



Comprehensive UfMS financial situation
2025 UfMS Financial framework statement

<i>Budget of the UfMS Work Programme presented as per IPSAS by Financing agreements</i>						
2025 UfMS Budget	Non-Earmarked	Sida Agr.15474	AECID	GIZ (several financing agreements)	CINEA grant agreement/ GIZ	Total in EUR
Revenue						
<i>European Commission Contribution</i>	4.300.000				175.500	4.475.500
<i>Member States contribution (General and dedicated)</i>	1.868.386	1.131.614	752.497	2.034.244	147.500	5.934.241
<i>Capital Grant transfer to result</i>	0					0
<i>Services in-kind</i>	1.300.000					1.300.000
<i>Other Revenue</i>	0	500.000	247.503	742.508	0	1.490.011
<i>Interest revenue</i>	0					0
Total revenue	7.468.386	1.631.614	1.000.000	2.776.752	323.000	13.199.752
Expenses						
<i>Operating expenses</i>	1.802.000	1.030.000	733.171	1.822.926	177.500	5.565.598
<i>Wages, salaries and employee benefits</i>	3.561.386	101.614	19.326	211.318	62.894	3.956.538
<i>Wages, salaries and employee benefits - in kind</i>	1.300.000					1.300.000
<i>Supplies and consumable used</i>	785.000					785.000
<i>Grant and other transfer payments</i>	0	500.000	247.503	742.508		1.490.011
<i>Depreciation and amortization expenses</i>	0					0
<i>Impairment of property, plant and equipment</i>	0					0
<i>Other expenses</i>	20.000					20.000
<i>Finance costs</i>	0					0
Total expenses	7.468.386	1.631.614	1.000.000	2.776.752	240.394	13.117.146

UfMS 2025 Budget Operating Grant Contract

Line	Item	2025 Budget	2024 Budget
1	Activities-Operational Expenditure		
1.1	Technical support for projects and activities		
	Regional Dialogue Platforms	786.833	667.333
	Projects and initiatives	669.333	708.933
	Political Framework	468.333	507.333
	Total	1.924.500	1.883.600
1.2	Platforms, regional experts' groups meetings & conferences		
	Regional Dialogue Platforms	638.500	1.133.400
	Projects and initiatives	521.000	287.000
	Political Framework	340.000	120.000
	Total	1.499.500	1.540.400
1.3	Follow-up and monitoring for projects and activities		
	Regional Dialogue Platforms	117.666	117.666
	Projects and initiatives	117.666	117.666
	Political Framework	117.668	117.668
	Total	353.000	353.000
1.4	Outreach & visibility for projects and Activities		
	Regional Dialogue Platforms	133.330	133.330
	Projects and initiatives	133.330	133.330
	Political Framework	133.340	133.340
	Total	400.000	400.000
	Subtotal activities-operational expenditure	4.177.000	4.177.000
2	Human Resources		
2.1	Executive direction and management		
	Executive management	300.000	300.000
	Seconded Staff cost	795.000	730.000
	Total	1.095.000	1.030.000
2.2	Advisors and seconded experts		
	Seconded expert (allowances)	51.600	51.600
	Seconded Staff cost	505.000	600.000
	Total	556.600	651.600
2.3	Technical and administrative staff		
	Technical and administrative Staff	1.549.663	1.505.400
	Total	1.549.663	1.505.400
2.4	Employer Social Security		
	Employer Social Security	416.737	431.000
	Total	416.737	431.000
	Subtotal Human Resources without seconded staff	2.318.000	2.288.000
	Subtotal Human Resources	3.618.000	3.618.000
3	General Administration		
3.1	Leases	156.000	150.000
3.2	Office Services and Maintenance	264.100	244.150
3.3	Consultancy Services	105.000	129.000
3.4	Transport	2.700	3.000
3.5	Insurances	3.300	2.500
3.6	Utilities	176.000	179.000
3.7	Banking and similar services	5.000	5.000
3.8	Other Services	27.900	27.350
3.9	Furniture, Equipment and others	45.000	45.000
	Sub-total General Administration	785.000	785.000
4	CONTINGENCY RESERVE		
4.1	Contingency reserve	20.000	20.000
	Subtotal contingency reserve	20.000	20.000
	GRAND TOTAL	8.600.000	8.600.000



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EXPLANATORY NOTE ON 2025 BUDGET PROPOSAL





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I. INTRODUCTION AND OVERVIEW

The UfMS budget is the instrument for the implementation of its work programme. The 2025 budget and its explanatory note strive to reflect a comprehensive overview of the budgeting approach adopted by the Organization. It highlights the key components that form the foundation of UfMS budgeting methodology: 1) Activity-Based Budgeting (ABB) and 2) International Public Sector Accounting Standards (IPSAS). Through the integration of the two components, we aim to enhance efficiency, accountability by, among others, **the pre-consolidation approach** where **all collected resources and their intended use are outlined**, and the priority alignment in resource allocation where **the budget is structured around the Core Activities of the work programme (the 3Ps)** and related Actions Instruments, gearing the process gradually toward a result-based approach.

In this respect,

- UfMS budgeting process adheres to IPSAS. By aligning with IPSAS, we ensure that our financial reporting is consistent, accurate, and in compliance with international best practices. This approach promotes trust and confidence among stakeholders, while also enhancing the overall credibility of our financial management.
- To optimize the utilization of resources and align budgetary allocations with our strategic priorities, within ABB framework, we have structured our budget around Action's Instruments and Core Activities. Action's Instruments refer to the specific tools that we employ to achieve our objectives (i.e., Technical Support, Platforms, regional experts' groups meetings & conferences), while Core Activities encompass the essential tasks required to implement these instruments successfully: the 3Ps: 1/Political Framework; 2/Regional dialogue Platforms and 3/Promoting regional projects and initiatives.
- Human Resources and General Administration are structured by destination in consistency with IPSAS), while maintaining a simplified classification by nature.



II. UfMS BUDGET

1. Pre-Consolidate Budget (Financial Statement Framework-IPSAS)

The table below presents a comprehensive overview of the budget of the institution, structured in accordance with the International Public Sector Accounting Standards (IPSAS). The financial data is organized to align with the IPSAS framework, providing clarity and consistency in reporting. The columns within the table correspond to the different funding sources outlined in Section III of the document, ensuring that each source of revenue is distinctly categorized and easily identifiable.

By adhering to this structure, the presentation allows to have a summary of all resources expected to be collected and all the expenditure to be incurred during the budgetary year 2025 by the UfMS and facilitates a comprehensive understanding of how resources from different sources are being allocated and utilized. Additionally, it supports enhanced accountability and allows stakeholders to assess the financial health of the institution, ensuring that funds are managed efficiently and in alignment with international standards.

