii) will provide guidance on the procedures to apply for funding.
- Project investment needs and financing capacities of countries in the region in cooperation with ongoing work by EC on water economics and by the OECD to analyze means and instruments to harness additional sources of finance, including domestic commercial finance. The work would be developed in collaboration with development agencies active on water in the region.

Objective three: Enhancing cooperation and ensure coherence with relevant partners and initiatives in the UfM region

The UfM will seek to enhance cooperation and ensure coherence with relevant partners and initiatives in the UfM region, including the World Water Forum (WWF), the PRIMA initiative for strategic research, UNECE, CMI, the UNESCO-IHP and UNESCO WAP in relation UN high-level panel for Water as well as other international partners. And with eth SDG6 and other related SDG.

➤ **Promoting Regional Dialogue**

- In line with its past coordination role for the contribution of all Mediterranean Countries to the 2018 edition of the World Water Forum, and as part of it cooperation agreement with the IME (Institut Méditerranéenne de l'Eau), the UfMS will cooperate in the preparations for the next WWF, scheduled for 2021 in Dakar, Senegal, in particular through the co-organization of the Mediterranean regional process forum.
- Contribute to the multi-dimensional water activities by the Member states, including the Cairo Water Week, Palestine International Water Forum, World



Water Week, the UN Water Day, as well as the UNECE working groups at regional level.

➤ **Promoting Regional Projects and Initiatives**

- **The Mediterranean Water Knowledge Platform:** This project aims to provide a common basis for the development of National Water Information Systems (NWIS) in four pilot countries from the Southern Mediterranean region (Tunisia, Jordan, Morocco, and Lebanon).
The project has advanced as follows: Tunisia (implementation), Jordan and Morocco (definition studies and preparatory white papers and forms). Jordan is currently working on the development of the NWIS.
- In 2020, the UfM Secretariat will continue its support to promoters for fund-raising activities as well as participation in the Regional workshop with all Mediterranean countries on national indicators used to monitor national water policy, and on existing indicators suggested for monitoring or taking into consideration the 4 priority areas of the UfM water agenda into national (water) policies (WEFE nexus, WSS, Climate Change adaptation, employment and migration).
- The Desalination Facility for the Gaza Strip project: The project is a flagship project labeled by the UFM where the UFMS is leading the international coordination committee which is mandated to steer all political and financial engineering aspects with main financial actors as well as political actors including Government of Palestine and Government of Israel, the project has currently matured to the stage that tendering for the design and build stage of the central desalinization plant component is envisaged, at the same time significant investments for associated works have already been launched. The project counts on political support from all parties to the project, as well as a growing base of donors, as demonstrated at the successful Donors Conference convened by the EU, with UfMS support, on March 20, 2018, and during the Donors session held on April 2019.

Throughout the next period, the UfM Secretariat will continue to exercise its facilitation role among parties, especially in promoting and coordinating efforts at political and financial level through the international coordination committee, which it co-chairs, as well as developing outreach activities with all international financial institutions and partners, including the Task Force, as well as the Steering Committee managed by WB and PWA of the components related to the North south carrier already under implementation (the water carrier as well as the energy component).

Building on the progress achieved so far and on the current positive momentum, in 2020 the UfM Secretariat will focus its efforts on:

- Continue engaging donors that made pledges, as well as potential ones, in order to materialize pledges and bridge the funding gap.



- Resume launching the project components during the course of the year with a view to provide a positive milestone signaling the beginning of its implementation phase.
 - Holding the international Coordination committee meeting when necessary as well as supporting the organization of the Task force led by Office of the Quartet.
- The **UfM labelled project LIFE Integrated Project “Optimizing the implementation of the 2nd River basin management program in the Malta River Basin District”**: The UfM Secretariat will support the regional dimension of the project, in cooperation with the Malta Water and energy agency as well as the LIFE program partners in the region.

The UfMS will also consider for labelling infrastructure projects coming from the Interreg initiative, focusing on the AQUARES project led by the Regional Government of Murcia, the Government of Spain, the Spanish Ministry of Water, Agriculture, Livestock and Fisheries, General Directorate for Water, as well as the project from the International Fund for Agricultural Development (IFAD) **“Integrating multiple water sources and local institutions for enhanced food security in North Africa’s hinterland by reinforcing agricultural & rural innovation systems”**, and continue the identification of relevant programs and initiatives that will consolidate the regional interactions and enhance the regional integrations concept on water issues.

- The UfM will engage as well with the 5+5 Western Mediterranean water strategy and the new MASAR Water governance program of the AECID, as well as with OSCE, UNECE-disaster risk reduction.



THIRD PART: REINFORCING UfM CAPACITY FOR ACTION



3.1. BUILDING STRATEGIC PARTNERSHIPS

Given the important role that partnerships have in the promotion of the UfM as a platform for regional dialogue and cooperation, and in an effort to increase the visibility and impact of its activities in the region, the UfM Secretariat engages in strategic partnerships with key regional stakeholders.

Specific focus is paid to:

i) *institutional relations*: with key global, regional and sub-regional stakeholders to establish the UfM as a unique multi-stakeholder platform for regional dialogue and cooperation in the Mediterranean. These partnerships focus mainly on enhancing relations with key actors involved in regional cooperation, coordinating efforts and creating synergies between their respective efforts.

ii) *reinforcing strategic partnerships with key actors involved in regional cooperation*: to finance UfM initiatives and projects labelled by its Member-States. A special attention is given to the reinforcement of partnerships with financial institutions and bilateral and multilateral donors, who contribute to the operational budget of the Secretariat as well as to the implementation of labelled projects.

Furthermore, the UfMS seeks to build strategic partnerships with projects promoters, as well as to maintain an open dialogue with associated stakeholders.

i. INSTITUTIONAL RELATIONS

2020 Specific objectives

- The UfM ecosystem is not limited to the inter-governmental structure, and comprises other institutions and dialogue frameworks bound to the objectives of the Barcelona Process, namely the Anna Lindh Foundation, the Parliamentary-Assembly of the UfM or the Euro-Mediterranean Regional and Local Assembly (ARLEM).

A first-ever Summit of the heads of these institutions could be envisaged and enlarged to other institutions, such as the Euromed Network of Economic and Social Councils for the representation of social partners, ASCAME and BusinessMed for the representation of the private sector, as well as regional/international organisations with a strong Mediterranean dimension (League of Arab States, UN, OECD, World Bank Group...), to increase coordination, reduce duplicities and, more generally, support the UfM to better position



itself in the Euro-Mediterranean multilateral arena. The forefathers of the Barcelona Process could also be convened on this occasion.

