



BUILDING A EURO-MEDITERRANEAN UNION

2007-2011

Establish trust



IPEMED

- INSTITUT DE PROSPECTIVE ÉCONOMIQUE DU MONDE MÉDITERRANÉEN -

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Established as a non-profit association under the French law of 1901, Ipered acts independently from state authorities and is funded exclusively by major Mediterranean companies and individuals that share its values.

Its governing bodies reflect this independence and strictly respect North-South parity.

Founded in 2006 by Jean-Louis Guigou, its delegate general, Ipered has been presided by Radhi Meddeb since July 2010.

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A WORD FROM THE PRESIDENT

Radhi Meddeb
IPEMED'S PRESIDENT
3 June, 2012

2011 MARKED FIVE YEARS of Ipemed's existence and a good occasion to take stock of our achievements. Over a relatively short period, our institute has established itself as a major actor in building the Mediterranean region. It has taken an original approach from the start, not just by tackling the challenge of acting as think tank, but by positioning itself at the centre of a triangle whose three points are reflection, enterprise and policy. It has managed to mobilize and bring together a multitude of actors ready to campaign to build the Mediterranean, despite coming from different cultures, regions, sectors and beliefs. It has embarked upon a range of structural projects, often asking troublesome questions and encouraging institutions and stakeholders to dialogue and work together instead of turning their backs on each other to focus on their respective specializations. It has also succeeded, through choosing pertinent projects always in the general interest, to mobilize economic operators, despite their focus on fast results.

The report that you are reading reviews Ipemed's main achievements, describes projects launched, results obtained, and also the difficulties, and marks out the journey that remains to be travelled. The idea of setting up a centre of expertise and exchange, to take discussions further and share diagnoses, popularize directions and take the project further, was

sparked by a call for a Mediterranean Union launched in November 2005 on the 10th anniversary of the Barcelona Process. The appeal was signed by men and women from North and South of the Mediterranean, convinced that globalization's unavoidable path would necessarily involve constructing coherent, socially responsible, regional blocks. When it was created a few months later in February 2006, Ipemed positioned itself on the margins of politics. It put the emphasis on taking an economic approach, on associating expertise, mobilizing business and sharing diagnoses, along with North-South parity and a campaign to define common policies.

From the start, our conviction has been constant and unwavering: the regional imperative is economic and social. The South and East Mediterranean needs to create 50 million jobs in ten years and invest 300 billion euro in infrastructures. This is significantly beyond the capacities of countries in the region. It requires mobilizing every driving force, identifying new ways of forming public-private partnerships, sharing added value differently between North and South, reviving governance and common values founded on proximity, solidarity and reciprocity. This opens up business perspectives on all three sides of the Mediterranean. The needs are immense, and the mutual opportunities are countless.

The Arab uprisings of 2011 brought a powerful reminder of what inhabitants in the region want: the right to a voice, access to better social conditions and increased economic opportunities. In this context, the Euro-Mediterranean project is ineluctable. It involves debates in each country in the region to ensure that it is the project of the people rather than one imposed by political and technocratic elites. It should also extend solidarity and reject short-term and egotistical approaches.

Another pre-requisite, which is outside Ipemed's sphere of intervention, is to solve the two major conflicts gnawing away at the East and West of the Mediterranean: the Middle East and Western Sahara conflicts. There will never be enough jobs created without investment; there will never be enough investment without domestic and exterior security and peace throughout the region.





MESSAGE FROM THE DELEGATE GENERAL

Jean-Louis Guigou
IPEMED'S DELEGATE GENERAL

SINCE IT WAS LAUNCHED in 2006 as an apolitical think tank, independent from public powers and dedicated to bringing the two sides of the Mediterranean closer through economics, Ipemed has produced a great number of new ideas. The present text appraises this activity. It was partly an intellectual necessity: the moment is ripe to review the Institute's work, and the values in the name of which it has put together its work programme, along with the main recommendations of the many reports written by authors from both sides of the Mediterranean, and the impact of these works on deciders in the region, in line with Ipemed's mission to transform ideas into projects and give history a kick start.

It was also a political necessity. The time has come to weigh up all of this production in light of the radical political change brought about by the Arab Spring: Will our commitment to profound Euro-Mediterranean regional integration resist the test of the new political directions taken by South and East Mediterranean Countries (SEMCs)? Do those taking power share our sectoral priorities in favour of economic development (i.e. integrated financial area, water, energy and agriculture)? Do they share our strategic priority of integrating both sides of the

Mediterranean to constitute a major global region? Are they looking more towards Arab-Muslim rapprochement? Are their urgent priorities rather focused on the rule of Law, and reducing social and territorial imbalances?

These uncertainties should not overshadow the four major achievements made by Ipemed over the last five years. The first of these is that the Mediterranean has been placed high on the political agenda, that is, with heads of State and government, and at the highest level of the European Union. We have already come a long way since the idea was either never mentioned or laughed at (scorn for the Arabs, pandering to China, priority for CEECs, etc.). This increased interest in SEMCs owes much to the fantastic hopes kindled by the Arab Spring, which have given the Arab-Muslim world a completely different image. But it is also partly due to the tenacious action of Ipemed, which has worked for years to earn recognition for the true extent of the Mediterranean challenge.

The second achievement is North-South parity to come up with shared diagnoses. This stems from our conception of the partnership between Europe and SEMCs, in which the latter are not just considered as neighbours, but as partners in their own right. Ipemed has contributed by transmitting the idea to deciders that Europe needs SEMCs just as much as SEMCs need Europe. The question is not aid, but partnership; not lessons to give or rules to impose but a future to build and share. The starting point is Ipemed itself, whose decision-making bodies and working groups include a fair balance of experts from both sides of the Mediterranean.

The third achievement is to have put the economy, and in particular business, at the heart of the Euro-Mediterranean challenge, in a region that has until now tended to reason mostly through institutions and public stakeholders. In setting up the Euro-Mediterranean Competitiveness Council (EMCC), Ipemed's aim was to provide the region with the tool it was lacking: business. Companies are thus faced with their responsibility for long-term action: sharing added value rather than opportunism, long-term rather than short-term, production rather than finance.





The main achievement is to have contributed to re-establishing trust between stakeholders through social-professional and interpersonal networks, including professionals in energy, postal services and agriculture as well as associations, NGOs and users – men and women from North and South. Our communication is low-key. The crux of the matter is networks, which are a gauge of trust and credibility, and our action in influencing private and public decision-makers, nationally, internationally and particularly European.

Among Ipemed's successful accomplishments in spreading new ideas are: the security of long-term investments; the will to create a Euro-Mediterranean energy community; a food security programme for the Maghreb; networking water stakeholders and creating a school of excellence for managing this vital resource; reinforced cooperation in the health field in the Maghreb and in the health industry.

The first year of the uprisings in the South (Arab Spring) tends to distort our view. Southern inhabitants are quick to criticize the support Europeans provided to authoritarian governments. The new leaders are seeking to diversify their international partnerships (e.g. major emerging countries, Gulf States, etc.), which risks amplifying the ten-year time lag of Europe's place in SEMCs' economic exchanges. Ultimately, though, the uprisings confirm that our direction was the right one: peoples of the South predominantly point to the rent economy, corruption, the absence of rule of law in governance and the impossibility of sharing responsibility.

As to our strategic diagnosis that points to Euro-Mediterranean regional integration as the only positive long-term scenario for both Europe and SEMCs, history alone will decide. Yet our opinion is that geography and economics essentially determine history. If Arab countries want to buy and sell at a good price and make short-term good deals, they will tend to approach the Chinese, Brazilians, Canadians and distant countries. If they are looking for technology transfers, and improved governance of their institutions (ministries, local authorities, etc.), they will have to focus on proximity, reciprocity and solidarity with Europe.

We have thirty years to succeed this historical alliance: that of capital, which is in action and moving southwards, that of civil society networks based on proximity, reciprocity and solidarity. We have thirty years to accelerate this inevitable movement. We need to move fast: the decisions made today, such as on energy or transport, will impact on the decades to come and climate change is accelerating. The forces of destabilization have been liberated by the Arab Spring, let us not ignore it; predators of all types (e.g. false medications, oil revenues) could take advantage of the current confusion. Only an ambitious proposition can respond to these challenges: regional integration, parity and Euro-Mediterranean partnership, and beyond that, the coming together of a major Europe-Mediterranean-Africa block of which SEMCs will be the lynchpin of the future.





Ipemed's project

Building a Mediterranean Union through economics

A NUMBER OF THINK TANKS, associations and institutes work on the Mediterranean, but Ipemed is different. We stand apart because of our convictions, which lie at the root of our vocation and are based on a unique way of working and producing ideas.

Our convictions

Regionalizing production

The regionalization of globalization was rapidly identified as a key to understanding Mediterranean issues. For around thirty years, major regions have been redrawing the world's economic map, particularly in North America, with Nafta and Mercosur, and in East Asia with Asean+3. While Europe, the pioneer of regional integration (Rome Treaty), is still a group of countries at the same level of development, the other two main global regions capitalize on their development differences and make the most of their area through organization and impetus. That is why Europe's economic integration with emerging and developing countries in its region is strategically necessary. Together, they will constitute a major Euro-Mediterranean block with a population of one billion that is bound to wield weight in globalization by promoting proximity, reciprocity and solidarity.

With five years' hindsight, this initial position emerges even stronger: still highly original, its pertinence has been reinforced by the Arab movements of dissent.

Business as a driving force

In international relations, economic relations are increasingly important. Geopolitics has not disappeared, but geoeconomics has become a key part of it. This can be explained by the move to an economy of knowledge and organization, in which resources are increasingly produced. The fight to access rare resources has not disappeared, but it is combined with action to coproduce new resources (geoeconomic relations governed by cooperation). In this new landscape, companies play a major role, and neighbours, traditionally the political enemy, are transformed into necessary economic partners. The Mediterranean has lagged behind in this new era. While Nafta, and especially East Asia, intermix via their production system, the Mediterranean remains characterized by its weak inter-company relations. For this reason, Ipemed has set itself up as a tool for inter-company cooperation in the Mediterranean: not to facilitate business, since companies have their own resources for that, but to make the link between companies' long-term interest and the general interest, and to make it easier to move from discussion to action.



Our vocation

North-South parity: confidence, respect, partnership

Equality between North and South is central to Ipemed's propositions. Part of Euromed's relative failure lies in the dissymmetry between the two sides: Europe decides the rules and SEMCs apply them. The launch of the European Neighbourhood Policy has done nothing to improve things, since it views SEMCs as just neighbours. Which is why, despite its limitations, the Union for the Mediterranean launched in 2008 is an interesting idea, since one of its principles is equal decision-making on projects. The Arab Spring confirmed this approach by showing that the peoples of south Mediterranean countries demand dignity. For Ipemed, education, the transfer of know-how, better sharing of added value produced, and the participation of national managers in strategic decisions, are vital ingredients for implementing a new partnership-based relationship.

Ipemed is positioned at the interface between three major types of actor:

- the world of **companies**, which are strategic protagonists of integration and Euro-Mediterranean cooperation,
- the world of **experts** from North and South to analyze and appraise projects and help them become concrete,
- the world of **political leaders** to transform projects into joint action and legislation.

This original position means that Ipemed can efficiently carry out its three missions:

- Produce ideas that look to the future, to propose common visions of the region's future and succeed in drawing up diagnoses shared between North and South, and between countries in the South, and bring to light concrete projects that will contribute to the region's integration;
- Influence political spheres so as to convince leaders in the region and help them implement public policies that will lead to more North-South exchanges and facilitate regional integration;
- Get elites to meet and share experiences to shed light on the future by promoting trust and respect through circulating our ideas and convincing the decision-makers of today and tomorrow of the need for Euro-Mediterranean rapprochement.