<i>Budget of the UfMS Work Programme presented as per IPSAS by Financing agreements</i>						
2025 UfMS Budget	Non-Earmarked	Sida Agr.15474	AECID	GIZ (several financing agreements)	CINEA grant agreement/ GIZ	Total in EUR
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<i>Services in-kind</i>	1.300.000					1.300.000
<i>Other Revenue</i>	0	500.000	247.503	742.508	0	1.490.011
<i>Interest revenue</i>	0					0
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Expenses						0
<i>Operating expenses</i>	1.802.000	1.030.000	733.171	1.822.926	177.500	5.565.598
<i>Wages, salaries and employee benefits</i>	3.561.386	101.614	19.326	211.318	62.894	3.956.538
<i>Wages, salaries and employee benefits - in kind</i>	1.300.000					1.300.000
<i>Supplies and consumable used</i>	785.000					785.000
<i>Grant and other transfer payments</i>	0	500.000	247.503	742.508		1.490.011
<i>Depreciation and amortization expenses</i>	0					0
<i>Impairment of property, plant and equipment</i>	0					0
<i>Other expenses</i>	20.000					20.000
<i>Finance costs</i>	0					0
Total expenses	7.468.386	1.631.614	1.000.000	2.776.752	240.394	13.117.146

It should be noted that the conditions for a fully consolidated budget have not yet been met due to the following reasons:

- i) A harmonized resources collection system is not yet in place (i.e., mandatory contributions), and
- ii) There is no unified set of rules, as cooperation agreements providing the UfMS with dedicated contributions have different requirements, eligibility criteria, reporting and auditing frameworks.

The pre-consolidation represents an early stage of the broader strategic objective of achieving full budget consolidation. At this stage, the pre-consolidated budget serves to provide Member States with an overview of the resources and expenditures, offering a comprehensive picture despite these resources being governed by different frameworks.



2. Standalone Budget presentation under European Commission Operating Grant

A Standalone Budget presentation under European Commission Operating Grant framework and Activity-Based Budgeting (ABB) approach. The latter is a progressive budgeting method that focuses on allocating resources based on specific activities rather than traditional line items. In line with UfMS commitment to transparency and accountability, the ABB method has been adopted since 2014 mirroring EU best practices to allocate resources more effectively, striving to ensure that each activity contributes directly to achieving the Organization' goals. It ensures alignment with the Work Programme and allow the steering over resources allocation to priority areas. **This presentation is in accordance with EC Operating Grant structure and ceilings.** It ensures compliance with the current contractual requirements, among others in terms of co-financing rule and in terms of eligibility of expenditure where, for instance, financial support to third parties (sub-granting) are not included.

Line	Item	2025 Budget	2024 Budget
1	Activities-Operational Expenditure		
1.1	Technical Support for projects and activities	1.924.500	1.883.600
1.2	Platforms, regional experts' groups meetings & conferences	1.499.500	1.540.400
1.3	Follow-up and monitoring for projects and activities	353.000	353.000
1.4	Outreach & visibility for projects and Activities	400.000	400.000
	Subtotal Activities-Operational Expenditure	4.177.000	4.177.000
2	Human Resources		
2.1	Executive direction and management	1.095.000	1.030.000
2.2	Advisors and seconded experts	556.600	651.600
2.3	Technical and administrative staff	1.549.663	1.505.400
2.4	Employer Social Security	416.737	431.000
	Subtotal Human Resources	3.618.000	3.618.000
3	General Administration		
3.1	Leases	156.000	150.000
3.2	Office Services and Maintenance	264.100	244.150
3.3	Consultancy Services	105.000	129.000
3.4	Transport	2.700	3.000
3.5	Insurances	3.300	2.500
3.6	Utilities	176.000	179.000
3.7	Banking and similar services	5.000	5.000
3.8	Other Services	27.900	27.350
3.9	Furniture, Equipment and others	45.000	45.000
	Subtotal General Administration	785.000	785.000
4	Contingency reserve		
4.1	Contingency reserve	20.000	20.000
	Subtotal Contingency Reserve	20.000	20.000
	GRAND TOTAL	8.600.000	8.600.000

According to the ABB methodology, the budget is organized into three main headings—Operational Expenditure (Activities), Human Resources, and General Administration—in addition to a contingency reserve heading. A detailed explanation of each budget heading is provided in Section IV of the document.



3. Reconciliation: Budget presentation under EC Operating Grant vs IPSAS framework

The concept of the "**Operating Grant budget**" involves combining two specific components: non-earmarked activities and earmarked ones such as from the Swedish International Development Cooperation Agency (Sida) grant activities, both in full coherence and alignment with the UfMS annual work programme. In that sense, Sida Cooperation agreement is financing a substantial part of the work programme. This combination results in a comprehensive plan that outlines the resources allocated for the organization's operational expenses and activities supported by Sida Cooperation Agreement (excluding sub-granting).

Operating Grant Agreement Budget	Non-Earmarked	Sida Agr.15474	Total
Revenue			
<i>European Commission Contribution</i>	4.300.000		4.300.000
<i>Member States contribution (General and dedicated)</i>	1.868.386	1.131.614	3.000.000
<i>Capital Grant transfer to result</i>	0		0
<i>Services in-kind</i>	1.300.000		1.300.000
<i>Other Revenue</i>	0		0
<i>Interest revenue</i>	0		0
Total revenue	7.468.386	1.131.614	8.600.000
Expenses			0
<i>Operating expenses</i>	1.802.000	1.030.000	2.832.000
<i>Wages, salaries and employee benefits</i>	3.561.386	101.614	3.663.000
<i>Wages, salaries and employee benefits - in kind</i>	1.300.000		1.300.000
<i>Supplies and consumable used</i>	785.000		785.000
<i>Grant and other transfer payments</i>	0		0
<i>Depreciation and amortization expenses</i>	0		0
<i>Impairment of property, plant and equipment</i>	0		0
<i>Other expenses</i>	20.000		20.000
<i>Finance costs</i>	0		0
Total expenses	7.468.386	1.131.614	8.600.000

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Non-earmarked funds cover various activities and operational costs as per the work programme that do not have specific restrictions or requirements attached to them. These activities are often essential for the organization's day-to-day operations and may include salaries, administrative costs, general maintenance, and other necessary expenses. The budget for non-earmarked part encompasses the funds required to sustain the organization's basic functions and services.

The budget for Sida grant activities encompasses the financial resources allocated to sectorial initiatives and core activities promoting regional dialogue. These activities must adhere both to the work programme and to the terms and conditions set by Sida.

The forwarding funds component (sub-granting) devoted to UfM Water Agenda, are not included in the "Operating Grant Budget".



III. Budget Resources: Contributions

The financing of the UfMS budget is derived from shared contributions by Member States (MS) on a voluntary and equitable basis, alongside funding from the European Commission. This section provides an overview of the contributions received by the institution, detailing the financial support.

Member States' contributions are presented in three distinct categories:

1. **General Contributions (Non-earmarked Contributions):** These are general funds provided by Member States without specific conditions or designated purposes, allowing the institution the flexibility to allocate these resources where they are most needed.
2. **Provision of Human Resources (In-Kind Contributions):** This category includes non-monetary support from Member States, such as personnel/technical expertise, that contribute to the institution's operations and projects.
3. **Dedicated/Earmarked Contributions:** These funds are provided by Member States for specific projects, programs, or objectives. They are allocated according to the donor's stipulations, ensuring that the resources are used for the intended purposes.

1. European Commission Contribution

The European Commission contribution forms a significant part of the institution's financial resources, supporting a wide range of activities. The funds are allocated based on an Operating Grant Agreement and are crucial for advancing the institution's strategic objectives.

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The Operating Grant Agreement budget for 2025, amounts to 8.600.000 EUR. Of this total, 50% is expected to be covered by the European Commission. The remaining funds will need to be sourced from Member States Contributions.