- The UfM Secretariat will further focus its efforts in 2020 on strengthening strategic institutional partnerships with a set of key identified and potential actors involved in Euro-Mediterranean cooperation:

- The Parliamentary Assembly of the Union for the Mediterranean (PA-UfM): The establishment of a new permanent Secretariat in Rome will allow for a new level of interaction of the UfM Secretariat with the PA-UfM and its specialized committees, to whom the UfM will continue to provide support and substance.
- The European Parliament, namely during its upcoming Presidency of the Bureau of the PA-UfM in 2020, and national Parliaments of UfM Member States to ensure the visibility of the UfM work, reinforce the synergies with members of Parliaments and allow for their views to also be reflected in the work developed by the UfM.
- The Euro-Mediterranean Assembly of Regional and Local authorities (ARLEM), in areas such as energy, climate change, water and sustainable urban development, to further enhance the local territorial dimension of the UfM. The UfM Secretariat will continue to be involved in the "ARLEM award: Young local entrepreneurship in the Mediterranean" that aims to showcase a successful young entrepreneur supported by the local/ regional authority as an inspiration to others.
- The Anna Lindh Foundation (ALF): to collaborate on the development of the cultural and human dimension of the Euro-Mediterranean partnership, the reinforcement of the intercultural and interreligious dialogue in the Euro-Mediterranean region through intellectual, cultural and civil society exchanges. The cooperation between the two institutions in the organization of the UfM Regional Dialogue "Shared Views on Key issues in the Mediterranean" (22-23 May 2019, Barcelona – Spain) paves the way to new joint-initiatives to be developed in 2020.
- The European Economic and Social Committee (EESC), as well as with other economic and social councils (ESCs) of the region, in order to build strong networks and identify ways of cooperation, following up on the constructive interaction through the Euromed Summits of Economic and Social Councils, as well as the growing participation of the EESC in UfM initiatives and events, notably in the 4th UfM Ministerial on Employment and Labour, held in Portugal in April 2019, and on UfM events relating to Employment and Social Economy.
- The Council of Europe (CoE) on important themes, such as gender equality, youth, civil society and intercultural dialogue. A special attention will be given to the development of joint actions with the North-South Centre of the Council of Europe (NSC), with whom the signature of an MoU is foreseen.



- The Organization for Security and Cooperation in Europe (OSCE), notably through the joint development of a project on “Prevention of climate and environment security threats in the Mediterranean”. The two institutions will further develop their joint-initiatives, in line with the MoU signed in October 2018 for the development of bilateral cooperation in the fields of economic cooperation, such as energy security, environment and climate change mitigation in the Mediterranean region, as well as the study of new initiatives in the fields of gender equality, youth engagement, education and research.
- The League of Arab States, following the successful meetings of the UfM SG with his counterpart and the participation of the Secretary General of the LAS in the third UfM Regional Forum.
- The International Center for Advanced Mediterranean Agronomic Studies (CIHEAM) continues to be reinforced in a number of sectors, particularly through the divisions of Water, Environment and Blue Economy, Energy and Climate Action and Business Development and Employment, to potentiate the synergies and the impact of the actions developed by the two institutions.
- The Center for Mediterranean Integration of the World Bank (CMI), within the framework of the signed MoU, to collaborate in joint initiatives in order to advance the cooperation to promote the integration and development of the Mediterranean region in the areas consistent with their mandates. The cooperation between the two institutions in the organization of the UfM Regional Dialogue “Shared Views on Key issues in the Mediterranean” (22-23 May 2019, Barcelona – Spain) paves the way to new joint-initiatives to be developed in 2020

➤ **Globalpartnerships**

The UfM was granted the status of Observer to the General Assembly of the United Nations in December 2015, and has consistently been engaging with the UN System in a comprehensive effort to guarantee its coherence with and its contribution to the implementation of the SDGs in the Euro-Mediterranean region.

The UfMS has developed close partnerships with several UN institutions, which have contributed to the success of UfMS initiatives and events or to the implementation of regional projects of cooperation. In 2020, these efforts will continue to be strengthened, in the following lines:



- UN-Habitat, within the signed MoU in 2016, to strengthen collaboration towards the definition of a regional strategy to implement the new UfM Urban Agenda. Both parties agreed to find common responses to the pressing challenges facing urban areas in the Euro-Mediterranean region and have identified several areas of collaboration. UN-Habitat is an important stake-holder in the ongoing processes of the UfM Working groups on “Affordable and Sustainable Housing”, “Evaluation, Monitoring and Reporting systems on sustainable urban development”, “Urban Regeneration” and “Sustainability, Energy Efficiency, Climate Change Adaptation and Resilience in Housing”, launched in 2019 to implement the agenda approved in the Second UfM Ministerial Conference on Sustainable Urban Development in Cairo in May 2017.
- United Nations Office for South-South Cooperation (UNOSSC), with whom the UfM signed an MoU in January 2017, continues to be developed to further encourage South-South and triangular cooperation in the Euro-Mediterranean region. The UfM intends to have an active role in the forthcoming III UN Conference of the UN for South-South Cooperation, that will be held in Portugal in 2020.
- UNESCO, within the MoU signed in October 2015, with the aim of promoting initiatives and projects focused on youth, intercultural and interreligious dialogue. UNESCO is an active stakeholder in several UfM Regional Dialogues and the two organizations are keen on studying further ways to develop cooperation.
- UNWTO to jointly develop the UfM agenda on Tourism.
- Partnerships with UNEP/MAP, FAO/GFCM and UNCCD have been developed in the last years in the field of water, environment and blue economy, and will be reinforced. In 2020, the UfMS will continue working with UNEP/MAP to promote activities on pollution prevention and control in Mediterranean coastal and marine waters, especially in the framework of the UfM-labelled project “Plastic Busters for a Mediterranean Free from Litter”. Joint programmes are under development with FAO/GFCM and UNCCD on blue economy, and drought policy and land restoration respectively.
- The United Nations Framework Convention on Climate Change (UNFCCC), where the UfM Secretariat was granted observer status, and actively participates in the Conference of Parties (COP) as well as in its Standing Committee on Finance. In 2019 the UfMS and UNFCCC signed an MoU that will open way to more and closer cooperation.