Our method

Foresight

Ipemed is by nature a forecasting institute. In other words, it underlines mid- and long-term action and foresight. We partake of the idea that *the future cannot be foreseen, but it can be prepared*. Forecasting involves acting in the present to build the future. Ipemed fits in with this approach: act now to create political and legal security for investments; act now to build a Euro-Mediterranean energy community; act now to ensure food security in the Maghreb, etc. Because all these projects are long term, cumbersome and costly, Ipemed has made them central to its work. Because financial integration, energy, water, agriculture and food, health, transportation and mobility will be the keys of the region in the future, Ipemed has put them at the heart of its action today.

Seeking out shared visions for far-reaching integration

The project championed by the institute is not *superficial* integration, based on commercial free trade. Ipemed promotes far-reaching integration, centred on converging standards, setting up common infrastructure networks, and the existence of shared strategic decisions, perhaps even common policies.





The emergence of the notion of collective preferences in the field of international trade around ten years ago points to a need to identify what human communities hold dear above all else that might be threatened by a general opening up of trade. Beyond nations, which are now too small to define their strategic choices on their own, regions appear to be the right scale to do so. Ipemed esteems that collective preferences cannot be defined at the scale of Europe alone, but should include countries in the South and East Mediterranean (SEMCs): our common region includes them.

Parity between experts in international working groups

Ipemed's output, coordinated by in-house project managers, calls on the best experts from North and South. This strict North-South equality, which is both ethical and methodological, is Ipemed's trademark. With a view to breaking down barriers and cutting across topics, each project is associated with international working groups involving figures from different professional backgrounds (academics, businesspeople, government personnel, operators, users, NGOs, etc.).

Mobilizing relays, mainly in the South, to take on and manage projects

An essential part of Ipemed's activity is to disseminate its analyses to stakeholders in the South Mediterranean, gather their opinions, and see SEMC leaders themselves carry its propositions. Clearly, new leaders in the South need to find economic solutions and propose concrete projects to the European Union to work on together (i.e. energy, water, logistics, health). This can no longer occur with the sole motivation of converging the interests of countries North and South of the region. The South Mediterranean is increasingly aware of the need for integration and developing South-South exchanges. The same can be said at infra-regional level. The wish expressed by the new governments in Tunisia and Morocco to relaunch the Arab Maghreb Union is a good indication of this new mindset.

The values at the base of our work

The texts produced by Ipemed respond to a set of values put together in a charter in 2011. When it comes to the regionalization of globalization, the choice is for deep-seated regional integration based on:

- Sharing diagnoses between North and South and equal governance of projects;
- Viewing the economy as productive (and not speculative or purely commercial), sustainable (socially as well as ecologically and economically: promotion of the long term) and socially responsible (within each country of the region and between them);
- Converging norms and standards between countries in the region;

- Working out a summary of trans-Mediterranean regulations (orientation, institutional tools and methods, agencies, management plans, etc.) that could serve as a basis for common policies and facilitate common projects;
- Transferring expertise so as not to reduce partnership to a commercial relationship or maintain developing countries in a dependent position;
- Promoting the ethical dimension of stakeholder behaviour for the general, long-term interest of the whole region (sharing added value, training, quality of employee relations, respect for the environment, long-term investment);
- promoting all trans-Mediterranean relations, both North-South and South-South.

REPORTS & PUBLICATIONS

General release

Programme pour la Méditerranée 2030, September 2010, "Rapport du groupe de travail sur les valeurs", Pierre Beckouche (coord.)

Construire la Méditerranée, April 2011, "Régulations régionales de la mondialisation. Quelles recommandations pour la Méditerranée ?", Pierre Beckouche (coord.)





Ipemed's think tank output

Ideas for action, projects
to tackle





Forecasting regional integration

Mediterranean 2030: scenarios for the region

THE *MEDITERRANEAN 2030* programme was a response to the institute's primary vocation: forecasting, to identify a common vision of the Mediterranean and long-term avenues of action. The purpose of the work was to work out how to act today to build the strategic items that condition the future with two main objectives, relating to the method and the result.

Objectives of the study programmes

Establish a shared vision of the Mediterranean and trace out a possible future by drawing up diagnoses and projections that are shared at regional scale.

Bring about long-term partnerships between those responsible for national forecasting and disseminate the methods of this approach so that it can become a decision-making tool.

Methods and projects

- Setting up the *Mediterranean 2030* consortium in partnership with specialized Euro-Mediterranean study organizations (Carim - migration, Ciheam - agriculture, Femise - employment, OME - energy) and the principle public and private forecasting institutions in the Mediterranean (over thirty organizations from fifteen countries).

- Organizing a dozen plenary meetings, two of them high level, including countries in the South; constitution of three working groups.
- Organizing a *Mediterranean Region Seminar* in June 2009 centred on forecasting, and a major debate in December 2011, in partnership with the Caisse des Dépôts.
- Influencing through multiple action: broad dissemination in the various countries through consortium members, numerous exchanges with representatives from the European Commission (BEPA, Devco) and participation in the Research DG's forecasting work.

Results

The *Mediterranean 2030* programme succeeded in drawing up three scenarios:

- The pursuit of current trends would lead the Mediterranean into a scenario of *Mediterranean divergence* characterized by countries' disparate insertion in a world economy led by the growth of emerging countries, reinforcing competitiveness to the detriment of purchasing power and domestic demand. There would be three winners (Slovenia, Croatia, Turkey, and to a lesser extent Tunisia) and losers (Algeria, Egypt, Lebanon, Jordan, etc.) along with significant cleaving of economies and territories;

- This perspective could be made even darker by the long-term effects of the 2008 crisis, leading to bottom-up convergence and the marginalization of Mediterranean countries made fragile by the sovereign debt crisis in the North and uneven political transition in the South. This is the *Mediterranean crisis* scenario: countries of the Maghreb would take the brunt, Turkey and the Balkans would manage to limit the impact thanks to investments in resistant North European countries and emerging countries or the Gulf;
- Another outcome is possible, that of *Euro-Mediterranean convergence*, subject to proactive political action taken by neighbouring countries (geographic redistribution of production, sharing of added value, promotion of inter-dependence, better redistribution of wealth, converging standards, accomplishment of the *four freedoms*). This convergence would translate into growth that would generally be much stronger and bring more jobs;
- This last scenario could have a South-South variant resulting from new economic impetus in the South, encouraging trade and the joint projects between the countries of North Africa and the Middle East. This impetus could have a kick-on effect on the EU's economy and encourage political proaction for the region, or on the contrary, lead to a relative gap between a more integrated South Mediterranean and the European Union. The Arab uprisings have increased the probability of this variant.





→ OUR RECOMMENDATIONS

- Invest in human capital by encouraging mobility and qualifications.
- Accelerate the transfer of knowledge, skills and technologies.
- Create a common institutional area.
- Set up a Mediterranean certification process (initially services and agriculture).
- Select UfM projects for their potential to create jobs and/or energy efficiency.
- Create a Mediterranean environment fund.
- Establish a Mediterranean investment bank (with a priority to finance SMEs).
- Densify transport networks with a view to encouraging more fluid South-South commercial exchanges.

- Elaborate a common policy on food security and rural development.
- Create a Mediterranean observatory to analyze economic, political, democratic and social development in countries in the region and their impact on integration.

Perspectives for development

- Analyze the economic effects of Turkey's integration of the acquis communautaire and learn from the Turkish example (under study in 2012).
- Analyze the industrial strategy of countries in the Maghreb and in particular those that encourage economic diversification (under study in 2012).

REPORTS & PUBLICATIONS

General release

Construire la Méditerranée, April 2009, "Méditerranée 2030. Panorama et enjeux géostratégiques, humains et économiques", Guillaume Almeras, Cécile Jolly

Ipemed Palimpsestes, n°11-2011, "The Mediterranean in 2030, routes to a better future", joint work

Construire la Méditerranée, November 2011, "Tomorrow, the Mediterranean. Scenarios and projections for 2030. Growth, employment, migration, energy, agriculture," Report by the "Mediterranean 2030" consortium, Frédéric Blanc, Philippe Fargues, Giambattista Salinari, Houda Ben Jannet Allal, Vincent Dollé, Cécile Jolly (coord.)

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Regionalism: overview of the Barcelona agreements

Objectives of the study programme

Analyze, through its Euro-Mediterranean partnership, the EU's objectives in financing development in the South Mediterranean.

Review the amount and impact of funding granted (subsidies and soft loans).

Propose policies to encourage regional integration through the production system.

Methods and projects

- Organizing a geopolitical seminar for Ipemed's political steering committee in April 2008.
- Setting up a working group gathering regional integration experts.
- Analyzing reports on the objectives, methods and results of the Barcelona process.

→ OUR RECOMMENDATIONS

- Move from an aid rationale to one of long-term loans and investments.
- Encourage integration through production rather than free trade.
- Privilege a small number of structuring Euro-Mediterranean policies: an energy policy, water policy (beyond the Mediterranean pollution issue), a food security policy, and regional transport networks.
- Devise regional policies and regulations, with a priority for energy, water and agriculture.
- Create a Euro-Mediterranean financial institution.



- In the service domain, encourage preferential opening-up of national markets for operators from countries in the region, in the form of packages covering everything from advice to contracting (e.g. for drawing up PPP contracts), exchange of experience, education and technology transfer, and easier loans for investment.
- Facilitate professional mobility to implement *mode 4* of the GATS; promote a “migratory ECSC”.
- Provide the region with common representation on the international political scene.

REPORTS & PUBLICATIONS

General release

Construire la Méditerranée, March 2009, “La Méditerranée face aux enjeux géopolitiques du 21ème siècle. Une région Nord-Sud commune, laboratoire d’une internationalisation réussie”, preparatory report for Ipemed’s political steering committee, April 2008, Elisabeth Guigou & Abderrahmane Hadj Nacer (coord.)

Ipemed Palimpsestes, n°3-2011, “Overview of EU funding for Mediterranean development”, Pierre Beckouche

Afkar/idées, n°30-2011, “Un état des lieux du financement par l’UE du développement en Méditerranée”, Pierre Beckouche

Construire la Méditerranée, 2011, “Régulations régionales de la mondialisation. Quelles recommandations pour la Méditerranée”, Pierre Beckouche (ed.)

Reports & synthèses, September 2011, “Tunisia: nine propositions for boosting economic development”

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Economic regionalization: convergence or divergence between the two sides?

Observation

The report on Euromed’s achievements sums up the main points on convergence between the two sides of the Mediterranean.

Three positive items emerged from the Barcelona process:

- Routine meetings of regional authorities to define programmes of action;
- Macroeconomic stability for SEMCs;
- Moving away from almost economic autarchy for some SEMCs.

But since 2001 the SEMCs’ balance of goods has steeply declined, especially vis-à-vis Europe, and the proportion of SEMCs’ external trade coming from Europe has shrunk for all SEMCs except Morocco. Regarding investment, the EU remains the principle supplier of FDI for SEMCs, but with a drop in relative share.