2025 Operating Grant Agreement	Amount EUR
Contribution of the European Commission	4.300.000
Contribution of Member States	4.300.000
Total Budget	8.600.000

2. Member States Contributions: General Contribution (non-earmarked)

The foreseen Member States contributions amount is 4,3 million EUR in order to match European Commission contribution through the Operating Grant as the co-financing part. Regarding financial contributions, commitment from Member States is needed by the end of 2024 with pledges for financial support given that budgetary predictability is essential to implement the 2025 work programme.

The recurrent situation of the contributions to the UfMS budget shows a persistent funding gap over the years about the approved "theoretical" budget (only 1,5 million EUR, in average, of Member States contribution is received each year instead of 4,3 million EUR).



To this effect, several measures to cope and improve the financial model have been initiated such as the inclusion in the budget of the component of seconded staff cost, the inclusion of dedicated contributions from Member States' development agencies in an attempt to partly compensate the gap in Member States contributions.

These measures outlined above, and others have helped to certain extent to increase budget execution, enhance level of the expenditure per year and sustain the activities growth as shown through implemented budget and number and amounts of events per year. Although the mitigation measures are yielding significant results and allow the institution to deliver on its mandate to a certain level, their effects remain capped at certain level and financial model is still far from being sustainable.

3. Member States Contributions: Provision of Human Resources

The seconded staff component represents a significant portion of the resources contributed by Member States to the UfMS Budget. For 2025, the estimated Member State contributions in the form of human resources (gross salaries for seconded staff) is projected to amount to 1,30 million EUR.

This estimation is based on two key factors:

- Historical Data: Drawing on the experience of previous years, starting from 2014, when the seconded staff component was first incorporated into the UfMS Budget Resources, provides a solid foundation for predicting future contributions.
- Turnover of Seconded Staff: The estimation also takes into account the turnover rate of seconded staff, reflecting the natural cycle of personnel changes and the continuity of Member States' commitment to providing human resources.

4. Member States Contribution: Dedicated contributions (earmarked)

UfM Secretariat in its continuous effort to sustain the development of its activities through diversified ways of funding, and in addition to general contributions to UfMS annual budget (non-earmarked funds), some Member States and other institutions (International Organisations, MS Cooperation Agencies, other entities, etc.) are providing Dedicated Contributions.

These contributors participate to the financing the UfM Secretariat Core Activities (Activities Operational Budget) earmarking their funds/resources to a specific sector, activity, operation etc. as per the work programme. These contributions are framed through written arrangements and/or conventions of partnership including provisions of cost-sharing, where applicable, settlement of final amount and specific reporting.

Funds are utilized in accordance with UfMS rules and procedures, while also adhering to the requirements of these agreements. This results in an increased administrative burden and associated costs.

To address the rising administrative burden, some agreements include provisions for indirect or administrative costs, which are allocated to reinforce administrative positions and ensure the effective management and implementation of these contributions.



4.1. Cooperation with the Swedish International Development Agency (Sida)

The cooperation with Sida was initiated in 2017 when the first agreement between UfMS and Sida was signed covering the four-year period 2017-2020. The total of SEK 62 million (approximately € 6.5 million) was allocated for 'core support' of UfM activities in three priority areas of common interest including (1) Water, Environment and Blue Economy, (2) Women Empowerment and (3) Energy and Climate Action. In 2020, the cooperation was extended for two more years until 2022 and a sub-granting (forwarding) component with an additional budget of approx. € 1.5 million added to implement innovative water management solutions and promote them across the MENA region¹.

Building up on the first phase, the cooperation with Sida has been further extended and upgraded. A new agreement with the implementation period 2023-2025² and budget of SEK 50 million (approx. € 4,9 million including € 1,5 millions of forwarding) has provided for continued cooperation in view of common objectives in the above priority areas with an increased focus on results and operational efficiency. To this end, the UfMS shall adopt a Results-Based Management (RBM) operationalised through a robust MEL framework (monitoring, evaluation, and learning).

The cooperation with Sida is of strategic importance for UfM both in terms of its volume (approx. € 13 million over 2017-2025) and its ambition to develop the UfM as an institution which goes beyond the scope of the cooperation as it is conceived today. It is also specifically referenced in the Strategy for Sweden's regional development cooperation with the Middle East and North Africa 2021–2025³.

9 In 2025, the UfMS will implement the activities outlined in the 2025 work plan, which has been formulated in alignment with the UfM Secretariat's 2025 Work Programme and according to the priorities jointly defined with Sida. This year marks the final phase of the Sida Agreement 15474, aimed at deepening and expanding UfM's specific cooperation initiatives and core activities, with a particular focus on promoting regional dialogue in the MENA region. A key component of this agreement includes forwarding funds dedicated to advancing the water agenda. However, it is important to note that this forwarding fund component, along with additional activities funded by the remaining balance from the previous year, is not included in the Operating Grant Agreement budget. The Sida work plan will also be updated and aligned with the UfM 2025 Work Programme, which has been submitted to Member States for adoption by the Senior Officials Meeting (SOM).

4.2. Agreement between GIZ and UfM Secretariat during the period 2019-2024

A joint declaration between the Federal Ministry for Economic Cooperation and Development (BMZ) and the Secretariat of the Union for the Mediterranean (UfM) was signed to establish a stronger partnership aimed at promoting regional integration, creating employment opportunities for young women and men, and boosting trade within and beyond the region and. Following the successful completion of the Framework Implementation Agreement between GIZ and UfM Secretariat during the period 2019-2022, The German Federal Ministry for Economic Cooperation and Development (BMZ) continue its ongoing support to the UfM Secretariat under the project "UfM Hub for Jobs, Trade and Investment" from 1st February 2022 up to 31st January 2025. Under this project, implemented by GIZ, 6,5 million EUR may be provided to support the

¹ The implementation of the grant has been eventually extended until September 2023.

² Preceded by the inception period January – December 2022.

³ URL <<https://www.government.se/contentassets/cbdf211837c74a2e89f1d04bcf0aed15/strategy-for-swedens-regional-development-cooperation-with-the-middle-east-and-north-africa-20212025.pdf>> of 8 March 2021.



activities of the UfM in regional economic integration as well as employment and investment promotion in the UfM region. The UfM Secretariat will implement the 2025 activities formulated according to the priorities jointly defined with GIZ and in alignment with the UfM Secretariat Work Programme.

Specific grant/financing agreements under the project “UfM Hub for Jobs, Trade and Investment” with financial impact in 2025 are as follows:

Agreement Number	Title	Agreement value
81284855	Supporting education’s role as a driver of employability and economic development in the Mediterranean Region	221.380
81284739	Traditional building skills in the Mediterranean Region	330.262
81290865	Removing barriers to women’s economic, social, financial, and digital inclusion in the Mediterranean region	182.700
81305238	Sustainable Investment and EU Supply Chain Regulation	176.550
81308799	UfM Mediterranean Youth Labs 2024 and 2025	460.100
81295828	Blue Economy Agenda in the Mediterranean Region	200.000,00
	Initiatives on Jobs, trade and investment in the Euro-Mediterranean Region 2025	840.000,00

Under the Implementation Agreement between GIZ and UfM Secretariat, and jointly with AECID (Spanish Agency for International Development Cooperation), two financing agreements/MoUs are in place to implement grant schemes through a call for proposals.