- The UNDP Regional Bureau for Arab States, with whom the UfM Secretariat has been collaborating in the last years on a number of initiatives, notably on women, youth and the prevention of violent extremism. A more structured partnership between both organisations is currently discussed.
- The WHO, on a number of issues, namely in the labelled project Women's Right to Health. New projects led by the WHO may be labelled in the future.

Furthermore, more strategic and coordinated cooperation with UNIDO, ILO, UN Women and other key stakeholders, with whom the UfMS is working in the fields of employment and job creation, youth and women empowerment, will continue to be developed in the coming year.

➤ **Non-governmental and other actors**

The UfM Secretariat aims at including non-governmental and other actors in the efforts of promoting dialogue and cooperation in the Euro-Mediterranean region. It therefore includes NGOs, think-tanks, academia, youth associations, and others, in the regional policy dialogue fora, in its technical platforms or as promoters and partners of the UfM-labelled projects at the operational level.

During 2020 the UfMS will continue enhancing its approach by involving civil society, in particular universities and NGOs, to bring an interesting bottom-up perspective and share their regional analysis, knowledge, experience and proposals to tackle the current challenges, always in close coordination with the governments concerned.

In addition, another focus will be on increasing the involvement of Private Sector in regional policy sectorial dialogues, identifying the priority issues regarding regional economic integration, as well as contributing to projects development and financing.

Given the important contribution that they can bring to UfM regional efforts, the Secretariat will continue to widen and deepen its network of institutional and public affairs partnerships with think tanks and research centres throughout the region.

The co-organisation of the fifth Annual Forum of the MedThink 5+5 network with the European Institute of the Mediterranean (IEMed) could be envisaged.



ii. REINFORCING STRATEGIC PARTNERSHIPS WITH KEY ACTORS INVOLVED IN REGIONAL COOPERATION

As part of its efforts to strengthening strategic institutional partnerships with a set of key potential donors for UfM activities and projects, the UfM Secretariat has begun a gradual move from project-specific fundraising activities to wider and more structured long-term partnerships with some of the region's major partners, liable to support UfM projects and activities on a thematic basis.

- With the contribution of the multi-annual Cooperation Agreement with the **Swedish International Development Agency (Sida)**, the UfM Secretariat will implement the 2020 work plan, formulated in coherence with the 2020 Work Program of the UfM Secretariat, according to the priorities jointly defined with Sida. The cross-divisional approach, involving the 6 UfM thematic divisions in the execution of the agreement, will be maintained in 2020, in order to further reinforce the impact and the level of implementation.

During this year, discussions with Sida will continue on the future (post-2020) cooperation Sida-UfMS, beyond the funding of UfM Secretariat activities, and on the new Sida regional strategy for development cooperation in the MENA countries, which will be launched in 2021 for a period of 5 years. During the process of elaboration (2020), Sida will hold consultations with partners, including the UfM Secretariat, and hold a stakeholders' dialogue to which the Secretariat will be invited.

- **Based on the previous Cooperation Agreement with the Norwegian Royal Ministry of Foreign Affairs**, covering UfM labelled projects in the field of gender equality, a renewed and enlarged agreement has been signed in 2019, to finance labelled projects addressing women and youth empowerment and strengthening gender equality and job creation in particular in North Africa.

In 2020 the UfM Secretariat will closely coordinate with Norway and the promoters of the funded projects ensuring the correct performance of the agreement.

- Implementation of the 2020 Plan of Operations within the multi-annual Project **"Support to the UfM on Employment and Trade" provided by the German Federal Ministry for Economic Cooperation and Development (BMZ) and commissioned the GIZ**. The project, with an overall budget of 5 M EUR until the end of the year 2021, operationalized the cooperation between Germany and the UfM Secretariat and their intention to join forces to promote employment and trade in the Mediterranean region.



As part of its funding strategy, the UfM Secretariat will intensify bilateral exchanges with potential financial partners, such as AFD, AECID, The Netherlands, Denmark and Italy, as well as explore any innovative ways of additional funding for UfM Secretariat activities and projects.

3.2. TRANSVERSAL ACTIVITIES

i. TOURISM: AN OPPORTUNITY FOR INCLUSIVE AND SUSTAINABLE DEVELOPMENT IN THE MEDITERRANEAN

As set out in the 2017 **UfM Roadmap for Action**, *“the importance of tourism for the economies of the countries of the region as well as the potential for growth and its impact on job creation, infrastructure and cultural understanding cannot be ignored. The consolidation and development of a sustainable tourism sector and tourism capabilities with its cross linkages with other sectors of the economy can contribute to the sustainable development of the national economies. The UfM Secretariat will use its role as regional platform to coordinate and promote initiatives and concrete projects related to tourism within the UfM activities.”*

Given that tourism has cross-linkages with the other sectoral activities of the UfM, it will continue being dealt with transversally focusing on sustainable tourism, environmental preservation, Blue Economy, private sector development, job creativity and social inclusiveness.

The UfM Secretariat in the area of the Tourism will contribute to the implementation of SDGs 8, 11, 12, while SDGs 13 and 14 will impact tourism horizontally.

2020 specific objectives

In 2020, the UfM Secretariat will focus on:

Contributing to enhance regional cooperation in the tourism sector among the Euro-Mediterranean countries not only through the North-South cooperation by means of an inclusive approach but also by addressing the South-South cooperation and exchanges of best practices in this sector.

➤ **Promoting Regional Dialogue**

- If funds are available, a potential ad hoc meeting with tourism stakeholders hailing from the private sector, academia, civil society, tourism experts, operators from the hospitality industry and youth will be held on a chosen theme from priority areas on environmental preservation, energy efficiency, blue economy, water management,



eco mobility, equal social inclusion, and job creativity. Where possible this event will seek to be jointly organized with another tourism organization or institution operating in the region that address issues and challenges related to the tourism sector

➤ **Promoting Regional Projects and Initiatives**

- Through its horizontal activities and meetings, the UfMS shall strive to identify, develop and label regional projects related to the tourism sector, in particular those initiatives or projects that address the challenges of environmental issues, energy efficiency, water management, blue economy, job creation and social inclusiveness.
- Selected tourism related projects will be considered and promoted according to their coherence at the horizontal level with the other UfM Divisions. Moreover, a follow-up of any projects and initiatives concerning tourism identified in the various UfMS sectors will be maintained.

ii. MIGRATION AND DEVELOPMENT: MINIMIZING THE ADVERSE DRIVERS OF FORCED DISPLACEMENT

Building and sustaining peace² infers addressing the root causes of conflicts and crises, given that investment in prevention pays off in human lives, in financial savings and in development gains³.