- Mediterranean integration is still more commercial than productive. Economic integration remains generally low and superficial;

- The economy of SEMCs is still fragile: growth, which is more quantitative than qualitative, is insufficient to reabsorb under-employment; the opening-up of competition has not yet stimulated business competitiveness; the drop in trade balance is compensated only by FDI, migratory remittances and tourist revenue, the signs of economies insufficiently supported by domestic productive investment;
- Regional convergence measured by GDP per capita (between SEMCs and the EU) is lower than in the two other major North-South regions, Nafta and East Asia, which nevertheless receive significantly fewer subsidies. The example of East Asia suggests that the strength of regional convergence is more likely to be found in the productive system;
- More far-reaching Euro-Mediterranean integration has nevertheless started, e.g. in transport, further education, the environment and in particular energy.



Results and outcomes

As part of its study programme, Convergence, Ipemed looked at the dynamics of companies crossing the Mediterranean to invest.

The following main points emerge from the programme:

- An observation of activities developed over ten years by European companies in the Mediterranean shows genuine economic convergence of the two sides;
- Massive investments in activities with low added value are gradually being supplemented by the development of integrated production systems in different sectors with low and high technical components.
- In several industrial and service sectors, most world leaders are already present. Efforts still need to be made however to encourage the internationalization of European SMEs towards the Mediterranean;
- More surprisingly, some companies have been setting up activities with high added value there since the early 2000s. This process does however remain fragile.

The programme also included a comparison of the way in which German industry has invested in Eastern Europe and is now moving down to the South Mediterranean:

- Like Japan during the 1960s, Germany has invented a regional cooperation model founded on inter-dependence and proximity.
- Decisive support for this German extension to the East came in the shape of the European Union's enlargement to the East. Yet right from 1991, Berlin had made it known that reunified Germany would be committing itself to special cooperation with its eastern neighbours;
- Results are very positive for Germany, which transferred sectors with low added value to CEECs and kept high added value sectors at home. From 2000, its export performance reached an exceptional level.
- The study of German investments in Tunisia confirms that following the CEECs, German industry has been investing in the South Mediterranean, where it is developing labour-intensive sectors. The most recent investments have generally been made to the detriment of CEECs, which have become too expensive;
- The Germans are practically the only foreign investors to develop high added-value activities around its production sites in Tunisia using local qualified labour.

In 2012, a report was also written on Mauritania, a pivotal area between West Africa and the Mediterranean. The country is a member of the AMU and UfM and the modernization of its basic activities involves partnership with Euro-Mediterranean stakeholders.

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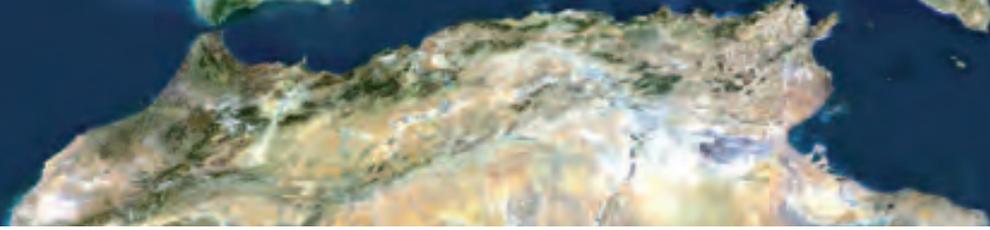
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Financial area

Objectives of the study programme

Develop the role played by savings, which has long been overlooked as a line of development for SEMCs. This involves analyzing how these flows can be recognized and increased and partially reallocated to productive activities.

Promote institutional tools for trans-Mediterranean financial cooperation, either with a regional banking institution devoted to developing SEMCs, or via a series of tools that separately fulfil the diverse functions required.

Contribute to setting up tools for funding long-term development (financial, legal and institutional), useful for investment, and put together propositions devised to facilitate business opportunities.

Methods and projects

- Organizing work groups and validation workshops comprising experts from North and South.
- Setting up the Initiative for Investment in the Mediterranean (2iM) in 2009, in partnership with the French Caisse des Dépôts and the Moroccan Caisse des Dépôts et de Gestion.
- Presenting reports in Paris and in SEMCs during seminars, in partnership with North-South institutions (with the French CDC and the Moroccan CDG for 2iM).

→ OUR RECOMMENDATIONS

Mobilize migrants' savings, by collecting and productively reallocating them via a multilateral regional institution that would need to be created for the task and which would be the only triple A-rated equivalent in the region.

Create a regional development bank, since the Mediterranean is the only region in the world that does not possess its own development bank, with the following priorities:

- Transform local savings into mid-term investments;
- Support the private sector, in particular SMEs in growth phase;
- Help set up innovative funds devoted to early-stage finance;
- Help activate financial markets.

Promote long-term investment in the Mediterranean through a regional investment guarantee policy with the following objectives:

- Improve the technical and legal framework for setting up investments to ensure a minimum legal base defining investment modes and promote a regional agreement to protect investments (secure the resort to commercial and international law in case of arbitration);
- Set up a tool to guarantee investments that would draw on existing public funding (European and others) to act as a lever to mobilize private investments;

- Create a guarantee fund for SMEs to overcome their difficulties in accessing credit, given that local banks often focus on large companies and demand discouraging guarantees from SMEs.

Standardize the regulatory framework for developing private-public partnerships

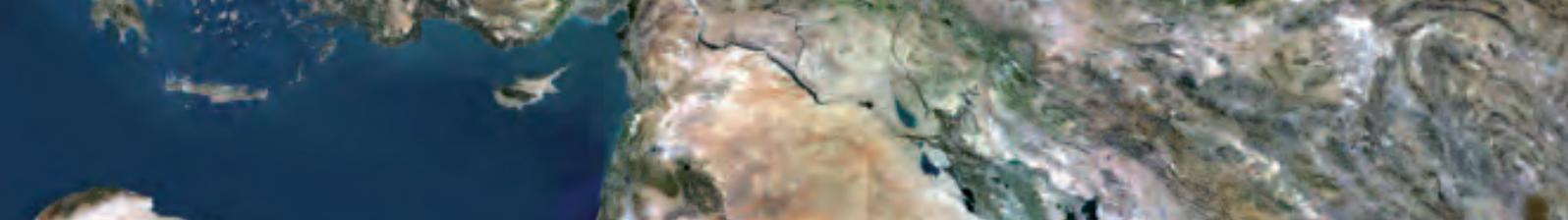
- Promote the creation of PPP-specific units and laws within countries;
- Develop modest projects, often linked to local jobs, to attract private enterprise;
- Establish risk sharing that involves genuine private and public expertise;
- Mobilize local savings that are available but rarely mobilized through lack of tools, texts, education and action, including from local authorities;
- Partially privatize funding without losing public control of partnership.

Perspectives for development

Future project work will focus on long-term funding:

- Securing investments;
- Long-term funding of infrastructures;
- Public-private partnerships (in particular legal standardization between countries and non-market PPPs);
- Progressive, function-by-function creation of a Euro-Mediterranean development bank (guarantee fund for SMEs, mobilization of migrant savings, etc.).





Energy

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Objectives of the study programme

Energy is the field in which the interdependence of Euro-Mediterranean countries is the most strategic. One third of the gas and one quarter of the petrol consumed in Europe comes from North Africa, 70% of oil exports and 90% of gas exports from North Africa go to Europe. This interdependence means a long-term commitment for countries in the region (i.e. long-term gas contracts, energy transition, profitability of renewable energy, nuclear energy). Regional cooperation, which is already underway with the Mediterranean electricity ring and the launch of the Mediterranean solar plan, calls for a common regional vision for development.

The programme's overall objective is to contribute to accomplishing this partnership so as to move towards a Euro-Mediterranean Energy Community (EMEC) associating consumer countries and producer countries (on hydrocarbons and then solar energy) through deep-seated regional integration relating to the following domains:

- The impact of a carbon constraint in the Mediterranean and common North-South targets for non-carbon energy to accompany the regional energy transition;
- Terminating interconnection between electricity grids and integration of gas and electricity markets;
- Long-term security of purchases and sales;

- Technological and industrial partnership between the two sides to go further than simple trade agreements;
- Association of SEMCs and operators in European strategic reflection before discussions get under way;
- Cross-financing between companies from both sides.

Methods and projects

- Establishing a close partnership with the Mediterranean Energy Observatory (OME) which resulted in forecasting studies on energy as part of the *Mediterranean 2030* project, the joint organization of a *Mediterranean region seminar* on energy (November 2010) and proactive proposals to the European Commission DG for Energy to put together a task force for the EMEC project.
- Studies on energy challenges, renewable energy, electricity networks and the creation of a regional forum.
- Organization of working groups and reports on education about energy and carbon constraint in the region.





→ OUR RECOMMENDATIONS

Continue exchanging experiences and ideas for the future on carbon constraint

The United Nations framework convention on climate change focuses most of its work on developed countries. Industrials in SEMCs are not currently concerned, yet the carbon constraint in force in countries in the North has an impact on SEMCs. The most notable examples are the funding of CDM (clean development mechanism) projects in countries in the South to use Kyoto credits on the EU ETS market; and including international air traffic in the EU ETS from 2012. To tackle common economic and environmental challenges, it is vital that stakeholders on each side continue exchanging experiences and ideas for the future, and to identify incentive mechanisms for reducing emissions in both North and South, which would involve regional cooperation, such as the green economy.

Organize a Euro-Mediterranean network for education, research and transfer of know-how.

Energy decisions in the South need to take account of shortages of certain resources, energy savings, and climate change.

This perspective involves:

- Interest from many Mediterranean states in nuclear energy. This calls for strong skills and technical know-how, which could be acquired with a Mediterranean training institute on nuclear energy based on Mediterranean cooperation between the interested states;

- A new approach that combines water and energy, through creating a Mediterranean institute of energy and water science and techniques (Imestene report) that could constitute a regional tool for training, research and exchange. Based on a consortium of a limited number of partners, it would comprise a centre acting as network leader, and possess strong capacities for action aimed at companies (based on the International Centre for advanced Mediterranean Agronomic Studies – CIHEAM).

Make energy the first common Euro-Mediterranean policy

Given the major energy challenges facing the region, this sector could be a driving force for a Mediterranean Union based on complementary features, the search for balanced North-South relations, and solidarity.

Ipemed's first studies recommended:

- A North-South partnership that involves the South in European research, makes it easier for human resources to move between North and South to develop skills in the South, and gradually encourages closer national mechanisms for regulating the electricity and gas markets;
- Sustainable regional development that encourages energy savings on regional level, promotes the development of high-technology clusters on solar energy in the South, and creates a Mediterranean carbon fund establishing regional solidarity and providing funding for projects in the South;

- Setting up a stable, long-term regulatory framework for gas, a petrol industry that would generate value and jobs, and terminating the connection between electricity grids.

Inspired by the idea of a Euro-Mediterranean Energy Community (EMEC) launched the by the European Commission in March 2011, Ipemed produced an overview of the challenges of regional cooperation with the aim of proposing how such a community might potentially work. It would be called on to support regional, multi-stakeholder dialogue, integrate the gas and electricity markets, and create Euro-Mediterranean industrial channels.

Perspectives for development

Make economic stakeholders in SEMCs aware of their carbon footprint and help set up local and international operational measures for reducing emissions (e.g. sectoral credits, Namas, taxes, etc.).

Based on these studies of an EMEC, Ipemed and OME could consult operators and countries in the region, with validation by the European Union.





Water and sanitation

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Objectives of the study programme

Even without the impact of climate change, the Mediterranean already encounters problems accessing water and sanitation. Yet water could be the cornerstone of a top-level economic industry and of an ambitious international partnership that would turn the Mediterranean into a leading eco-region.