- 81290775 - UfMS Grant Scheme to Promote Employment and Entrepreneurship in the Green Economy (1,5 million EUR)
- 81301788 - UfMS Grant Scheme for the Promotion of Inclusive Digital Trade (950.000 EUR)

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The components of the grant scheme (call for proposals) and forwarding of funds fall under the UfM mandate in terms of support to regional initiatives. However, they are not included in the Operating Grant Budget due to contractual requirements with the European commission.

4.3. AECID (Spanish Agency for International Development Cooperation)

On 11th March 2020 UfMS and **AECID (Spanish Agency for International Development Cooperation)** signed a Memorandum of Understanding (MoU). This agreement signified the parties' mutual commitment to establishing institutional cooperation through regional and international initiatives, aimed at increasing impact and fostering synergies to achieve shared objectives in areas of common interest.

Within the framework of this MoU, the UfMS has received various contributions, with a particular focus on the following key areas:

- Water Policy Framework and Water Agenda. AECID committed 200,000 EUR to finance a Water Expert for a period of three years. This expert provides technical assistance to advance water-related policies and initiatives, reinforcing the UfMS’s efforts in promoting sustainable water management across the region.
- UfM Regional Agenda on Gender and Food Security AECID has allocated 250,000 EUR over a three-year period to support activities aimed at: to Scaling up female entrepreneurship and empowering women in agribusiness through targeted training and the exchange of best practices; Enhancing the capacities of both public and private stakeholders to promote women’s participation throughout the



agro-food chain; and building multi-stakeholder coalitions to foster women's involvement in decision-making processes, particularly in the agricultural and food security sectors.

- UfM Hub for Jobs, Trade and Investment In partnership with GIZ, the UfMS is implementing two grant schemes through calls for proposals, with 500,000 EUR allocated to one scheme and 550,000 EUR to another. These grant schemes aim to boost job creation, trade, and investment opportunities across the Mediterranean region.

Looking ahead to 2025, the strategic partnership between UfMS and AECID will be further strengthened through increased support and an expanded scope of interventions, under the newly launched AECID programme "Masar Al'an". This enhanced collaboration will play a key role in advancing shared objectives and promoting sustainable regional development.

4.4. Grant Agreement with European Climate, Infrastructure and Environment Executive Agency (CINEA)

Specific funds allocated for designated activities for "Promoting the Blue Economy in the Mediterranean Sea Basin" were included in the Grant Agreement with **European Climate, Infrastructure and Environment Executive Agency (CINEA)**. The current Grant Agreement No 101122509 covers the period from 1st May 2023 to 30th April 2026 for an amount of 800.000 EUR.



IV. Operating Grant Agreement Budget

Under budgetary discipline efforts and precautionary approach, **the total amount of 8,6 MM EUR of the 2025 budget has been maintained at the same level as the one of 2024.**

	DESCRIPTION	2025 Budget	2024 Budget	2023 Budget
1	ACTIVITIES-OPERATIONAL EXPENDITURE	4.177.000	4.177.000	4.177.000
2	HUMAN RESOURCES	3.618.000	3.618.000	3.618.000
3	GENERAL ADMINISTRATION	785.000	785.000	785.000
4	CONTINGENCY RESERVE	20.000	20.000	20.000
TOTAL		8.600.000	8.600.000	8.600.000

1. Budget heading: 1. Activities - Operational expenditure

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

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Item	2025 Budget	2024 Budget
Activities-Operational Expenditure		
Technical support for projects and activities		
Regional Dialogue Platforms	786.833	667.333
Projects and initiatives	669.333	708.933
Political Framework	468.333	507.333
Total	1.924.500	1.883.600
Platforms, regional experts' groups meetings & conferences		
Regional Dialogue Platforms	638.500	1.133.400
Projects and initiatives	521.000	287.000
Political Framework	340.000	120.000
Total	1.499.500	1.540.400
Follow-up and monitoring for projects and activities		
Regional Dialogue Platforms	117.666	117.666
Projects and initiatives	117.666	117.666
Political Framework	117.668	117.668
Total	353.000	353.000
Outreach & visibility for projects and Activities		
Regional Dialogue Platforms	133.330	133.330
Projects and initiatives	133.330	133.330
Political Framework	133.340	133.340
Total	400.000	400.000
Subtotal activities-operational expenditure	4.177.000	4.177.000

Action's Instruments

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



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

- Technical support in house: resources dedicated to cover cost of project managers, project analysts, etc (in-house experts) which are devoted to operations, projects processing and follow up as they are directly involved in the sectorial activities, are included as part of the technical support to projects and activities.
- Outsourced technical assistance is also included in this line and serve:
 - i) Consolidating the UfM role of a multi-stakeholder regional platform for policy dialogue through tailored support to regional policy platforms, dialogue and network activities, preparation of Ministerial conferences and respective follow up, work in new areas, expansion of regional multi-stakeholder's platforms to work on issues of interest for the region.
 - ii) Reinforcing the promotion of concrete initiatives through targeted expertise and technical assistance for analytical studies at regional level, formulation, and assessment of innovative regional projects ideas at initial stages, analysing projects results for replication and extension, mapping exercises of regional best practices, improved coordination between various stakeholders on regional cooperation.

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

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

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In this regard, budget allocations cover part, as per the list attached, of meetings and platforms and experts' groups to the extent of the forecasted ones during the budgetary year and within the usual practice where concerned lines DG and/or DG Near cover the other part of the sectorial platform's meetings. Additionally, these allocations cover two Senior Official Meeting (SOM) taking place in Barcelona and partly the Regional Forum. On the other hand, Ministerial Conferences, Ad-hoc SOM, and SOM taking place outside Barcelona remain covered in principle by European Commission respective DGs to the extent of respective budgets availability. The rest of SOM are dealt with as follows: i) SOM taking place in Brussels is covered by the European Commission; ii) SOM taking place in the EU country holding the Presidency of the Council of EU is covered by the concerned EU country. (Please see **annex of indicative list of Platforms, regional experts' groups meetings & conferences**)

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

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

Core Activities

The UfM's goal is to enhance regional cooperation, dialogue and the implementation of concrete projects and initiatives with tangible impact on our citizens. The UfM has consolidated an action-driven methodology,



with a common ambition of creating effective links between the policy dimension and its operational translation into concrete projects and initiatives on the ground to adequately address the challenges of the region and its key interrelated priorities.

This methodology is composed of three components, namely the “Three Ps”:

- Political Framework: UfM Member countries are increasingly engaged in regional mobilisation and actions, addressing strategic priorities in the region through the adoption of common regional agendas.
- Regional dialogue Platforms: Regional stakeholders are mobilised for a more effective ownership and effective implementation of regional agendas.
- Promoting regional projects and initiatives: Increased initiatives, projects and partnerships for concrete regional impact.

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

Long term objectives/ Core Activities	Technical Support	Platforms, meetings and conferences	Follow-up and monitoring missions	Outreach and Visibility	Grand Total
Political framework	468.333	340.000	117.668	133.340	1.059.341
Regional dialogue platform	786.833	638.500	117.666	133.330	1.676.329
Projects and initiatives	669.333	521.000	117.666	133.330	1.441.329
Grand Total	1.924.500	1.499.500	353.000	400.000	4.177.000

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While keeping the same appropriations as last year (4,177 MM euros), a slight adjustment is envisaged in terms of instruments composition, namely with allocating more to technical assistance.