The preliminary assessment of the “Risks associated to climate and environmental changes in the Mediterranean region”⁴ made by Mediterranean Experts on Climate and Environmental Change (MedECC) indicates that Mediterranean countries could be faced with significant and increasing risks in the coming decades, and that limited resources and conflicts might lead to large-scale human migrations.

The Expert Working Group (WG) on Displacement will continue to explore in 2020, in line with the guidance and direction of the UfM Co-Presidency, and in close consultation and cooperation with the European Commission, along with other key international stakeholders/knowledge partners, including the IFIs, how harmonised multidisciplinary public policy and development strategies can help minimize the underlying drivers and structural factors of forced displacement and how the UfM could possibly mainstream and

² Peacebuilding and Sustaining Peace-Report of the Secretary-General, A/73/890-S/2019/448, 30 May 2019
https://reliefweb.int/sites/reliefweb.int/files/resources/S_2019_448_E.pdf

³ Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict, United Nations, World Bank, 1 March 2018
<https://www.worldbank.org/en/topic/fragilityconflictviolence/publication/pathways-for-peace-inclusive-approaches-to-preventing-violent-conflict>

⁴ Risks associated to climate and environmental changes in the Mediterranean region, A preliminary assessment by the MedECC Network, Science-policy interface, December 2018
<http://www.medecc.org/wp-content/uploads/2018/12/MedECC-booklet.pdf>
The final report is due to be published in February 2020.



scale up at regional level the implementation of agreed international and European policy frameworks to this end.

2020 specific objectives

In 2020, the UfM Secretariat will focus on:

1. Identifying missing data for verified, consolidated and multi-sourced estimates of the number of people internally displaced or at risk of becoming displaced across the region.
2. Analysing, through interdisciplinary research, main drivers, patterns and impacts of internal displacement in the region to help develop risk-informed sustainable and resilient macro-regional development strategies that could provide tailor-made advice and support to regional and national policy-making.
3. Exploring possibilities for synergic action with key international stakeholders, including the IFIs, academia and NGOs.

Objective one: Identifying missing data for verified, consolidated and multi-sourced estimates of the number of people internally displaced or at risk of becoming displaced across the region.

- Convening the Expert Working Group on Displacement in the Autumn of 2020 (date and venue TBC) to explore the data gap in the region.

Objective two: Analysing, through interdisciplinary research, main drivers, patterns and impacts of internal displacement in the region to help develop risk-informed sustainable and resilient macro-regional development strategies that could provide tailor-made advice and support to regional and national policy-making.

- Factoring into the deliberations of the above-mentioned Autumn 2020 meeting of the Expert Working Group on Displacement, *inter alia*, applicable conclusions, findings and recommendations contained in:
 - ✓ The final version of the afore-mentioned MedECC report, which is due to be released in February 2020; and
 - ✓ The planned joint UfM/OECD report on “Shaping Public Policy and Development Strategies to Mitigate the Causes of Forced Displacement”.

Objective three: Exploring possibilities for synergic action with key international stakeholders, including the IFIs, academia and NGOs, by taking part, among others, in the following activities:



- The UfM Secretariat will collaborate with the OECD Secretariat, in close consultation and cooperation with the European Commission, in the elaboration of the joint UfM/OECD report.
- The UfM Secretariat will attend the meeting of the European Forum for Disaster Risk Reduction (EFDRR) to be held in Portugal, in 2020 (date and the venue TBC).
- Upon invitation of the IOM (UN Migration) or the 5+5 Dialogue, the UfM Secretariat will attend, in its capacity as an observer, the Global Meeting of Chairs and Secretariats of Consultative Processes on Migration (GRCP) (date and the venue TBC).
- Upon invitation of the European Commission, the UfM Secretariat will attend the meetings of the European Union Emergency Trust Fund for stability and addressing root causes of irregular migration and displaced persons in Africa (EUTF for Africa) (date and the venue TBC).



3.3. OPERATIONAL ACTIVITIES

i. PROJECT PROCESSES and REFLECTION ON THE LABEL

With the aim of *Enhancing regional dialogue on political and stability related issues between the Member States*, as indicated in the adopted UfM Roadmap, Ministers agree to enhance regional dialogue through different measures, among which also by *increasing the circulation of information on UfM-labelled projects and activities at Senior Officials level*.

- **In this regard**, The **Project Monitoring System** remains the consolidated tool 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 labelled projects, internally and for the UfM Senior Officials, through the specific access created in 2017, providing them with a clear and concise overview of project activities and advancements.

Following the ***Launch of a reflection on the UfM label and its added value***, as per the indications of the adopted UfM Roadmap, a revision of the labelling was launched by the UfMS and approved by the Member States in 2018.

In 2020 the UfMS will continue to ensure the effective application of the approved recommendations and to optimise and adapt the internal project processing methodology accordingly. In particular:

- Encourage the discussion of projects to be potentially labelled within the UfM sectoral regional platforms, as a way of raising interest of and receiving feedback and support from all Member States, promoting complementarity and avoiding duplication with other ongoing activities in the region.
- Support, when justified, to label “Initiatives” or “Programmes”, which would by definition aim to promote a common regional approach and to cover as many



countries as possible in the Region, even though individual projects may remain national. This would have the added benefit of allowing for a more aligned and systematic approach within a given sector across the region.

- With regards to the re-assessment of all labelled projects, in order to allow the SOM to determine whether the Label should be maintained or discontinued, the proposed procedure is the following:
 1. Initial technical assessment by the Sectoral Divisions on the state of play of implementation of the portfolio of labelled project (in line with the paper on the revision of the label focus on projects that were awarded the UfM label more than 3 years ago).
 2. Identification of the projects for which the discontinuity of the label could be considered, given their level of implementation (or lack thereof).
 3. Establishment of a list of potential projects for which the labelling could be discontinued
 4. Official communication, by the Division concerned, to the project promoters of the list, with concerned SO in copy, requesting an updated implementation report. Through the communication the promoters will be informed that this is done in the framework of the SOM approval on 03/10/2018 of the update of the labelling process and will contain as an attachment the document referred to in this section
 5. Internal evaluation, by the responsible programme-manager, through a progress report including if appropriate a proposal to the Project Committee for discontinuity of the label.
 6. Decision by the Project Committee whether to recommend to the SOM the discontinuity of the label.
 7. Consultations, prior to the SOM, with the concerned SOs on the recommendation of the Project Committee.
 8. Decision of the SOM on the discontinuity of the label, supported by an evaluation form on the concerned project to be presented by the Secretariat

ii. INTERNAL ADMINISTRATION OF THE UfM Secretariat

2020 specific objectives and major actions

Taking into account the different levels of progress during previous years in terms of internal management, namely in improving the internal mechanisms of activities' governance, accountability and compliance with internationally recognized standards, enhancing the quality of its processes and instruments towards optimization of resources, 2020's main objectives will focus on the following directions:

- reinforce the internal capacities of the Secretariat to meet requirements and challenges derived from its role of platform and focal point of multisource funding.