Despite the fact that water in the Mediterranean has been the focus of numerous debates since the 1976 Barcelona Convention, little decisive action has been taken. To respond to regional operational issues, Ipemed's programme has defined five objectives:

- Improve access for SEMC inhabitants to the essential public services of water and sanitation;
- Take priority action on managing demand, particularly regarding irrigation, and increase the availability of water resources (i.e. re-using wastewater, infiltration techniques, desalination, etc.);
- Show that the principle challenge for local water services is governance (writing up contracts, pricing, adjustment, etc.);
- Promote secure investments;
- Contribute to promoting regional water governance that promotes and coordinates existing expertise and gives direction to regional water policies.

Methods and projects

- Organizing working groups on governing water services and sanitation in towns, preparatory seminars for the 6th World Water

Forum on regional water governance.

- Studying the impact of climate change in the Mediterranean region.
- Organizing a *Mediterranean region seminar* on water in partnership with IOWater and Plan Bleu.
- Organizing a symposium and lunch debates on water services, climate, security and innovation in partnership with Suez-Environnement, FRS and IME.
- Active propositions: during a civil society session at the ministerial water conference in Jordan (December 2008), proposing an international convention defining rights and responsibilities; and during a session at the 6th World Water Forum in Marseille, presenting the *Mediterranean Water Resources Network*.

→ OUR RECOMMENDATIONS

Take stock of the crucial issue of water in the face of climate change in the Mediterranean.

- Immediately include future climate change in long-term investment decisions (e.g. urbanization, transport, energy, water management, agriculture, tourism), which involves improving forecasting analysis in the region;
- Act in favour of Euro-Mediterranean convergence of standards and regulations, integrating water management strategy and adaptation to climate change, as well as common response and prevention methods.





Put in place an approach to sustainable development that integrates economic, social and environmental aspects.

This involves:

- Sustainable cover of direct maintenance and operation costs;
- Governance of services founded on contractual relationships that clearly define the share of responsibilities between public authorities and the operator, whatever the type of management;
- Exchanging experiences and spreading good practices based on self-assessment and mutual evaluation.

Support training with a Mediterranean centre of excellence for water professions

To encourage political leaders and operators to better integrate the water-energy tandem in their decisions, Ipemed recommends creating a Mediterranean centre of excellence for water professions that could provide further training, exchanges of experience, joint research and forecasting for top decision-makers.

Propose new Euro-Mediterranean water governance

The studies carried out by Ipemed since 2007 and extended in preparation for the 6th World Water Forum (March 2012) led us to suggest the gradual implementation of water governance organized into three levels:

- A *Mediterranean water resources network* pooling the different skills of water institutions (e.g. information and training) to form a platform of expertise;

- A *committee of water stakeholders* acting like a regional committee to discuss and guide water policies, in line with the Mediterranean Water Strategy, and bringing together different stakeholders (local and national public authorities, operators, basin agencies, associations, etc.);
- Envisage a *Mediterranean Water Agency* in the long term that could be based on an international convention, with a focus on supporting joint action between basin agencies in the region, improving the efficiency of water usage in the various sectors, and reducing pollution in drainage basins and coastal zones, by participating in funding or co-funding of concrete achievements with standard or innovative financial resources.

Perspectives for development

Ipemed must continue to promote the creation a network of resources and setting up a committee of water stakeholders in line with other initiatives in the region. This approach would involve influential campaigning by companies close to Ipemed. To be credible, new sources of funding would need to be identified for the Agency (e.g. a tax on ships passing straits). Water usage in the highest-consuming sector in the Mediterranean, agriculture, must imperatively be improved. Different skills also need to be developed in the sector, including reinforced regional cooperation on training.

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Agriculture and rural development

Objectives of the study programme

Ensure food security in the South by guaranteeing access for all to healthy, nutritious food that corresponds to cultural models. SEMCs need to put food sovereignty back at the heart of their agricultural and food industry policies by putting the emphasis on a proximity-based partnership with Europe to ensure sustainable stability of food supplies; increasing their production by making better use of resources and organizing production channels; and promoting regional integration via common regional stocks.

Promote commercial and industrial integration of agriculture in the Mediterranean by encouraging cooperation between operators. This would involve identifying current and potential entrepreneurial dynamics and evaluating the cost of not integrating the North-South agricultural market.

Integrate agriculture into the Euromed and Neighbourhood agreements beyond simply opening up trade, and taking inspiration from CAP methods and tools for agricultural and rural development in SEMCs (the rural population represents 40% of SEMCs). This also involves fitting action into a sustainable development perspective that takes into account environmental constraints in the South.

Methods and projects

- Organizing seminars for presenting Ipemed propositions, particularly in the South.
- Holding a *Mediterranean region seminar* in December 2009 devoted to agriculture and food issues in cooperation with Ciheam.
- Wielding influence through multiple events: participation at top events in Brussels, in European countries and the South.

→ OUR RECOMMENDATIONS

Promote a Euro-Mediterranean Pact on agriculture, food industry and rural life

Supply: support for modernizing supply in the South and for cooperation to extend technical and managerial skills.

Demand: promote a Euro-Mediterranean agricultural and food model that puts forward family farming, a dense network of SMEs in the food production and sales industry, a focus on local products, and a diet recognized around the world for its health and social benefits.

Markets: create an internationally recognized umbrella term, *Mediterranean Products*, covering a range of product-specific labels (for e.g. fruit, vegetables and olive oil) so as to constitute Euro-Mediterranean organizations for integrated trade.

Rural areas: fund rural development policies common to the whole region, like those programmed in the EU with Feder, and create a jointly financed sustainable rural development programme in the South.

Ensure food security in the South by setting up strategic alliances, particularly between operators

- Establish international trade agreements to ensure stable supplies of strategic food products at adjusted prices (Euromed institutional framework).
- Encourage inter-company partnerships to trade complementary goods (cereals and milk products from North to South, fruit and vegetables from South to North).
- Create a proactive structure to accelerate inter-company partnerships.
- Implement a wide-scale movement, something like a *Contract for agricultural, food business and sustainable rural development*, to move towards long-term food security and joint development between stakeholders in the food business.

Set up an EMCFAP, Euro-Mediterranean Common Food and Agriculture Policy

This should be based on North-South and South-South cooperation, with a sustainable development perspective. The EMFAP would aim at: increasing food and agriculture production in every country in the Mediterranean, promoting a Euro-Mediterranean commercial partnership, and organizing local food production channels. The estimated cost of a CFAP-SEMC is around 25 billion US dollars per year, of which 20 billion would go on food policy and 5 billion on agricultural measures; the portion that is truly supplementary only represents 12%





of the budgets that SEMCs currently allocate to agriculture; the additional 5 billion could be funded half by the EU and half by SEMCs.

Promote better organization of the fruit and vegetable industry

This could take the form of a measure inspired by the CAP's acquis communautaire on upgrading, particularly regarding management and quality. It would involve encouraging producers in the South to set up organizations, reinforcing finance for producers using methods based on existing EU measures, while ensuring the transfer of knowledge and facilitating access to foreign investors to encourage a competitive climate. In addition, education and information would focus on exchanging experiences on partnership and innovation. Maritime logistics could also be involved (e.g. reefer container for perishable goods) on the Morocco-Mediterranean and Morocco-North Sea ports routes, providing a credible alternative to road transport.

Perspectives for development

- Intensify lobbying of leaders in North and South to promote the EMCFAP project.
- Propose models for organizing interaction between industries and territories in SEMCs.
- Encourage food production channels, quality labels and geographic indicators, local channels, etc.
- Look more closely at the issues of land property (land regrouping, land grabbing, tenant farm status, etc.).

- Integrate sustainable development issues into agricultural policies including alternative production methods such as organic farming and agroecology.
- Consider setting up a common Euro-Mediterranean strategy aimed at major grain importers.
- Improve the status of rural life by encouraging migrants to return to rural areas.

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Transport and logistics

Objectives of the study programme

To help develop production and exchanges between both sides of the Mediterranean, efficient logistics systems should be put in place to connect producers with their suppliers, distributors and customers. This is a crucial factor in regional convergence.

- Give operators an increased role in Euro-Mediterranean transport strategy.
- Provide a strategic vision of the Mediterranean sky that highlights the issues facing transporters.
- Analyze forecasting in the region.
- Facilitate the setting-up of a professional railway network on both sides of the Mediterranean.
- Promote alliances to move towards a *domestic* air space.
- Create a Mediterranean railway network to contribute to the region's international territorial fabric, its economic development and employment, and combat climate change.

Methods and projects

- Studies and working groups.
- Mobilizing air transport stakeholders from both sides through workshops centred on carbon constraint in the Euro-Mediterranean region, and lobbying to facilitate rapprochement between European airlines, especially French ones, and Maghreb airlines.
- Initiative to organize a Euro-Mediterranean railway network.
- Summary report on the information available on *sea highways*.

- Mapping regional companies' transport and infrastructure projects.

→ OUR RECOMMENDATIONS

Develop maritime trade relations between both sides

An Ipemed study has shown that the Mediterranean is essentially a transit area for global trade (highly imbalanced North-South flows because of SEMCs' under-industrialization, almost inexistent South-South flows), and that its trade is growing much more slowly than global commerce. To respond to regional economic and environmental challenges, an increase in maritime exchanges between both sides of the Mediterranean appears essential. This involves:

- Improving the governance of ports;
- Simplifying customs and non-customs procedures;
- Measures to reduce the length of time that containers are immobilized in terminals;
- Developing inter-modal facilities.

Respond to regional issues of mobility and the logistical chain

In view of the logistical growth expected to take place in the region over the coming decade, it is vital to define an integrated regional strategy for transporting passengers and merchandise, particularly between countries in the South. This approach means encouraging encounters and interactions between economic stakeholders and operators in the different transport

sectors (sea, air, rail, road). It also involves improving the juncture between coastlines and backlands, and developing platforms and multimodal connections.

Air transport: the path to negotiation between operators

Adherence to a common trade alliance should pave the way to creating a common area for the good of all. Yet too many disparities exist between companies from the North and those of the South. This alliance should be made concrete by opening negotiations with companies in the Maghreb (e.g. RAM moving closer to Skyteam).

Graphic IT tool describing transport infrastructures

Since information on existing and future transport infrastructures in countries South and East of the Mediterranean is scattered and insufficient, it is difficult to get an overview of the supply and demand for transport in the region. This gap makes it difficult to identify development priorities for transport networks and guide investors. A computer-based graphics tool, which could be regularly updated by local authorities and operators, would make it possible to act in zones that lack transport options or are not well linked to other networks.

Euro-Maghreb vocational training

Regional development of transport networks should also include transferring knowledge between operators on both sides of the Mediterranean, in technical, strategic and managerial domains.





ICT and the computerization of society

Creating a Euro-Mediterranean training institute for logistics and rail professions would help improve exchange of practice.

Perspectives for development

Boost projects for networking rail transport and urban transport professionals with support from public and private operators.

Promote a strategic observation tool for transport and logistics in the Mediterranean inspired by the Observatory on Transport Policies and Strategies in Europe.

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Objectives of the study programme

Understand the rules, supply and regulation of telecommunications in SEMCs.

Understand the relationship between regulation and innovation, and how to foster development of content and services.

Analyze the phenomenon of the computerization of Mediterranean society via the notions of security and trust and think about ways of setting up a common digital Mediterranean “.med” area.

Envisage how Mediterranean cooperation might work in this domain.

Methods and projects

• Setting up two working groups with experts from both sides of the Mediterranean.