The distribution of the budget by priorities areas/core activities are as follows:

Long term objectives/ Core Activities	Political framework	Regional dialogue platform	Projects and initiatives	Grand Total
Economic Development	43.166	78.666	78.166	199.998
Employment	43.166	43.666	43.166	129.998
Higher Education	96.815	102.315	81.815	280.944
Research and Innovation	71.815	97.315	41.815	210.944
Women Empowerment	30.009	110.509	150.009	290.526
Youth	48.496	33.496	28.496	110.487
Civil Protection	15.604	36.104	15.604	67.311
Disability	30.009	50.009	30.009	110.026
Transport	62.178	189.178	82.178	333.533
Urban Development	57.192	164.192	97.192	318.577
Water	63.942	240.442	74.942	379.325
Environment	35.839	144.339	35.839	216.018
Blue Economy	35.839	80.839	35.839	152.518
Energy	41.660	67.160	44.660	153.481
Climate Action	41.660	78.160	237.660	357.481
Grand Total	717.389	1.516.389	1.077.389	3.311.167



The difference between the amount of 3.311.167 EUR shown in the table for the distribution of the budget by priority areas and the total amount for Activities-Operational expenditure is likely due to the presence of transversal activities. These are activities that cut across multiple priority areas rather than being confined to a single one such as Regional Forum, Senior Officials meetings, etc.

2. Budget Heading 2 – Human Resources

The resources allocated to Human Resources for 2025 (amounting to 3,618,000 EUR) remain the same as in 2024. However, the actual costs for 2025, excluding seconded staff costs, show a slight increase compared to 2024. This is primarily due to several factors:

- Annual Salary Increments: In line with applicable regulations, there will be a scheduled a rise in salaries. Nevertheless, this increase will be offset by the replacement of certain positions. While these roles are equivalent in title and responsibilities, the associated costs are reduced due to the lower starting salaries of new hires.
- Increase of allowances for interns not based in Barcelona. This adjustment reflects the increased financial support needed to cover living expenses in other locations, aligning intern compensation with regional costs of living.
- Implementation of Key Activities: The budget reflects the continuation and expansion of activities that are central to organizational growth and efficiency. These include Organizational Development, implementation of New Staff Regulations, Human Resources Information System (HRIS) and new HR Programs and Policies.

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These initiatives are aligned with the organization's long-term goals and ensure that the human resources framework is equipped to meet evolving needs, even while the overall budget allocation remains stable.

Resources allocated to Human Resources heading are as follows:

Human Resources	2025	2024
Executive direction and management		
Executive management	300.000	300.000
Seconded Staff cost	795.000	730.000
Total	1.095.000	1.030.000
Advisors and seconded experts		
Seconded expert (allowances)	51.600	51.600
Seconded Staff cost	505.000	600.000
Total	556.600	651.600
Technical and administrative staff		
Technical and administrative Staff	1.549.663	1.505.400
Total	1.549.663	1.505.400
Employer Social Security		
Employer Social Security	416.737	431.000
Total	416.737	431.000
Subtotal Human Resources	3.618.000	3.618.000

Cost of project managers, head of sectors and projects analysts are part of in-house expert cost included in the heading operation in virtue of the ABB methodology. The table below, shows the information about the in-house experts allocated under technical support:



Operational – Technical Support	2025 Budget	2024 Budget
<u>In-house experts</u>	<u>1.345.000</u>	<u>1.345.000</u>
<i>PM2. Manager</i>	634.526	616.785
<i>PM3. Officer/Analyst</i>	710.474	728.215

In addition to the technical and administrative, HR costs include the allowance for the Secretary general and the allowance of the DSG from Palestine as well as top allowances for eligible seconded staff. Executive Direction and Management comprises i) the Secretary General, ii) the Senior Deputy Secretary General, iii) the Deputy Secretaries General and iv) Directors of Departments. Advisors and Seconded experts include several diplomats and experts seconded by UfM Member States to the Secretariat. Technical staff is composed of heads of units, officers, analysts, and assistants ensuring the day-to-day functioning of the Secretariat and the continuity of its services. Likewise, the UfMS internship programme for 2025 as previous years foresees internship positions.

Human Resources	2025 Budget	2024 Budget
<u>Executive Direction & Management</u>	<u>1.095.000</u>	<u>1.030.000</u>
<i>EL1. Secretary General</i>	180.000	180.000
<i>EL2. Deputy Secretary General</i>	595.000	615.000
<i>CS1. Director/Deputy Director</i>	320.000	235.000
<u>Advisor and Senior experts</u>	<u>556.600</u>	<u>651.600</u>
<i>Seconded Expert (Allowances)</i>	51.600	51.600
<i>Seconded Staff Cost - Advisors & Experts</i>	505.000	600.000
<u>Technical and Administrative Staff</u>	<u>1.966.400</u>	<u>1.936.400</u>
<i>CS1/CS2 Head of Units/Deputy Director</i>	455.265	437.821
<i>CS3. Officer/Analyst</i>	727.096	731.070
<i>CS4. Assistant</i>	583.865	590.900
<i>CS5. Clerk</i>	36.546	43.319
<i>CS6. Interns</i>	66.000	39.600
<i>HRIS, Consultancy Services, Training and others</i>	97.628	93.690
Grand Total	3.618.000	3.618.000

The updated functions of the staff are reflected and in line with the internal structure and staffing plan annexed to this document:

- UfM Secretariat internal structure, detailed organigram, and list of positions
- Staffing plan with a forecast of needs.

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

3. Budget Heading 3: General Administration

General administration budget has been drawn up according to the estimated needs. In 2025, the cost expected in this chapter is less than 10% of the total budget. The Secretariat maintains a cost control in its general administration expenditure avoiding substantial increase because of improved internal management and increased efficiency during previous years. In addition, 29% of general administration costs are considered as an investment in new internal processes, software's, and tools, as described in the work programme, to allow UfMS to enhance performance of internal management system. This item, although



allowed operations with constant running cost, has come under increasing pressure due to prices evolution and accelerated plants and equipment depreciation combined with needs to enhance the Secretariat capacities.

The main lines of action proposed in the work programme for general administration for 2024 are:

- The internal control system reinforcement and consolidation, including risk management, segregation duties, governance mechanisms and internal audit function, discharge procedure and digitalization of internal processes.
- Streamlining and strengthening the policies related to providing financing through grants.
- Streamlining and strengthening the policies related to procurement.
- Enhancing protection of personal data policies

In this respect, UfMS will explore the possibility and work toward starting a formal process of pillar assessment following tests made in previous years and follow up actions that took place during 2018-2019, financial and system audit commissioned by the European Commission in 2020-2021 the system audit conducted by Sida in 2019.