Therefore, strengthening mechanisms of funds management and channeling resources to final recipients will represent a key area of 2020 action plan.

- streamline the Secretariat processes and working methods both in terms of financial, operational and resources management 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 its first year of enforcement (2019) as well as the increased accountability requirements resulting from activities and partnerships growth as well as from diversification of funding sources and mechanisms.

➤ **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 2016-2019 to operationalize them to its profile of business.

During 2020, the UfM Secretariat will focus its efforts to:

- Ensure sustainability of management of its ICT assets, in terms of i) reinforcing the pair system in its main applications with a functional focal point (dealing with functionalities) of the system and a technical focal point (dealing with IT administration of the application); ii) enlarging the technical support to guarantee the maintenance, the incident management of its applications; iii) putting into operation a helpdesk and IT expert capacity to support UfMS in managing its IT infrastructure and related installations.
- Optimize the solutions and IT infrastructure put into operation for the UfMS staff to work into two sites, in terms of servers and VPN management, firewalls set up and systems of data use and sharing.
- Continue its ongoing work 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 and first actions in 2019 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.

- Finalize the ongoing internal project of documents' management application 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.
- Further develop the Internal Portal put in operation in 2018 and stabilized in 2019 notably to enlarge its functionalities 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 2018-2019 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 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 2020.

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. During 2019, necessary actions were taken to accompany the re-allocation plan and putting in place support actions to facilitate work into two sites.

During 2020, the UfM Secretariat will direct its efforts toward:

- Enhancing its standards operations procedures (SOP) for conference and events management in order i) to streamline the planning of its conferences and expert's groups meetings, ii) to strengthen the design and preparation of these gatherings for better use of available resources, iii) to optimize the resources used for these events through better costing on the basis of experience of previous years and best practices and enhancing the partnership with the providers while ensuring adherence to requirements of public procurement, accountability and transparency.
- Improving the working methods and technical arrangements for working into two sites with regard to circulation of dossiers, information sharing, meeting organization, security and access while keeping same quality standards in both sites as well as better using the available space.
- Revising its official registry processes and mailing management in order to put in place an upgraded Official Registry taking into account both the logistical feature of being into two site and the IT aspects of the registry. The upgraded UfM official registry is intended to deal with the following functions : receive, record and distribute incoming and internally created mail of all kinds ; open and index files,



attach relevant papers and pass the files to action officers; build up and control all officially registered files and other documentation in their care, so that they can be produced quickly by means of effective indexing, classification and tracking procedures; know the location of all officially registered files in their care and be able to produce them quickly, by means of effective indexing, classification and tracking procedures; provide storage, repository and reference services for all officially registered files and other documentation in their care; record and arrange for the efficient and timely dispatch of all correspondence produced by the officers they serve.

- Enforcing its archiving procedures following the putting in to operation of the archiving room, its equipment and the circular on archiving during 2018-2019. Operating templates and routing slip will be further developed to ensure that documents as per the established nomenclature are archived centrally, retained the applicable durations/terms and that outdated documents following the internal rules are removed to keep an optimized archiving documentation.
- Improving UfMS compliance with environmental standards and best practices in workplace in terms of waste management, plastic use, recycling, energy use etc. An action plan will be established following best practices and taking into account the nature of its activities and characteristics of its 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 programmes with partner institutions, regional dialogue processes and to answer related implementation challenges. In this regard, in 2020 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 fulfillment of principles of equal treatment and accountability, as well as supporting efforts for geographical balance and promotion of ethical culture. This update was successfully implemented in its first year in



2019 based on orderly internal action plan paying due regards to its main objectives, to needs to ensure business continuity and budget constraints.

During 2020, the UfM Secretariat will:

- Continue the process of implementation and related actions i.e. contract conversion
- Launch the 2nd phase dealing notably with series of instruments in relation to promotion and performance schemes, benefits packages, training policy, etc.
- Further develop the instrument of internal organization and planning i.e. through regular update of the organigram and the staffing plan.
- Further support the mechanism of governance notably the oversight committee and launch the establishment advisory board.

➤ **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 2019 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 2020, 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.

In this context, during 2020 the UfM Secretariat will more specifically:

- Reinforce its funds management policy with a more detailed standards operating procedures for grant management and sub-granting in line with European Union



- standards and procedures and in compliance with the Financial Regulations to meet requirements of funds channelling to final recipients.
- Work toward starting a formal process of pillar assessment following tests made 2017-2018 and follow up actions that took place during 2018-2019.
 - Develop tools in order to enforce methodologies of Result based management in its financial and accounting systems.
 - Strive to align its procedures and practices with Internal control standards and management of risks recognized methodologies notably EU-based ones and COSO ones' through updating and upgrading its internal manuals and policies. In this regard, mechanism of segregation of duties and avoidance of incompatibilities will be strengthening between the authorizing officer and the accounting officer duties.
 - Propose an internal audit scheme to be put in place in UfM in line with EU financial regulations and international best practices and taking into account the size of the Secretariat and its resources
 - Work with the governance mechanism established notably the oversight committee and provide needed support and information to facilitate the performance of its duties
 - Enhance the accountability and transparency schemes through making available more documentation on its use of funds to its MS and to the public notably through its website.

iii. COMMUNICATION AND PUBLIC AFFAIRS

The year of 2020 will mark the **25th Anniversary of the launch of the Barcelona Process** and the **10th Anniversary** of the establishment of the Secretariat of the UfM, whose location, in Barcelona was precisely decided to highlight the permanent linkage between the new institution and the process from which it inherited its acquis.

The UfM Secretariat will take advantage of these symbolic dates to leverage political commitment to the principles of the Barcelona Process and to Euro-Mediterranean dialogue and cooperation through the UfM.