→ OUR RECOMMENDATIONS

Concerning regulation and industrial development:

- Set up a permanent Euro-Mediterranean conference of various actors in the sector (operators, industrials, regulators, research centres, public authorities, consumer associations, etc.) based on the two existing telecom regulating networks: Arab Regulators Network and Frate (francophone);
- Contribute to strengthening the expert capabilities of independent regulators, exchange good practices and define concerns common to operators in North and South;
- Envisage new industrial partnerships between operators North and South of the Mediterranean, beyond the controlling interest of capital participation, especially when privatizing;
- Create a network of technology clusters existing in Arab countries, both between each other and with clusters in countries North of the Mediterranean;
- Develop partnerships in R&D and service innovation;
- Seek a single domestic pricing system for mobile telephones, e.g. free roaming, and generally encourage common technical standards in the Maghreb;
- Federate community exchanges to create a transnational cultural area in the South and encourage the development of a content platform (Web 2.0);



- Support the Maghreb's movement towards sub-Saharan Africa, which has already started in Tunisia and particularly Morocco, through stronger inter-operator partnerships;
- Seek alternative long-term contractual relations (mid-range contracts for international calls for tender common to Maghreb countries, etc.);
- Develop in-depth knowledge on how to use ICT in Arab countries;
- Develop training courses and top-level colleges for telecommunications and boost partnerships between colleges.

Concerning the creation of a common ".med" Mediterranean digital area:

- Develop Mediterranean cloud computing in the public interest, starting with the three essential domains of renewable energy, and particularly solar energy, electronic payments and network security;
- Define a users reference charter and a Mediterranean label for ICTs to encourage standardization of practices;
- Promote reflection and public debate on suitable policies for protecting intellectual property, privacy and sovereignty;
- Create a Mediterranean investment fund, MEDTIC (public/private partnership) devoted to ICT;

- Encourage the industrial production of content, particularly software, in the South, which would help to stem the brain drain, attract business back to countries of origin and possibly encourage nationals living in Silicon Valley to return;
- Develop teaching and research in the domain of ICT in countries in the South Mediterranean, as well as incubators and start-ups, in particular for young engineers, including the creation of a network of research, innovation and development clusters, a Mediterranean observatory of the virtual economy and data, and a University of the Mediterranean, both networked and online.
- Encourage digitalization and archiving of the Mediterranean's historical and cultural heritage. This initiative could be accompanied by a Mediterranean WebTV promoting the region's cultural wealth. An annual cultural, scientific and pedagogical event bringing together figures from the Mediterranean to develop innovative, original ICT initiatives in could also be organized.

Perspectives for development

Dissemination and promotion of recommendations to countries in the South.

REPORTS & PUBLICATIONS

Limited release

Rapport pour Ipemed, mai 2007 :
"Régulation et développement industriel des télécommunications autour de la Méditerranée",
Pierre Musso et Laurent Gille (ed.)

General release

Ipemed Palimpsestes, n°7-2011,
"Confidence in the Mediterranean digital society. Steps towards a .med area",
Bouchra Boulouiz, Emmanuele Carboni,
Nassim Kerdjoudj, Yamina Mathlouthi,
Laurent Ponthou and Giuseppe Richeri.,
Laurent Gille, and Wahiba Hammaoui and
Pierre Musso (coord. ed.)

Construire la Méditerranée, March 2012,
"Steps towards a .med area. Confidence in
the Mediterranean digital society",
Laurent Gille, Wahiba Hammaoui and
Pierre Musso (coord. ed.)

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Health

Objectives of the study programme

Establish an inventory of health systems in Morocco, Algeria and Tunisia.

Suggest avenues for cooperation, perhaps even South-South alliances, as well as with countries in the North Mediterranean.

Methods and projects

- Putting together three groups of experts, one of them solely comprising health specialists from the Maghreb.
- Holding several work meetings and organizing a development seminar.
- Influence: widely disseminating the report, especially in Maghreb countries, contacting with the French secretary of state for health and the UfM unit, and meeting the main stakeholders with the aim of boosting impetus in the Maghreb.

→ OUR RECOMMENDATIONS

Accompany the creation of fair, socially responsible health systems that guarantee access to quality care for all:

- Put health back at the heart of politics and recognize that it is a fundamental right for citizens;
- Make health policy an example of democracy by promoting information, consultation and joint decision-making;

- Encourage more strategic ministerial, governmental steering, in which the minister for health plays a conductor's role to ensure inter-sectoral and cross-cutting organization;
- Put in place appropriate, efficient managerial tools;
- Develop a health system aimed more at users and based on a service approach;
- Promote a more socially responsible health system with quality care and equal access to treatment for all at a reasonable cost;
- Define an efficient strategy for allocating resources with clearly identified priorities that are ranked and set out in national health programmes;
- Rethink and reorganize training and information for all involved;
- Promote increased market regulation for medication, encouraging greater convergence, even integration, at Maghreb level;
- Develop more partnerships and possibly create South-South and North-South alliances.

Develop cooperation in the cancer field:

- Organize a network of palliative care in which general practitioners would play a significant role in providing suitable care to patients in facilities close to their homes or at home;
- Set up a common programme for training educators, aimed at university specialists and carers and adaptable to each country;

- Develop applied research partnerships for diagnosing breast cancer in young women. This involves equipping and training anatomic-pathological specialists and transferring know-how between specialized laboratories in Europe and the Maghreb to establish more precise diagnosis of breast cancer;
- Develop a national network of cancer centres managed by teams involved in cancer treatment and research, supervised by the payers. This project would take inspiration from centres existing in Europe to develop general cancer health centres in the South comprising the three aspects of care, research and training.

Encourage a Euro-Mediterranean regional strategy on medication:

- Encourage the prescription of essential medication in SEMCs through awareness campaigns and medical training (pharmacists, doctors, nurses, public authorities, teachers and patients);
- Develop regulation at regional level. European laboratories could contribute to transferring technology for producing the most essential drugs in SEMCs, in exchange for a commitment from local producers not to export those drugs to Europe. This would guarantee the quality and traceability of the drugs produced and help reach sub-Saharan markets.
- Favour genuine negotiation for SEMCs' access to innovative molecules, especially in a perspective of developing technology clusters in the South;
- Establish health insurance in all Mediterranean countries.



Tourism

Perspectives for development

Develop the reports and ideas produced.

Continue lobbying to stimulate impetus in the Maghreb health domain.

Take further the idea of greater convergence in the medication domain and standardization of procedures.

REPORTS & PUBLICATIONS

Limited release

March 2007, "Un projet méditerranéen pour la promotion de la santé : le cas de la politique de lutte contre le cancer", Farid Chaoui (coord.)

Rapport de synthèse du groupe "Santé", April 2008, coordinated by Farid Chaoui

September 2009, "Quelle politique méditerranéenne du médicament ?", Farid Chaoui (coord.)

General release

Les Notes d'Ipemed, n°13-2012, "Les systèmes de santé en Algérie, Maroc et Tunisie: défis nationaux et enjeux partagés", Farid Chaoui, Michel Legros (ed.)

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Objectives of the study programme

Show on what conditions tourism can give impetus to the economy and territories in the South. The Mediterranean is the leading tourist region in the world, with 300 million international tourists in 2011. Estimates indicate that it could attract 400 million tourists in 2025, but not without some difficulty: coastal regions are saturated, land use and rare resource conflicts are increasingly common, political instability may not be over.

Propose tools to better coordinate private Mediterranean tour operators. This coordination is difficult since the majority of companies in the sector are SMEs. Most regional institutions agree on public-private Euro-Mediterranean cooperation to observe Mediterranean tourism, on exchanging experiences, promoting sustainable tourism and vocational training.

Results

The first observation is that the tourism model needs to adapt to changes in global tourism. Most tourists visiting the Mediterranean come from the region, mainly Europe, and increasingly from SEMCs; the proportion coming from the North is dropping whereas numbers coming from the South continue to rise.

In addition, the demand for Mediterranean tourism is changing:

- Growth of business tourism: the constitution of a trans-Mediterranean production system will lead to more business movement;
- New mobility and local development: tourism is a factor in the demand for mobility – multi-motive voyages (business, emigrants visiting their families, leisure, health); semi-permanent tourism of retirees from the North. Based on the notion of a residential economy, the association of tourism with local development could be at the root of a new strategy for SEMCs;
- Growth of South-South tourism: increasing numbers of middle class people are keen to discover their own country and Arab neighbouring countries;
- The Mediterranean is an interface between Europe and Africa: Africa's rise will lead to relations with Europe via the Mediterranean;
- Increasing demand for cultural tourism: 40% of world tourism is now cultural tourism. The Mediterranean has numerous assets to meet this demand: heritage sites, cuisine, holy sites, etc.





In the specific case of Tunisia, in 2011 we produced an overview, in light of the current revolution, of the dominant features of the country's tourist activity:

- Tourist activity represented 6% of GDP and 12% of jobs at the end of the 2000s;
- The tourist economy has remained under the control of Tunisian companies, which made over 80% of tourism investments during the growth phase;
- The sector has contributed to opening out to the West: tourism is still one of the main drivers of the Euro-Tunisian connection;
- The arbitrary practices of the system under Ben Ali held back the creation of a new strategy.

→ OUR RECOMMENDATIONS

In the face of these constraints, a number of new directions for the region are possible:

- Tourism and cuisine: a culinary revival is under way with the promotion of the Mediterranean diet, the development of local channels and interaction between local producers and touristic consumer markets;
- Sustainable tourism: the predominance of beach holidays for the masses needs to be counterbalanced by developing eco-tourism;
- Religion and tourism: the Mediterranean is the home of sites from three world religions;
- Tourism and Internet: tourism increasingly makes use of the worldwide web. Mediterranean tourist offers have lagged behind compared to other regions of the world.

In the case of Tunisia, our main recommendations aim to:

- Diversify tourist options with a focus on culture and sustainability;
- Democratize tourist governance, decentralize decisions, modernize institutions and companies, develop human resources;
- Attempt to develop air space regulations, which hinder the development of low-cost flights.

Perspectives for development

Continue producing country studies: Morocco and Algeria (in progress 2012).

Study the correlation between tourism and corporate responsibility.

Tourism and South-South mobility (in progress 2012).

STUDIES

Limited release

Note de travail, 2008, "Créer une Agence Méditerranéenne du tourisme pour coordonner l'action et promouvoir un tourisme durable et solidaire", Robert Lanquar, Jean Viard

General release

Note de travail, 2009, "Enjeux et nouvelles demandes de tourisme en Méditerranée", Ipemed

Les Notes d'Ipemed, n°10-2010: "Renouveler le tourisme euro-méditerranéen: le grand chantier", Maxime Weigert

Les Notes d'Ipemed, n°12-2012: "Le tourisme en Tunisie. Les défis à l'heure de la transition démocratique", Maxime Weigert

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Migration and mobility

Objectives of the study programme

Analyze and better understand the phenomenon of mobility and migration in the Mediterranean: regulatory framework, causes, migrant profile, demographic trends in North and South, etc.

Move from an administrative vision of migration to an economic vision of mobility.

Inform on the reality of the situation and encourage greater mobility in the region.

→ OUR RECOMMENDATIONS

Develop more qualifying migration in which education and first jobs come under bilateral agreements between a country in the North and a country in the South in domains where the North suffers from a lack of qualified workers.

Reinforce North-South political coordination, particularly since partners in the South have also become immigration countries.

Create a special passport for qualified professionals, business people, regular migrants and students.

Establish a common policy on mobility with the long-term goal of allowing people to circulate freely within the region.