General Administration	2025	2024
Leases	156.000	150.000
Office Services and Maintenance	264.100	244.150
Consultancy Services	105.000	129.000
Transport	2.700	3.000
Insurances	3.300	2.500
Utilities	176.000	179.000
Banking and similar services	5.000	5.000
Other Services	27.900	27.350
Furniture, Equipment and others	45.000	45.000
Total	785.000	785.000

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Explanation of the budget categories:

- Leases: rental and ancillary costs of offices of the Headquarter Annex.
- Office services and Maintenance: comprise gardening, cleaning of premises facility services a rental of additional working and archiving space. All services are provided by external companies.
- Consultancy Services. All external consultancies related to legal issues (Spanish labour, fiscal, taxation law, etc.) are allocated into this sub-budget line. Audit & expenditure verifications are included in this budget line. According to the Grant Agreement, several audits must be held during the year. At the end of each reporting period an 'expenditure verification report' must be produced by an external auditor. Other consultancy services foreseen for 2025 as per the budget are data protection and technical assistance for the oversight committee.
- Transport which includes fuel consumption and other transportation needs.
- Insurances. Three types of insurance will be contracted during 2025:
 - Assets damages: the insurance will cover any damage in the building, furniture, machinery and furnishing. Damages to vehicles inside the premises, theft and armed robbery are also covered.



- Public liability / Legal indemnity: this insurance will cover general business liability, professional liability, employers' liability and defence and bail.
 - Car insurance
-
- Utilities. UfMS premises are owned by the Generalitat de Catalunya; following the Agreement signed by both parties, the Generalitat is ceding, the occupation of part of the Palau de Pedralbes, in Barcelona as per the Headquarters Agreement with Spain. However, the UfMS must pay costs related to maintenance and services (electricity, water, gas, and general maintenance). The amount is based on 2024 final figures. This sub-budget line also includes telecommunication costs for mobile lines, landlines, and internet. In addition, it covers in full services solution, main part of switchboard, switches and related IT equipment that were previously under separated rental contracts.
 - Banking and similar services.
 - Other services include expenses for stationary, all office material, and courier service (national and international) other supplies, such as water, coffee, etc. to be used both internally and in UfMS events.
 - Furniture, equipment, and other assets. All the software and hardware needed has been based on projected staff for the year. Furniture needed, includes essentially furniture for newcomers and small auxiliary furniture, as well as some additional office equipment. New IT equipment will be needed to conduct the actions stated in the work programme.



V. TECHNICAL APPENDIX

- Indicative list of Platforms, Expert working groups and conferences for 2025
- UfM Secretariat internal structure, detailed organigram.
- Staffing plan with forecasts of needs.



Indicative list of Platforms, Expert working groups and conferences for 2025

Sector	Core activity	Activity title	Action title
Energy	Projects and initiatives	Support the EU initiative to develop a Mediterranean grid code	Support the EU initiative to develop a Mediterranean grid code
Energy	Regional dialogue platform	Organise annual meeting of Energy Platforms	Organise annual meeting of Energy Platforms
Energy	Projects and initiatives	Organise Interim meetings of the Energy Platforms	Organise Interim meetings of the Energy Platforms
Climate Action	Regional dialogue platform	Organisation of CCEG	Organisation of CCEG
Climate Action	Projects and initiatives	Organisation COP 29	Organisation of presence and event at COP 29
Climate Action	Projects and initiatives	Organisation of Energy and Climate Business Forum	Organisation of Energy and Climate Business Forum
Climate Action	Projects and initiatives	Support to ECWMF-Copernicus in the development of Apps	Support to ECWMF-Copernicus in the development of Apps
Economic Development	Regional dialogue platform	7th UfM Trade and Investment Forum	Mobilising regional stakeholders for a more effective ownership and effective operationalization of regional agendas
Economic Development	Regional dialogue platform	UfM Workshop on Sustainable Investment	Mobilising regional stakeholders for a more effective ownership and effective operationalization of regional agendas
Employment	Regional dialogue platform	UfM Informal Economy Conference	Mobilising regional stakeholders for a more effective ownership and effective operationalization of regional agendas
Employment	Regional dialogue platform	UfM Conference on Tourism and Job Creation in the Mediterranean	Mobilising regional stakeholders for a more effective ownership and effective operationalization of regional agendas
Employment	Regional dialogue platform	UfM Conference on Digital Transformation	Mobilising regional stakeholders for a more effective ownership and effective operationalization of regional agendas
Employment	Regional dialogue platform	UfM Community of Practice on Youth Employment in the Southern Mediterranean	Mobilising regional stakeholders for a more effective ownership and effective operationalization of regional agendas
Employment	Regional dialogue platform	UfM Community of Practice on Youth Employment in the Southern Mediterranean	Mobilising regional stakeholders for a more effective ownership and effective operationalization of regional agendas
Economic Development	Projects and initiatives	Inauguration of the 2nd UfM Progress Report on Regional Integration	Implementing increased initiatives and projects for tangible regional impact on the ground
Economic Development	Projects and initiatives	Technical Training on e-Commerce	Implementing increased initiatives and projects for tangible regional impact on the ground
Economic Development	Projects and initiatives	UfM Study Visit and awareness raising on International Trade and Investment Policy Awareness	Implementing increased initiatives and projects for tangible regional impact on the ground
Employment	Projects and initiatives	Multistakeholder Dialogue on the UfM Grant Schemes	Implementing increased initiatives and projects for tangible regional impact on the ground
Employment	Political framework	UfM Ministerial on Employment and Labour	Adoption of regional agendas and mobilising high-level political initiatives and actions
Economic Development	Political framework	Regional Platform on Trade, Investment and Industrial Cooperation	Adoption of regional agendas and mobilising high-level political initiatives and actions



Economic Development	Political framework	Regional Platform on Trade, Investment and Industrial Cooperation	Adoption of regional agendas and mobilising high-level political initiatives and actions
Employment	Political framework	Regional Platform on Employment and Labour	Adoption of regional agendas and mobilising high-level political initiatives and actions
Employment	Political framework	Regional Platform on Digital Economy and Internet Acces	Adoption of regional agendas and mobilising high-level political initiatives and actions
Employment	Political framework	Regional Platform on Digital Economy and Internet Acces	Adoption of regional agendas and mobilising high-level political initiatives and actions
Economic Development	Projects and initiatives	Study visit for Customs Administrations	Mobilising regional stakeholders for a more effective ownership and effective operationalization of regional agendas
Economic Development	Regional dialogue platform	UfM Conference on Artificial Intelligence for Economic Growth	Mobilising regional stakeholders for a more effective ownership and effective operationalization of regional agendas
Higher Education	Projects and initiatives	Education and Skills for Employment - Meeting of UfM-labelled projects in the field of education.	Education and Skills for Employment - Meeting of UfM-labelled projects in the field of education.
Higher Education	Regional dialogue platform	UfM Higher Education Stakeholders' Meeting. Greening Curricula: a cross-cutting challenge for Higher Education Institutions	UfM Higher Education Stakeholders' Meeting. Greening Curricula: a cross-cutting challenge for Higher Education Institutions
Higher Education	Political framework	Meeting of the National Focal Points on Higher Education. Erasmus+ in the Southern Mediterranean - Current situation and prospectives.	Meeting of the National Focal Points on Higher Education. Erasmus+ in the Southern Mediterranean - Current situation and prospectives.
Research and Innovation	Political framework	31st Meeting of the UfM Platform in Research and Innovation	31st Meeting of the UfM Platform in Research and Innovation
Research and Innovation	Regional dialogue platform	UfM Innovation Conference: from Research to Business	UfM Innovation Conference: from Research to Business
Research and Innovation	Regional dialogue platform	Workshop Research for Reconstruction and Resilience.	Workshop Research for Reconstruction and Resilience.
Research and Innovation	Regional dialogue platform	Regional Workshop on Science for Policy	Regional Workshop on Science for Policy
Youth	Regional dialogue platform	Youth representation in UfM Regional Dialogue Platforms and Ministerial initiatives	Platform meetings travel for youth representatives.
Youth	Projects and initiatives	2025 Med Youth Lab	2025 Med Youth Lab
Disability	Regional dialogue platform	3rd EuroMed Conference on Disability	3rd EuroMed Conference on Disability
Disability	Projects and initiatives	Capacity Building for CSO	Capacity budilign for CSO on socio-economic inclusion of PwD
Women Empowerment	Regional dialogue platform	UfM Regional Platform on Women Empowerment	Annual meeting to adopt the Gender Progress report 2025
Women Empowerment	Regional dialogue platform	Working gourp meetings (2)	Monitoring of the RoadMap 2024-2025
Women Empowerment	Projects and initiatives	International Women day 2025	30th anniversary of Beijing Declaration
Women Empowerment	Projects and initiatives	Networking opportunities for women entrepreneurs	Women Business Forum
Women Empowerment	Projects and initiatives	Regiona agenda gender and Food Security	Training for women in agribusiness
Women Empowerment	Projects and initiatives	Regiona agenda gender and Food Security	Training for women in agribusiness
Women Empowerment	Projects and initiatives	Women Innovators in AI and Tech	Regional Awards ceremony