The UfM Communication & Public Affairs Unit will focus on communicating effectively the institution's key messages as well as the activities and recent achievements of the UfM, aiming at increasing its visibility while raising awareness and overall understanding of the organization's mission and role.

The specific objectives for 2020 will be the following:

1. **Positioning the UfM as a unique action-oriented intergovernmental Euro-Mediterranean** organisation that promotes regional dialogue and cooperation



- addressing regional stability, human development and integration, while positioning the UfM as a continuation of the Barcelona Process.
2. **Raising awareness on the progress of UfM initiatives and projects.** In particular, increasing the visibility of the **UfM human-interest success stories** as tangible results of UfM regional cooperation efforts.
 3. **Strengthening the visibility of UfM initiatives and projects in the Southern Mediterranean countries.**
 4. **Fostering engagement with key stakeholders, opinion leaders and influencers** with the aim to create advocates who can convey UfM messages towards the public opinion.

The main **target audiences** of the UfM Secretariat are:

- Government representatives, senior officials, parliamentarians, etc.
- International and regional organisations active in the Mediterranean
- Financial Institutions: IFIs, sovereign funds, local banks, etc
- Opinion leaders: Think Tanks, Universities, researchers, experts, policy analysts
- Non-governmental stakeholders and civil society organisations
- Influential journalists and media actors
- Youth, as a transversal component to be integrated into all key audiences

In 2020, the UfM Secretariat will seek to meet the above-mentioned objectives through the following pillars of actions and activities:

➤ **IDENTIFY: Map the key audiences of the UfM Secretariat in the Mediterranean region**

MEDIA

In 2019, the Secretariat made a special emphasis on identifying and targeting selected renowned and influential journalists from the region with the aim to raise awareness, increase visibility and foster engagement for a better in-depth coverage. In light of the 25th anniversary of the Barcelona Process, these efforts will continue throughout 2020 with a focus on targeting influential journalists and intellectuals who have ever published relevant articles on this historical process and on Euro-Mediterranean relations.

The Secretariat will also seek to identify partnerships with relevant media groups that can lead to impactful communication towards UfM target audiences via the organisation of debates and colloquia with the participation of the UfM SG, DSGs and/or experts depending of the theme. These dialogue fora jointly organised with the press usually lead to a special coverage that can help reinforce UfM's positioning.

PUBLIC AFFAIRS

The UfM Secretariat will update and enrich its target audiences' database with key contacts relevant to the region and to the 2020 strategy:



- In light of the 25th Anniversary of the Barcelona Process, the Secretariat will identify key personalities linked to the Barcelona Process and Euro-Mediterranean relations (historically and today) in order to foster engagement actions with the UfM.
- UfM representatives organize many events and take part in numerous conferences or meetings. The Secretariat will update and add the new contacts made during these occasions to its database as they represent a great pool of contacts with whom to engage further.
- In addition to the contacts made “organically” through events and meetings, the Secretariat will seek to identify key influencers and/or opinion leaders who have an interest and are active in sectors of relevance to the institution in order to foster engagement with UfM initiatives.
- Finally, a special focus will be made on updating and identifying new contacts related to the direct eco-system of organisations and institutions active in the Mediterranean with whom the Secretariat collaborates. The communication counterparts from relevant European Commission DGs, IFIs, UfM-labelled Project promoters, higher education institutions etc. will also be identified with the aim to enhance synergies and foster visibility opportunities.

➤ **INFORM: Actively inform the key audiences about the activities of the UfM Secretariat**

MEDIA

The UfM Secretariat has developed a proactive media-relations strategy over the last years that will further continue in 2020. The press office activity will continue to being performed, as a transversal support to all the sectorial divisions with the vocation to adapt to the different communication needs through the following actions:

- The dissemination of information about main achievements and relevant activities carried out by the UfM
- The publication of articles and interviews with UfM representatives and participants in UfM activities in renowned media
- The arrangement of informative meetings with relevant media across the region with the aim of building relations and ensuring visibility of UfM activities
- The organisation of incoming visits to the UfM Secretariat and field trips to UfM events and/or projects on the ground
- The organisation of press briefings and conferences

Being the 25th Anniversary of the Barcelona Process a main communication pillar for 2020, the Secretariat will organise specific media activities to further consolidate its positioning as a reference institution for regional cooperation in the Mediterranean:

- ***Issuing a statement on 28 November 2020:*** The Secretariat will encourage UfM Member States to issue a statement on occasion of the 25th Anniversary of the Barcelona Process reaffirming their commitment to the Euro-Mediterranean



Partnership and its objectives, under the UfM framework. The Secretariat will therefore prepare a draft press release to be shared with the Member States.

- ***Publishing an Op-Ed signed by the UfM Co-Presidency and Spain:*** In the light of the Anniversary, the Secretariat will encourage the publication of an op-ed co-signed by the UfM Co-Presidents, the Secretary General, and the Spanish Minister of Foreign Affairs, as host of the Barcelona Conference in 1995 and current host of the UfM Secretariat. The objective will be to publish it in top-tier national media across the UfM region, as it was successfully done in 2018.
- ***Publishing a series of articles signed by key figures of the Barcelona Process history:*** The Secretariat will target a list of renowned personalities linked to the Barcelona Process (historically and today) for them to write opinion articles which will be suggested for publication to media outlets in different countries of the Euro-Mediterranean region.
- ***Commemorative event/ UfM Regional Forum:*** The organization of the UfM Regional Forum will lead to a specific media plan including a press visit to ensure regional coverage of the UfM key messages.

DIGITAL COMMUNICATION

Website

The UfM website is the centre of the UfM Secretariat's digital communication as centralises all the information about the institution and its different activities. Fully renewed in 2018, the website is updated daily and has over 15K visitors per month.

Among others, 2020 should see some key improvements. Although the website supports three languages, full translation of news and pages is not yet always available. In 2020 the most relevant news and key pages should be fully translated to offer UfM audiences essential content in English, French and Arabic.

With 2018's redesign, the website had its mobile responsive adaptation developed. The site's mobile version, navigation and internal links were adjusted to improve both the user experience and visibility, resulting in a huge increase in mobile traffic: 40% of the UfM users are accessing the site through a mobile device in 2019, compared to 25% in 2018. The second step, foreseen for 2020, is to audit the mobile version in different mobiles and tablets to evaluate the website's responsive design and user experience. With all the key findings from the audit, improvements for different content types and pages should be applied, including featuring specific content per audience type, font sizes, images, buttons, etc.