Perspectives for development

Analyze the policies and measures (especially visas) existing in different countries (United-States, Canada, United Kingdom, Schengen space countries, United Arab Emirates) to facilitate economic mobility of people coming from the Maghreb (qualified and non-qualified).

REPORTS & PUBLICATIONS

Limited release

January 2009, "La mobilité des professionnels dans l'espace Euromed : quel cadre réglementaire, quelles réalités de terrain ?", Helena Valdenassi

September 2009, "Population et migrations autour de la Méditerranée, 1950-2050", Hervé Le Bras

General release

CNRS Strates, 2008, "Les mouvements de personnes en Méditerranée : des migrations aux mobilités", Philippe Fargues, Hervé Le Bras, Strates journal, in the project "UE et Voisinages : la quête d'une intégration régionale", Yann Richard éd., Ladyss, Paris

Les Notes d'Ipemed, n°1-2009, "Migrants et migrations dans le bassin de la Méditerranée", Philippe Fargues, Hervé Le Bras

Projects for the Mediterranean, June 2010, "Make the Union through its people: a migrator ECSC", Ali Bensaad, Hakim El Karoui, Philippe Fargues, Hervé Le Bras

Construire la Méditerranée, 2011, "Méditerranée : passer des migrations aux mobilités", Pierre Beckouche, Hervé Le Bras (Ed.)

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Professional networks

Objectives of the study programme

Since the Barcelona Process was launched in 1995, and partly thanks to it, a great number of civil society initiatives have been weaving a trans-Mediterranean network of cooperation and solidarity in the economic field. Yet due to insufficient coordination, these initiatives have not managed to cover parts of the region like countries bordering the Baltic Sea. The bottom-up dynamics at work in Euro-Mediterranean civil society are neither recognized nor supported, despite being essential to the success of regional integration.

Ipemed's programme had four objectives:

- Recognize the pertinence of the work done by these professional networks in bringing the two sides of the Mediterranean closer together;
- Suggest that they group, to become more visible and cooperate and thus reach decision-makers;
- Lobby to promote funding of these networks, which are inexpensive and could have a strong impact on the region (high capacity to multiply in professional circles in every country), but often lack the resources to sustain their action;
- Support action by professional networks that could fit into a Mediterranean policy of regional networking (e.g. ports, town planning offices, rail transport, technology clusters, etc.).

Methods and projects

- Create an Internet portal *Maison du monde méditerranéen* presenting active networks in the region.
- Invite professional networks to join Ipemed's working groups (Remob, Anima, Medelec, Arome, etc.).
- Invite a dozen of these networks to a meeting at the Mediterranean Talks organized by Ipemed in Barcelona in 2008 and Hammamet in 2010.
- Contribute to launching networks (Euromed postal: 2007, Meta: 2009).
- Collaborate with Euro-Mediterranean organizations on economic studies with a networking dimension: Ciheam, OME, Plan Bleu, Femise, Carim, etc.

→ OUR RECOMMENDATIONS

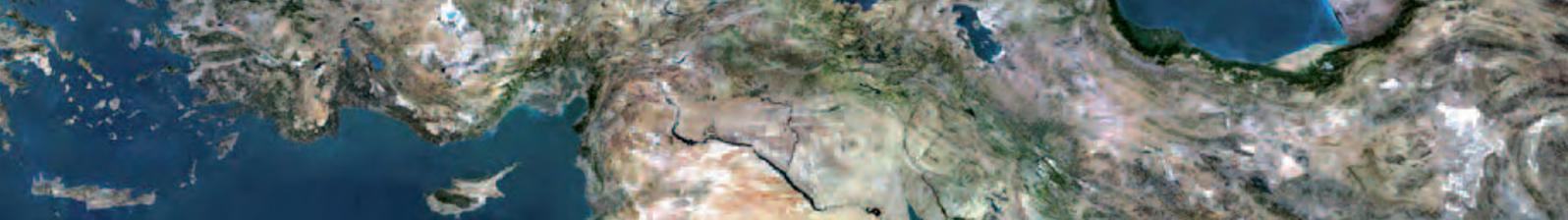
Many existing trans-Mediterranean professional networks are long-term conveyers of information and contribute to creating a climate of trust, yet despite the fact that they embody the dynamics of Mediterranean civil society, they receive no regional incentive or coordination efforts.

They are rarely recognized by European institutions and so build their networks separately, often without knowing each other and never cooperating. The whole region suffers from this situation. If it were taken advantage of, the regulating potential of these networks would considerably accelerate the rapprochement of the two sides. As Euromed Postal has shown, the influence of professional groupings acts gradually but constructively to reinforce integration in the region.

European institutions should take professional networks into greater account through the following four objectives:

- Recognize the pertinence of the work done by professional groupings whose aims include removing obstacles detrimental to both sides of the Mediterranean;
- Support action by professional networks that could fit into a Mediterranean policy of territorial networking (e.g. rail transport, ports, urbanism agencies, technology clusters, etc.);
- Suggest that professional networks group together so as to be more visible, exchange and cooperate;
- Finance inexpensive networks, whose impact on the region could be considerable due to their strong capacity to multiply in professional circles in all countries.





Spatial planning, decentralized cooperation

Perspectives for development

Help set up a *Med Rail* network, and a *Med-Urba* network, grouping town planning offices (or their equivalents) in towns in countries bordering the Mediterranean, given the important urban aspect of energy, water and sanitation, transport, economic efficiency and innovation.

Promote the benefits of creating trans-Mediterranean professional networks in other domains such as: port activities (Med-Ports), food safety, natural parks, etc.

REPORTS & PUBLICATIONS

General release

Ipemed Palimpsestes, n°1-2011, "Les réseaux professionnels transméditerranéens", Amal Chevreau, Maxime Weigert

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Objectives of the study programme

Show that, in an economy based on interaction, territories can be an essential component of economic development. Spatial planning can be used not just to balance a country geographically, but also to promote the heritage of Mediterranean territories, foster local channels, stimulate innovation through clusters, take advantage of towns' potential for driving development (management plans only exist for the biggest towns), boost rural development and, everywhere, encourage citizens to participate through decentralization.

Make an appraisal of the transformations in territorial governance in SEMCs, which have been accelerating for some years.

Promote a territorial approach in trans-Mediterranean relations: territories are a concrete, pragmatic way to cooperate (decentralized cooperation), exchange experience, and tackle sensitive political issues like water and agriculture; trans-Mediterranean transport and energy networks are one of the most efficient ways to accomplish regional integration.

Put forward an integrated, shared vision of the Euro-Mediterranean area, which is still all too frequently presented in a segmented manner, by mapping the whole region.

Methods and projects

- Drawing up a report on the governance of urban services in the South. Even before funding, the key to essential urban services is governance. There is a tendency to be satisfied with plans put forward by international organizations, yet analyses on the field suggest that these recommendations should be adapted to fit in with the local context and that new practices should be identified that may be easier to disseminate in the South.
- Drawing up a report on decentralized cooperation. In comparison to public aid for developing French local government areas, the equivalent is only 18% for SEMCs (12 million euro per year); there is no coordinated action programme for local governments in the Mediterranean. The Region is a good negotiator for decentralized cooperation.

→ OUR RECOMMENDATIONS

Encourage devolution

In the South, ensure that governors, *walis* and devolved services are capable. Devolution of state central authorities is at least as crucial as decentralization, which international organizations push almost exclusively.

Along the lines of *Les maisons de l'Europe*, French regions could create Mediterranean cultural centres to disseminate information on development opportunities in the Mediterranean and decentralized cooperation.





Draw up a *Development Plan for the Common Mediterranean Area* (Sdec Med), combining different plans and initiatives (e.g. transport, energy, telecom) launched by the EU, EIB, the World Bank, or bilateral cooperation.

Promote decentralized cooperation.

Alter the pattern: move from cooperation to co-development

Create a permanent coordination group on decentralized cooperation in the Mediterranean under the authority of the Senate.

Create regional pooling platforms.

Promote a socially responsible economy.

Create a network of social stakeholders in urban policies.

Support the emergence of new local leaders immersed in civil society.

Move the European Commission's action towards more standardization and clarification.

Involve universities in top-level engineering supply.

Perspectives for development

Forge closer ties with the Marseille Centre for Mediterranean Integration (CIM).

Ipemed is associated with a European research programme that is going to map European neighbourhoods and their exchanges with the EU (*Epson programme - Integrated Territorial Analysis of the Neighbourhoods*).

With support from associations of elected representatives (e.g. ARF, ADF, AMGVF), and the Senate, better coordinate and drive decentralized cooperation in the Mediterranean. This could result in the idea of a 5+5 summit on decentralized cooperation and territorial planning.

REPORTS & PUBLICATIONS

Limited release

Rapport pour l'AFD, Ipemed et l'Institut de la Méditerranée, 2008,

“La gouvernance des services publics urbains essentiels au Sud de la Méditerranée”, Jean-Claude Turret, Vincent Wallaert

Note de travail, 2010, “Faire la Méditerranée des territoires, des villes et des régions”, Jean-Louis Guigou

Note de travail, 2010, “Le besoin d'un schéma de développement de l'espace commun du voisinage”, Pierre Beckouche

General release

Maghreb-Machrek Journal, n° 208-2011, “Gouvernance et territoires dans les pays arabes méditerranéens”, Pierre Beckouche

“La coopération décentralisée en France à l'heure des Printemps arabes”, 2012 (to be released), Jean-Louis Guigou, Michel David, in cooperation with ARF, ADF and AMGVF

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Communication, dissemination

TO STRENGTHEN ITS POSITION, make its action better known, expand its sphere of influence and give more people a chance to adopt its values, Ipemed has made considerable efforts on communication.

Three main axes have been developed: publishing studies and projects, making use of electronic communication, and programming events.

The first stage in the communication plan was to create a visual identity and a new logo, featuring the branch of the most symbolic tree in the Mediterranean, the olive tree.

For all of its communication activities, Ipemed has opted to use paper with the FSC eco label, a brand that guarantees responsibly managed forests.

Publications to understand regional issues

To ensure that Ipemed's work, debates and meetings are easy to understand, and to provide a clear vision of current affairs in the region, several publications have been created and are widely distributed electronically to a media and institution base comprising over 10,000 contacts.

The publications are also available for free download in the website.

Paper copies are sent out to members of Ipemed government bodies, ambassadors from Mediterranean countries posted to Paris, and several journalists, along with members of parliament and French and European civil servants interested in the Mediterranean. The most significant studies are presented to the press during breakfast press events.

Ipemed News

Launched in 2009, *Ipemed News* is a monthly newsletter on economic and political events in the Mediterranean, providing the latest news from Ipemed and its partners. To guarantee the quality of its editorial line, a journalist specializing in the region is responsible for coordinating

Ipemed News. Agnès Levellois, a specialist in Arab affairs, has been the publication's chief editor since July 2011.

In January 2012, a condensed English version of the main *Ipemed News* articles was created for quarterly publication.

Collections to promote Ipemed's scientific production

To promote Ipemed's production and illustrate its variety, three different collections have been created.

Construire la Méditerranée

This collection gathers Ipemed's production relating to the long term resulting from work by experts and international working groups. The titles in this collection are subject to validation by Ipemed's scientific committee.

Les Notes d'Ipemed

Les Notes d'Ipemed are entrusted to international experts or Ipemed project leaders. They suggest items for analysis, open the discussion, and take position on major questions affecting Mediterranean development and integration.