Women Empowerment	Projects and initiatives	Gender Equality Plan in Higher Education	Study visits to France (staff from MENA Universities to EU universities=
Women Empowerment	Projects and initiatives	Gender Equality Plan in Higher Education	Regional Award for Champions for Ge in HE
Civil Protection	Regional dialogue platform	Regional Platform on CP	Regional Platform Meeting to monitor the Action Plan 2030
Women Empowerment	Projects and initiatives	Med Women Journalist Network	2 online training and 1 press trip
Women Empowerment	Projects and initiatives	Institutional Development Plan on gender Diversity and Inclusion	Training to the UfM staf for the implementation and monitoing of the GDI plan
Transport	Regional dialogue platform	UfM Regional Platform on Transport and its Working Groups	WG on Land Transport (1st round)
Transport	Regional dialogue platform	UfM Regional Platform on Transport and its Working Groups	WG on Maritime Transport (1st round)
Transport	Regional dialogue platform	UfM Regional Platform on Transport and its Working Groups	WG on Logistics (1st round)
Transport	Regional dialogue platform	UfM Regional Platform on Transport and its Working Groups	WG on Air Transport (1st round)
Transport	Regional dialogue platform	UfM Regional Platform on Transport and its Working Groups	UfM Regional Platform on Transport Connectivity (1st round)
Transport	Regional dialogue platform	UfM Regional Platform on Transport and its Working Groups	WG on Land Transport (2nd round)
Transport	Regional dialogue platform	UfM Regional Platform on Transport and its Working Groups	WG on Maritime Transport (2nd round)
Transport	Regional dialogue platform	UfM Regional Platform on Transport and its Working Groups	WG on Logistics (2nd round)
Transport	Regional dialogue platform	UfM Regional Platform on Transport and its Working Groups	WG on Air Transport (2nd round)
Transport	Regional dialogue platform	UfM Regional Platform on Transport and its Working Groups	UfM Regional Platform on Transport Connectivity (2nd round)
Transport	Regional dialogue platform	Joint activities with relevant international and regional stakeholders building on established and consolidated UfM partnerships	2025 MEDports Forum (date and venue TBC)
Transport	Regional dialogue platform	Joint activities with relevant international and regional stakeholders building on established and consolidated UfM partnerships	14th MARLOG International Conference in Alexandria (Egypt) (3-5 March 2024)
Transport	Regional dialogue platform	Additional UfM Secretariat support to the implementation of the RTAP	Regional workshop under the regulatory reform and convergence pillar (first priority policy area on green ports and maritime transport)
Transport	Regional dialogue platform	Additional UfM Secretariat support to the implementation of the RTAP	Regional workshop under the regulatory reform and convergence pillar (second priority policy area on sustainable urban transport and mobility)
Transport	Regional dialogue platform	Additional UfM Secretariat support to the implementation of the RTAP	High-level event on the transport infrastructure connectivity in the region
Transport	Projects and initiatives	Joint initiatives with the International Association of Public Transport (UITP)	Capacity building initiatives to implement the new RTAP
Transport	Projects and initiatives	Joint initiatives with the International Road Federation (IRF)	Workshop to exchange with regional and global partners on best practices on national lead agencies for road safety.