Following the good traffic results of specific pages from 2019, 2020 should see the design and development of the Annual Report page and a special interactive webpage for the 25th Anniversary of the Barcelona Process, among others. These news pages will benefit from having its special ad-hoc design, including more visual adaptations infographics,



animations and will be promoted throughout the website (homepage, sidebars, etc.) and resulting in more cross-embedding of content between UfM social media channels and the UfM website.

Finally, the improvement of SEO (Search Engine Optimization) in posts and pages should continue throughout 2020 with all the new content added on a daily basis to ensure the visibility of the UfM website and its content on search engine results pages, especially Google.

Mailing / Emailing

The UfM Secretariat's partners are informed of UfM activities through the regular diffusion of newsletters and sectorial bulletins. In 2019, the UfM Secretariat has sent trimestral institutional newsletter, as well as sectorial ones back to back with major events to its database of more than 25K contacts.

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 2020 to amplify the knowledge provided on UfM Secretariat's activities to its stakeholders. To increase the UfM contacts database, specific online campaigns are foreseen to target news subscriptions of audiences interested in Euro-Mediterranean affairs and key UfM areas of work.

Since 2019, all attendees in the UfM events are offered the possibility to register to the UfM database to receive the e-newsletters. In 2020, the Secretariat will make a special emphasis on developing this database and offering the possibility to all external key contacts made off-line by the UfM staff during meetings and conferences to register.

PUBLIC AFFAIRS

The Secretariat's public affairs and communication activities will stress the overarching message that there is a renewed momentum for a positive agenda in the region, being the UfM the Mediterranean chapter of the UN 2030 agenda.

The UfM Secretariat will ensure that the UfM key audiences are fully informed and engaged in the UfM mission by organising **informative activities** such as open days, **visits of groups of target audiences** including parliamentarians, students from renowned Universities and representatives of institutions from the UfM ecosystem.

The Secretariat will also explore the possibility to **participate in important regional events/conferences** related to the UfM scope of work via the organisation of side-events and/or placing informative stands/booths with the aim to reach and inform wider and diverse audiences. A good example of this could be the European Development Days.

As all UfM working areas are interconnected, internal communication is very important to keep UfM staff regularly informed on the actions and initiatives taken by colleagues from



other divisions/units, thus allowing for a more holistic view of the institution when exchanging with stakeholders during events, missions, meetings, etc. The Secretariat will explore ways to strengthen internal communication in order to contribute to increasing in-house synergies and strengthening the feeling of belonging and the commitment of UfM staff towards the institution.

PUBLICATIONS & INFO TOOLS

UfM institutional and sectorial publications are valuable tools to present the UfM activities to external stakeholders and position the UfM as a unique source of information on strategic thematic areas for the region. In this regard, two important studies are foreseen to be released in 2020: the UfM-supported MedECC scientific study on the impact of climate change in the region and the study on the state of play of regional integration in the UfM area. Both publications will be at the centre of the main UfM communication campaigns.

With the objective to shed light and raise awareness on UfM initiatives and projects, the Secretariat will produce:

- **A photo Expo:** The Communication Unit has created a Photo Expo of UfM-labelled projects, which also includes a short text introducing the projects, their objectives, and expected impact. While the Photo Expo is present and visible in the UfM headquarters, the Communication Unit will explore and map a list of events, conferences and places where the Expo can be exhibited, thus showing visually the implementation of UfM projects on the ground.
- **Audio-visual content:** The Secretariat will coordinate trips on the ground to gather audio-visual material from UfM-labelled projects with the aim to produce short videos, video-interviews and testimonials, thus conveying messages in a more efficient and impactful manner. Likewise, audio-visual content has the advantage of being easily shareable on a multitude of online platforms.

Furthermore, on occasion of the 25th Anniversary of the Barcelona Process the Secretariat will also produce **a publication gathering a series of articles signed by key figures of the Barcelona Process**: Different personalities linked to the Barcelona Process will be invited to contribute with articles in this publication commemorating the 25th anniversary of the Barcelona Process. The objective will be for 25 personalities to give their vision on the importance of the Process, now and then, how the Euro-Mediterranean partnership was built and how it is envisaged to be further developed.

Finally, the Secretariat will draft and publish the 2019 edition of its Annual Report with the objective to inform on the main milestones achieved by the institution over the previous year

- **ENGAGE: Detect opportunities for the reinforcement of ties with stakeholders, design and implement actions to ensure their engagement**



MEDIA

As journalists strive for better credibility in the eyes of their readers, it is important for the UfM to position itself as a reliable source of information when it comes to the region's current affairs and remarkable events. Aiming at fostering engagement with relevant journalists from the region, the Secretariat will arrange one-to-one meetings with the UfM SG and DSGs during their missions to Member States. Such meetings are also an opportunity for the UfM to obtain information on the journalists' topics of interest and preferred ways to be contacted, which allows for a qualitative engagement when sharing information on UfM activities.

Likewise, the Secretariat will encourage the organization and/or the participation in regional media events in order to foster dialogue and networking among/with journalists on topics of critical interest for the region.

DIGITAL COMMUNICATION

Social media

The UfM has built strong social media platforms to reach its goals. UfM follower's database (over 420K) and interactions have considerably increased: Facebook, Twitter and LinkedIn are key vehicles to target the media, opinion leaders, stakeholders, policymakers, experts and professionals. The UfM Secretariat also uses Flickr, YouTube and Wikipedia.

In 2020, the UfM Secretariat will continue to reach out to its key audiences through Facebook, Twitter and LinkedIn, in order to give timely visibility to UfM Secretariat activities. Through specific online campaigns in all our social media accounts the UfM seeks to shed light on key issues such as climate change, women's empowerment, or youth employment as well as expand its reach. In 2020, specific online campaigns are foreseen for the 25th Anniversary of the Barcelona Process, the new UfM-MedECC Climate Change Experts report and for International Days such as International Women's Day or Environment Day.

While consolidating its followers base, the UfM will continue identifying UfM key audiences' accounts, sharing more human-interest stories and developing more attractive online products such as videos, infographics and animations. The Secretariat will seek to foster more interaction, engagement and positive advocacy (mentions, retweets, likes, etc.), especially with UfM project promoters, potential donors, key partners, stakeholders and advocates.