Communicating electronically

***Ipemed Palimpsestes*: collection of working papers**

Ipemed Palimpsestes were created in 2011 and are working papers. Written by international experts, analysts and researchers, they provide a useful complement to Ipemed's long-term studies. The collection includes summaries of Ipemed's major thematic studies, and proposes food for thought and debate in line with Euro-Mediterranean economic events.

www.ipemed.coop : Ipemed's website

Ipemed's website was totally redesigned in 2009. It now contains all of Ipemed's output as well as full updates on the institute's current events. Four sections make for easy, instructive access to Ipemed's projects, publications and events, and present Ipemed as an institution. One section, Ipemedia, focuses on Euro-Mediterranean current events, including a blog by Jean-Louis Guigou. A contact's section gives users a chance to get in touch with members of the Ipemed team. Each project is covered in detail, setting out the challenges, propositions and deadlines.

A calendar lists Ipemed's coming events. Online registration is now possible for events open to the public.

The website is now equipped with HTML5, meaning it can be accessed by mobile phone.

An English version of the website went online in 2011.

"News diary": Ipemed's electronic diary

To keep its founding members informed of its news, as well as the general public, Ipemed has created a monthly electronic diary. Along with minutes of recent events, it announces future events and presents latest publications.

Biweekly review of the Euro-Mediterranean press and monthly press analysis

To keep founding members and governance members informed on Euro-Mediterranean events, Ipemed has been producing a biweekly press review since January 2011, including a selection of articles from the main Francophone and Anglophone international media. Once a month, Ipemed also releases an analysis of Francophone and Anglophone reactions from North and South of the Mediterranean to a major event that directly affects Ipemed's activity and requires particular attention.



Events to open up ideas

To disseminate and open up the ideas it champions, reproduce the results of its studies, and extend the debate on major Mediterranean issues, Ipemed organizes numerous events throughout the year. They provide a good occasion for academic experts, politicians, and business leaders from the Mediterranean to meet and exchange. Dialogue is always central, and in particular between North and South.

Mediterranean Talks

This forum for Mediterranean political and economic leaders aims to raise awareness of a common destiny among countries in the Region. Resulting from a partnership with IACE and IEMED, the Talks gather the principle political figures and experts, along with leaders from major Mediterranean companies, civil society representatives, employer organizations and Mediterranean professional networks. Ipemed's main projects and those of its partners are presented and debated during the Talks.

Two events have been held, one in Barcelona and one in Hammamet. They each gathered close to 500 figures from North, South and East of the region, around a panel of top-level speakers.

The 2012 Talks, scheduled to take place in Istanbul on 8 and 9 February, was cancelled as a result of the events that have disrupted the region.

Mediterranean Breakfasts

The Mediterranean Breakfasts have been taking place monthly in Paris since the end of 2008, giving personalities from the political, academic and economic spheres from North and South of the Mediterranean, a chance to put across their point of view on a major Mediterranean issue. Although their primary function is to promote Ipemed projects, they occasionally tackle subjects in the news. The choice of speakers scrupulously respects North-South parity.

The Breakfasts' audience comprises business leaders from the region, representatives from Mediterranean embassies and economic organizations in Paris, journalists and Ipemed partners. Over 60 speakers from the economic, political and academic spheres have participated in the meetings.

Mediterranean region seminars

In November 2009, Ipemed launched this series of seminars with a three-fold objective: create a personal bond of trust between elites from both sides of the Mediterranean; exchange experience; develop joint projects with the aim of steering national and regional public policies. Each seminar focuses on a strategic themed issue in the region, and is devised with assistance from a Mediterranean study or training organization specializing in the subject. Participants are selected from among rising or current leading figures from North, South

and East of the Mediterranean. They come from business, central or local government authorities, expertise centres and NGOs.

Four seminars have been organized so far:

- November 2010, in partnership with OME: *Energy and sustainable development in the Mediterranean*
- December 2009, in partnership with Ciheam: *Food security in the Mediterranean*
- November 2009, in partnership with IOWater and Plan Bleu: *Water challenges in the Mediterranean*
- June 2009: *Forecasting. Launch of Mediterranean 2030*

Political breakfast meetings

At the initiative of Gérard Mestrallet, president of Ipemed's supervisory board, the Ipemed political breakfast meetings kicked off in 2010. At these events, a frontline Mediterranean political figure is invited to bring his strategic and political vision of the Mediterranean up against that of the main business leaders in the region. The breakfasts are restricted to Ipemed's founding members. Two political breakfast meetings have been held so far: the first was led by Henri Guiano, special advisor to President Nicolas Sarkozy, and the second by Pierre Vimont, French ambassador and Executive Secretary General to Catherine Ashton for the European External Action Service.



Governance

IPEMED TAKES CARE TO respect three founding principles in the way it organizes its governance and defines its missions and decision-making bodies:

- The strategic conviction that business and economy are the driving forces behind closer integration in the Mediterranean region;
- The intellectual ambition of orientating and validating its production of ideas and projects in line with its think tank vocation;
- A human and political requirement in the form of complete North-South parity in its decision-making bodies and its work.

Board of directors

The board of directors is the statutory body that directs and steers the association. It comprises three groups:

- *Expert board members* elected by and among paying members and benefactors;
- *Founder board members* elected by founder companies;
- *Qualified individuals* designated by members of the two preceding groups.

The board chooses a president from among its members, and one or several vice-presidents, along with a treasurer and a secretary. Radhi Meddeb is the current president and Eric Diamantis is the vice-president.

Supervisory Board

The supervisory board is made up of all of the association's founding members. Its main mission is to exercise permanent control over the management of the Board of Directors. To this end, it has right of audit, information and inspection. It validates the association's budget, proposed by the Board of Directors, which the latter approves by last resort. It is involved in defining the association's main working themes, and can transmit recommendations to the Board as to its strategic orientation. At the request of the Board, it also communicates the association's position to public authorities. It elects a president to represent it, in particular in its relations with the Board, and a maximum of four vice-presidents, taking care to respect the parity central to Ipedem's principles. The Supervisory Board is currently presided by Jean-Louis Chaussade (Suez-Environment), assisted by three vice-presidents, Jean-Luc Decornoy (KPMG), Isidro Fainé (CaixaBank, Spain) and Neemat Frem (Indevco, Lebanon).

Scientific Committee

The scientific committee has two main missions:

- Propose the year's research programme to the Board of Directors;
- Validate Ipedem's scientific work.

Both the Board of Directors and the Delegate General may consult it on questions relating to the scientific aspects of the association's work programmes. It comprises scientific experts from both sides of the Mediterranean, respecting the association's founding principle of parity. It is currently presided by Abderrahmane Hadj Nacer, former governor of the Bank of Algeria.

Political Steering Committee

The Political Steering Committee comprises political personalities or figures from civil society willing to contribute to the association's work and influence, particularly targeting political leaders in the region. Once a year, when its members meet, they agree on an appeal to political leaders from both sides of the Mediterranean, aiming to promote active policies in favour of regional construction. The Committee is currently co-presided by Abderrahmane Hadj Nacer and Carmen Romero, European Member of Parliament for Spain.

Delegate General

The Delegate General's role is to ensure that the association operates smoothly. He or she is named by the Board of Directors upon the Political Steering Committee's recommendation and with the agreement of the Supervisory Board. He or she represents the association in conditions determined by the Board of Directors. Jean-Louis Guigou, founder of Ipedem, has held this position since Ipedem's creation.



Overview of Political Steering Committee projects

THE POLITICAL STEERING COMMITTEE comprises around twenty members who meet once a year to discuss challenges and issues affecting both sides of the Mediterranean. This informal group includes men and women from North and South strongly committed to the Mediterranean's future.

The Committee proposes a shared diagnosis to facilitate future development, at the same time as promoting the general interest of the Mediterranean beyond the notion of states and sectors. It puts forward ideas founded on experience and a desire to share.

The ambition of the Political Steering Committee, which bridges both sides, is to create a relationship of friendship, trust and mutual respect with an emphasis on freedom of speech since none of its members is involved in governmental responsibility. The club's target is to supply ideas to facilitate democratic transition and bring the two sides of the Mediterranean closer together, fight prejudice and exercise influence on the deciders. Five meetings took place during the latest period (2007-2012).

AUTUMN 2007

Right to the rule of Law. This appeal made a premonitory observation that there was no future in the Mediterranean without establishing rule of Law, and that there would be no progress in democracy and sustainable economy without it.

APRIL 2008

Globalization challenges in the Mediterranean. The Mediterranean's successful internationalization should be based on a regional foundation, i.e. through promoting proximity, reciprocity and solidarity. The Euro-Mediterranean region should also be a perfect testing ground for a totally renovated North-South relationship (shared added value, integration through production, corporate social and economic responsibility).

APRIL 2009

The Mediterranean growth reservoir. Alerted by the 2008 crisis, the committee considered that countries in the South could be a growth reservoir, and that their development had the capacity to draw European growth. What lacks in the North, such as young people and energy markets, can be found a thousand kilometres further South, and reciprocally, what lacks in the South, such as governance, patents and membership of a large, organized block, can be found to the North. The committee's members pinpointed the dictators of the South as obstacles to development, along with governance in the North built on dominating North-South relations.

MARCH 2010

Values in the Euro-Mediterranean area. Democratic values are identical North and South of the Mediterranean. The focus of the debate is citizenship with universal aspirations. Beyond religion and tradition, men and women on the route to freedom rely on two compasses: conscience and reason.

JANUARY 2011

Building a Mediterranean region based on the fair management of rare resources such as energy, farmland, water and underground resources, which should be considered as the common goods of mankind and managed fairly to the advantage of inhabitants of both North and South.

FEBRUARY 2012

Debate on political representation after the Arab uprisings. The committee focused on the low political representation in democratic countries and the lack of political juncture in the former dictatorships. The debate centred on how to include young revolutionaries in a political arena that still lacks sufficient structure.

The second phase of the committee's work will take its analysis further and anticipate political events with the aim of suggesting operational avenues to decision-makers. It will then propose technical perspectives for convergence in the Mediterranean.



Euro Mediterranean Competitiveness Council (EMCC)

THE GLOBAL ECONOMY is increasingly characterized by major regional units that focus the majority of trade flows. This is the case in the American zone with Nafta and Mercosur, and in Asia with Asean+3.

The Euro-Mediterranean area of today, along with sub-Saharan Africa tomorrow, is set to become a new organized region in the world. Based on this conviction, in 2009 Ipemed's founder members decided to create a movement of businesses from both sides of the Mediterranean that are particularly open to Mediterranean exchanges and whose leaders are particularly sensitive to the issue of regional integration. Carrying weight in globalization requires strong alliances based on proximity, interdependence and solidarity. This leaders' movement, the Euro-Mediterranean Competitiveness Council (EMCC), aims to be a prominent voice in Mediterranean business, and capable, drawing from Ipemed's think tank work, of putting forward economic

integration projects founded on the equitable sharing of added value created, and with an emphasis on the long term and sustainable development. The objective is to influence political leaders in the region to move in the right direction and create legislation for common regulation of the regional economy.

The EMCC's role

The founding leaders of the EMCC got together with the aim of:

- Encouraging meetings and exchange between the leaders of the Mediterranean companies most motivated by regional integration, and forging relationships of trust between its members;
- Collectively developing common strategic visions, along with operational recommendations and concrete projects on the major themes that condition development in the region, and putting forward a single voice;
- Participating in their dissemination, including to the highest political and economic authorities in Mediterranean countries.