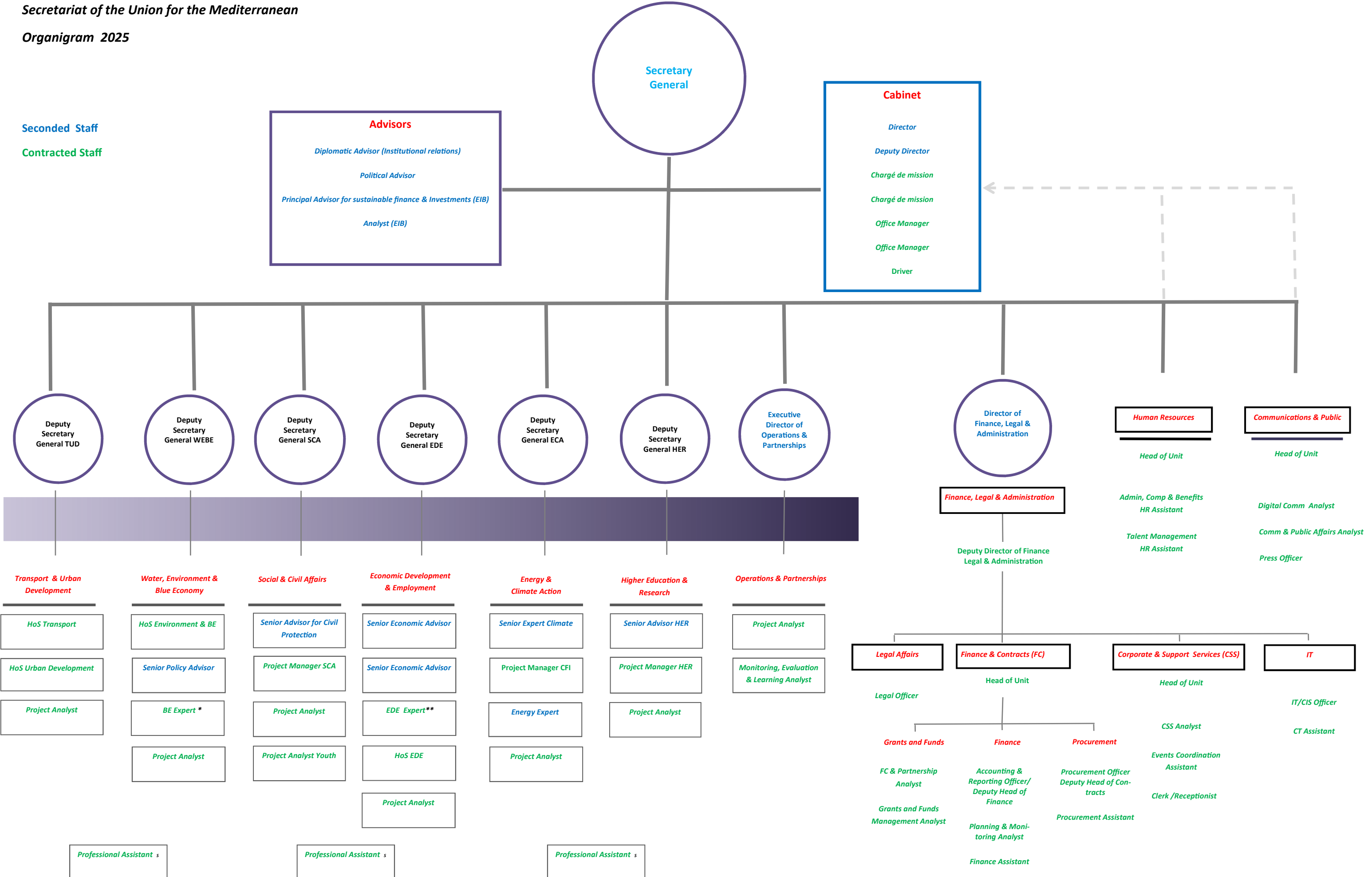
Transport	Regional dialogue platform	Joint activities with relevant international and regional stakeholders building on established and consolidated UfM partnerships	Side event at the 2025 ITF Summit on promoting gender perspective in sustainable urban transport
Urban Development	Regional dialogue platform	UfM Thematic Working Groups	WG on Affordable and Sustainable Housing
Urban Development	Projects and initiatives	UfM program on Urban Heritage and Traditional Building Skills in the Southern Mediterranean Region	Field visit to training schools of vocational training
Urban Development	Projects and initiatives	UfM program on Urban Heritage and Traditional Building Skills in the Southern Mediterranean Region	Training to promote sustainable building construction in public procurement
Urban Development	Regional dialogue platform	UfM Thematic Working Groups	WG on Urban Transformation
Urban Development	Regional dialogue platform	UfM Network of Schools of Architecture and Urban Planning of the Euro-Mediterranean Region	5th Meeting of UfM Network of Schools of Architecture and Urban Planning of the Euro-Mediterranean region"
Urban Development	Projects and initiatives	UfM Network of Schools of Architecture and Urban Planning of the Euro-Mediterranean Region	High-Level Institutional Act at UfM Premises
Urban Development	Projects and initiatives	"Masar Al'an", the new regional cooperation programme of AECID with the Arab World	UfM Student Competition on Urban Design: Urban Solutions to Climate Change in the Mediterranean
Urban Development	Projects and initiatives	"Masar Al'an", the new regional cooperation programme of AECID with the Arab World	Strengthen links among Schools of Architecture and Planning in the Euro-Mediterranean Region
Urban Development	Projects and initiatives	"Masar Al'an", the new regional cooperation programme of AECID with the Arab World	Capacity-building program for the definition of urban-related bankable projects
Urban Development	Projects and initiatives	"Masar Al'an", the new regional cooperation programme of AECID with the Arab World	Capacity-building program for the definition of urban-related bankable projects
Blue Economy	Regional dialogue platform	SBE Regional Platform 1	SBE Regional Platform 1
Blue Economy	Regional dialogue platform	SBE Regional Platform 2	SBE Regional Platform 2
Water	Political framework	WEFE Nexus Dialogue	3rd WEFE Nexus Roundtable for Med
Water	Regional dialogue platform	Objective one: Supporting the implementation of the UfM Water agenda	Water, employment and water climate
Water	Political framework	Meeting Drafting Group Ministerial Water	Meeting Drafting Group Ministerial Water
Water	Regional dialogue platform	UfM Water Agenda	15th Regional Platform Water (RPW-15)
Water	Political framework	Platform for Water on negotiation	Platform for Water on negotiation
Water	Regional dialogue platform	Financial and Investment Programme	Cairo Water Week: Conf Water Finance & Inv.
Water	Regional dialogue platform	Financial and Investment Programme	3rd and 4th Working Group Water Finance & Investment (WATFIN)
Water	Projects and initiatives	Financial and Investment Programme	Webinars on Water Finance & Investment
Water	Projects and initiatives	Objective three: Enhancing cooperation and ensure coherence with relevant partners and initiatives in the UfM region	cewas-Water Entrepreneurship. Mediterranean youth initiative on water
Water	Projects and initiatives	Objective three: Enhancing cooperation and ensure	Women and youth in the water setcor: capacity building



		coherence with relevant partners and initiatives in the UfM region	
Water	Projects and initiatives	Governance of Water Regulators & WASH Working Group	Short term exchanges Water Regulators (back to back WASH WG)
Water	Regional dialogue platform	Water and Youth Digitalisation	Workshop Digitalisation in Water Management
Water	Regional dialogue platform	Objective three: Enhancing cooperation and ensure coherence with relevant partners and initiatives in the UfM region	Creative Forum: Water, green and blue agenda (WEBE/EDE event)
Water	Projects and initiatives	Capacity Building Young Water Managers	Forum Young Water Ambassadors
Environment	Regional dialogue platform	Greener med agenda	Young Leaders Partnership for Forestry
Water	Projects and initiatives	Capacity Building Young Water Creators	Stockholm Junior Water Prize: MENA national competitions
Horizontal	Regional dialogue platform	Media outreach	Online Press briefing for a key event or project - TBC Grant Scheme, Capitals of Culture, COP30, etc.
Horizontal	Projects and initiatives	Media outreach and Digital Comms (influencers)	Press trip to a UfM key event (and/or project) - press presentation of 2nd Gender Report and launch Euromed network of female journalists
Horizontal	Projects and initiatives	Media outreach	Incoming visit to the UfM Secretariat - press trip Regional Forum
Horizontal	Regional dialogue platform	Media outreach and Digital Comms (influencers)	Press trip to a UfM key event (and/or project) - TBC press presentation of Regional Integration study
Horizontal	Projects and initiatives	increase operations efficiency and accountability	UfM Member States Development Actors meeting
Horizontal	Projects and initiatives	Institutional development and internal administration	UfMS annual retreat
Horizontal	Political framework	Institutional relations and strategic partnerships	SOM
Horizontal	Political framework	Institutional relations and strategic partnerships	SOM
Horizontal	Projects and initiatives	Institutional development and internal administration	Second event of the consultation process on UfM priorities
Horizontal	Projects and initiatives	Institutional development and internal administration	Third event of the consultation process on UfM priorities
Horizontal	Political framework	Institutional relations and strategic partnerships	UfM Regional Forum
Horizontal	Projects and initiatives	Public Affairs	Co-organisation of an event in the framework of the Day of the Mediterranean
Horizontal	Projects and initiatives	Institutional relations and strategic partnerships	Co-organisation of an event in the framework of the MCCD
Horizontal	Projects and initiatives	Institutional relations and strategic partnerships	Co-organisation of an event in the framework of the MCCD
Horizontal	Projects and initiatives	Institutional relations and strategic partnerships	Co-organising Euromesco Annual Conference
Horizontal	Regional dialogue platform	Institutional relations and strategic partnerships	Side-event regional forum

Seconded Staff

Contracted Staff



* Funded by CINEA

** Funded by GIZ

⁵ Shared position between Divisions