UfM APP

Linked to the increase in the use of mobiles by the UfM audiences, the Secretariat has started to develop a UfM APP to improve the digital experience of participants in UfM events. In 2019, the UfM took the first steps to create a specific mobile APP to have a direct channel with the stakeholders and the participants to big events, with practical information



such as final agendas, contacts, transportation etc. In 2019, the UfM benchmarked other organization's app and defined goals, potential audiences and budget, timeframe and run the first tests. The APP should be fully operative in 2020.

PUBLIC AFFAIRS

Ensuring strong political and institutional support from a consolidated network of stakeholders is an essential part of the UfM Secretariat communication strategy. As a platform for dialogue, the UfM gathers annually thousands of key stakeholders coming from all over the region and enables synergies that otherwise would not have taken place. From thematic workshops to high-level conferences and field visits, the Secretariat constantly works towards enabling a more collaborative and integrated region. In 2020, the Secretariat will thus implement an action plan of outreach actions in line with the calendar of activities, the activities in the region and possible synergies with other partners that will increase the awareness and visibility of the Secretariat's activities:

- **Engaging with think tanks, debate fora and academia to present the UfM vision and involvement in the Barcelona Process:** The UfM Secretariat will organize/participate in conferences and events organised by partner organisations on the 25th anniversary to present the UfM vision and involvement in the Barcelona Process. A number of think-tanks and organizations linked to Mediterranean policies will be dedicating events and initiatives to the anniversary of the Barcelona Process. The UfM could play an active role in the debates – eventually through the organization/co-organization of one or more conferences, as a means to promote its vision on the evolution of the Barcelona Process and on the importance of developing a positive agenda for dialogue and cooperation in the Euro-Mediterranean region. This action could be a timely opportunity for the UfM to promote the role it plays in this process.

The UfM Secretariat could, as of 2019, contact main Euro-Mediterranean think tanks and academic institutions to engage with them in view of working on a common, positive and forward-looking narrative on the 25th anniversary of the Barcelona Process.



ANNEX : GLOSSARY

ADEME	the French Agency on Environment and Energy Efficiency
Ad-hoc SOM	Ad-hoc Senior Official Meeting (usually dedicated to a thematic area)
AECHE	Arab-Euro Conference on Higher Education
AECID	Spanish cooperation agency
AfD	Agence Française de Développement
ALF	Anna Lindh Foundation
AMU	Arab Maghreb Union
ARLEM	Euro-Mediterranean Regional and Local Assembly
ASCAME	Association of the Mediterranean Chambers of Commerce and Industry
ASEAN	Association of Southeast Asian Nations
AUC	African Union Commission
AVITEM	Agence des Villes et Territoires Méditerranéens Durables
BLUEMED	Research and Innovation Initiative for Blue Jobs and Growth in the Mediterranean Area
BMZ	Federal Ministry for Economic Cooperation and Development of the Federal Republic of Germany
BUSINESSMED	Union of Mediterranean Confederations of Enterprises
CIHEAM	International Center for Advanced Mediterranean Agronomic Studies
CMI	Centre for Mediterranean Integration
CoE	Council of Europe
COP	Conference of the Parties
CPRM	Conference of Peripheral Maritime Regions – Inter-Mediterranean Commission
DEWoG	UfM Digital Economy and Internet Access Expert Working Group
EBRD	European Bank for Reconstruction and Development
EC	European Commission
EESC	European Economic and Social Committee
EIB	European Investment Bank
EMUNI	Euro-Mediterranean University
ESCWA	Economic and Social Commission for Western Asia
ETF	European Training Foundation



EU	European Union
EuroMeSCo	Euro-Mediterranean Study Commission
FAO	Food and Agriculture Organization
FEMISE	Forum Euroméditerranéen des Instituts de Sciences Économiques
GIZ	Gesellschaft für Internationale Zusammenarbeit (German Development Agency)
GUNi	Global University Network for Innovation
GWP-Med	Global Water Partnership-Med
H2020	H2020 Initiative for a Cleaner Mediterranean Sea (EU Programme)
HLWG	UfM High Level Working Group on Employment and Labour
ICT	Information and Communication Technologies
IEA	International Energy Agency
IFI	International Financial Institution
ILO	International Labour Organisation
IME	Institut Méditerranéen de l'Eau
IMISCOE	International Migration, Integration and Social Cohesion
IOM	International Organisation for Migration
IPCC	Intergovernmental Panel on Climate Change
IPEMED	Institut de Prospective Économique du Monde Méditerranéen / Mediterranean World Economic Foresight Institute
IPSAS	International Public Sector Accounting Standards
ITF	International Transport Forum
LAS	League of Arab States
Med4Jobs	Mediterranean Initiative for Jobs / UfM Initiative for Youth Employment
MedECC	Mediterranean Experts on Climate and environmental Change
MENA	Middle East and North Africa
MoS	Motorways of the Sea
MPA	Marine Protected Areas
MSME	Micro, Small and Medium-sized Enterprise
MYCN	Mediterranean Youth Climate Network
NDCs	Nationally Determined Contributions
NEET	Not in Education, Employment or Training
NGO	Non-Governmental Organisation
OCEMO	Office of Economic Cooperation in the Mediterranean and the Middle East
OECD	Organisation for Economic Development
OSCE	Organization for Security and Co-operation in Europe
PA-UfM	Parliamentary Assembly of the Union for the Mediterranean
PRIMA	Partnership for Research and Innovation in the Mediterranean Area
REEE	Renewable Energy and Energy Efficiency (Platform)
REM	Regional Electricity Market (Platform)



SCP	Sustainable Consumption and Production
SDGs	Sustainable Development Goals
Sida	Swedish International Development Agency
SME	Small and Medium-sized Enterprise
SOM	Senior Officials' Meeting
SPREF	SEMed Private Renewable Energy Framework
SSE	Social and Solidarity Economy
TA	Technical Assistance
UEMF	Euro-Med University of Fes
UfMCCEG	UfM Climate Change Expert Group
UfMS	UfM Secretariat
UITP	Union Internationale des Transports Publics
UNCBD	Convention on Biological Diversity
UNCCD	United Nations Convention on Desertification
UNCCF	
UNDP	United Nations Development Program
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNEP-MAP	UNEP - Mediterranean Action Plan
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNIDO	United Nations Industrial Development Organisation
UNIMED	Mediterranean Universities Union
UNOSSC	United Nations Office for South-South Cooperation
UNWTO	The UN World Tourism Organization
UPFI	Urban Projects Finance Initiative
VET	Vocational Education and Training
WEG	UfM Water Expert Group
WHO	World Health Organisation
WMO	World Meteorological Organization
WWF	World Water Forum