The underlying principles of the EMCC

The EMCC's creation is founded on four main principles that unite its members and underlie its action:

- Independence: the EMCC is independent from political authorities and funded solely by companies;
- Parity: the EMCC must comprise as many companies from North as from the South Mediterranean;
- Economics: the EMCC focuses its work on concrete, forward-looking economic projects;
- Influence: the EMCC constitutes an influent network that wields weight in political debate.

The EMCC defends the general interest of the Mediterranean and embodies the voice of companies from the region.

National EMCC branches

To make it easier to create the appropriate networks of influence and remain closer to national political leaders, the EMCC has been gradually organizing itself into local groups of companies with Ipemed's support. Each national branch defines its own annual work programme (e.g. studies and debates) with the twofold objective of expressing the expectations of local founder members and disseminating and promoting Ipemed's studies and the EMCC's projects. It is led by a chairman chosen in agreement with the founder members of the country concerned.

To help set up these national EMCCs, since 2009 Ipemed has been raising awareness by organizing symposia and bilateral and multilateral meetings for business leaders from different countries in the region, as well as employer associations and chambers of commerce. Throughout this period, a permanent link has been established with the authorities of the European Union and the Union for the Mediterranean. The particularly brutal economic crisis in Southern Europe and the political upheavals in SEMCs have delayed concrete international action.

These various efforts have resulted in a new movement in Lebanon organized around seven leading companies in their fields (Blom Bank, Byblos Bank, Dar Al Handasah, Debbas Holding, Indevco, Kafalat and Matelec). The Lebanese group is led by Antoine Abou-Samra, who is also managing director of the Bader organization, and gathers influential members from the Lebanese business sector.

The Spanish group currently in development, following membership of Caixa in Barcelona. It is led by Diego de Ojeda, who is also spokesman for the European Union and Arab countries to the Organization of Ibero-American States (OEI).

The difficult economic situation in Tunisia had an impact in 2011 on the membership of companies that joined the movement in 2010, but the Tunisian group is in the process of reforming in 2012.

Current efforts are centred on Morocco, where efforts made over recent years with both Moroccan business leaders and major Moroccan companies will soon be coming to fruition, and similarly in Algeria, Germany, Italy and Turkey.





Ipemed's teams

In-house team

Radhi Meddeb

Radhi Meddeb, President of Ipemed, is an engineering graduate of the Ecole Polytechnique de Paris (1973) and the Ecole Nationale Supérieure des Mines de Paris (1975). Radhi Meddeb began his career in 1977 at Compagnie des phosphates de Gafsa, where he remained until 1982, then joined the Saudi-Tunisian Investment and Development Company until 1987. He then established Comete Engineering, of which he is currently the CEO. Radhi Meddeb is also founder and CEO of Comete International, Comete Immobilière, Comete Engineering Algeria and Comete Engineering Libya. He also founded and was general director of Arab Leasing International Finance (Saudi Arabia) from 1987 to 2006 and of Algerian Saudi Leasing (Luxembourg) from 1990 to 2006. He is director of Banque Tuniso-Koweitienne (BTK) in Tunisia for Financière OCEOR Groupe des Caisses d'Épargne (France), a member of its standing Audit Committee, a member of the Investment Fund Investment Committee of Altermed Capital, and on the board of the Central Bank of Tunisia.

Jean-Louis Guigou

Jean-Louis Guigou, who has been Delegate-general of IPEMED since 2006, is a university professor and senior civil servant with a diploma in agronomic engineering and a doctorate in economic science. He was Director, then Delegate to DATAR (Spatial Planning and Regional Action Agency) (1997-2002). Along with the reform of the political-institutional division of French territory, he relaunched forecast projects on the spatial impact of major social, economic and environmental transformations in society. From 2002 to 2004, he also presided the European Territorial Planning and Development (Ihedat). In 2002, the French Minister for foreign affairs gave him the task of identifying and promoting scientists working in the Mediterranean. He then created the Economic Foresight Institute for the Mediterranean Region (Ipemed).

Jean-Louis Guigou is the author of several publications, including: *Une ambition pour le territoire*, Edition de l'Aube (1995) and *France 2020, mettre les territoires en mouvement*, La Documentation Française (2000).

Gérard Debrinay

A graduate of Euromed Management and Northwestern University, Gérard Debrinay is Ipemed's Managing Director. He started his consulting career with SEMA before joining Algoe Consultants in 1977, where he created departments on social-economic studies and strategy consultancy. He was appointed Managing Director in 1986 then CEO in 1996. He was also Chairman of the Board of Amorce Rhône Alpes and vice-Chairman of INSA, the largest engineering French graduate school and Vice-Chairman of the Observatoire européen de géopolitique (OEG). In addition, Gérard Debrinay served on the Board of MEDEF Rhône Alpes, where he held the position of Vice-Chairman on economic affairs. He was Vice-Chairman for Europe on the Board of AMCF (New York). He has been a director of both the RH Editions group and the Institut des Managers du Développement Local.

**Pierre Beckouche**

Pierre Beckouche is a graduate of the Ecole Normale Supérieure de Saint-Cloud, and an Associate of Geography. He is a professor at Paris 1 Panthéon Sorbonne University, where he was director of the geography department from 2000-2005. His work concerns economic and regional geography. He has worked for local authorities, DATAR and the French ministry of equipment as well as the European Union. His current research concerns Europe's frontiers, particularly the Mediterranean area, and comparing the major regions (North America, East Asia, the Euro-Mediterranean). He is a member of the UMR "Ladyss" (CNRS/ Paris 1, Paris 7, Paris 8, Paris 10 universities, www.ladyss.com), and scientific advisor to Ipemed.

Recent publications: 2004 (with Yann Richard): *Atlas d'une nouvelle Europe. L'Europe élargie et ses voisins, Russie, Proche-orient, Maghreb*, Autrement publishers, new 2008 edition; *Les régions Nord-Sud. Euromed face à l'intégration de l'Amérique et de l'Asie orientale*, Belin publishers, Mappemonde collection.

Amal Chevreau

Amal Chevreau has been a project manager at Ipemed since June 2007, specializing in the fields of agriculture, finance and decentralized cooperation. She holds a Master's degree in international relations and diplomacy (Keele University, United Kingdom), an LL.M in comparative law (University of Miami, United States), and a master's in law, with an option in political science (Mohammed V University, Morocco). She has worked with development agencies for ten years

in the Northern and Southern provinces of Morocco to raise and manage external funding, especially from Europe, and to implement development projects for land planning.

Laurence Dominguez

Administration Assistant.

Marie Dupuy

Executive Assistant.

Mickael Landemaine

Ipemed's head of finance and administration, Mickael Landemaine, joined Ipemed in May 2009 after holding several administration management positions in the social and solidarity economy. He holds a diploma in business management from IAE in Paris. As part of his doctoral studies, he undertakes research into the domain of corporate social and environmental responsibility.

Agnès Levallois

Agnès Levallois is a journalist and consultant specializing in the Arab world and the chief editor of *Ipemed News*. She worked at *Le Monde de l'Economie*, was co-editor in chief of the private journal *Risques Internationaux*, then director of news at RMC MO, before joining France24 television station as joint programme director of the Arabic version. She currently runs courses at the ENA, and is the author of *Jérusalem, de la division au partage?* (Michalon publishers, 1996) and *Moyen Orient mode d'emploi* (Stock, 2002). She has also contributed to a number of publications concerning the Mediterranean and the Middle East.

Samia Maguella

Events logistics manager.

Morgan Mozas

Morgan Mozas is a legal practitioner in international law with a Master's degree from the Institut supérieur d'ingénierie et de gestion de l'environnement (ISIGE), part of the Ecole des Mines de Paris. He worked with diverse organizations in the domain of sustainable development before joining IPEMED in 2009, where he is a project manager for energy, water, transport and sustainable development.

Macarena Nuño

Macarena Nuño holds a Master's degree in economic science (international economy and European politics) and a post-graduate diploma in European project management. She worked for five years at various French charitable organizations as project manager and deputy director in charge of European affairs and partnerships, with a particular responsibility for raising funds, developing international projects and setting up technical and institutional partnerships. She also helped create a European network on security issues. She joined Ipemed in July 2009 as project manager focusing on the *Mediterranean 2030* forecasting project and human capital.





Jean-Marie Paintendre

Since 2009, Jean-Marie Paintendre has been an advisor on international affairs at Ipemed. He also works as an independent board member of several financial institutions in Italy. He graduated from ESSEC Paris, and has spent most of his career directing international affairs in the public and private banking sector, including CIC-Crédit Mutuel, Caisse des Dépôts and Groupe Caisse d'Épargne, where he acted as advisor to the Chairman for International Affairs. In addition, he has been a board member of Euro-Mediterranean companies in France, Italy, Spain, Tunisia, Algeria and Luxemburg. From 1988 to 2008, he held the position of advisor to the French Export Trade Board.

Véronique Stéphan

Véronique Stephan has been head of communications and publications at Ipemed since late 2008. She has post-graduate diplomas in political sociology from Paris X-Nanterre University and in international relations from Inalco, as well as a higher diploma in Russian and Romanian. In 1997, she joined the Cité Internationale Universitaire de Paris as head of cabinet for the General Delegate, then project manager responsible for international development. While living in Morocco from 2007-08, she was director of communications for a tourism agency and coordinated several cultural initiatives to promote Euro-Mediterranean integration. She has also run courses at Inalco and made contributions to publications (*Grand Guide de l'URSS* – Gallimard) and the press (*Libération*).

Larbi Tensaouti

After obtaining an architect's diploma in Algeria, Larbi Tensaouti moved to Paris to pursue his studies. He obtained a Master's degree in spatial planning (IEDES Paris 1 Panthéon-Sorbonne University) and a post-graduate diploma in geographic information systems (Paris 1 Panthéon-Sorbonne University), and then worked as a freelance webmaster for ten years. He joined Ipemed in 2009 to run the institute's web project.

Maxime Weigert

With a Master's degree in Geopolitics from the Ecole Normale Supérieure (ENS-ULM), Maxime Weigert is currently studying for a PhD in economic geography with the Inter-disciplinary Team on Tourism Research (EIREST Paris 1 Panthéon-Sorbonne University). His thesis is entitled *Tourism and Euro-Mediterranean integration: what part do tourist companies play in developing tourism in the Greater Maghreb?*

Ipemed experts (2007-2011)

Houda Allal

Director of studies and head of the renewable energy and sustainable development department at the Mediterranean Energy Observatory, Houda Allal also acts as an expert for the European Commission's directorate general for research in the domain of sustainable development.

Samir Allal

Samir Allal is an economist, a lecturer at the University of Versailles, and an expert in energy and sustainable development. He is director of Mantes' University institute of technology at Versailles University, director of the Master's course in economic analysis and risk management (AEGR), president of the Mediterranean Summer University (Meditep), vice-president of the Euromed risk management association, an elected member of UVSQ's scientific committee, a member of the scientific committee at LEF (Francophone energy institute) and a founding member of the association Global chance.

Charles Abdallah

After working from 1983 to 1999 as an engineer to rebuild and kick-start factories destroyed by the war in Lebanon, in 1999 Charles Abdallah joined the cabinet of the finance minister Georges Corm. From 2001 to 2006, he worked as an independent consultant and then in 2006 became economic adviser to the European Union delegation in the Lebanese Republic. He lectures on economics and the environment in the universities of Beirut.

Guillaume Almeras

This graduate of ENS is a former banker and a partner of BGV Consulting. Guillaume Almeras currently works as an international consultant in strategy and organization, particularly in the banking and finance domains. He also provides expert advice on devising and setting up reforms and programmes in emerging countries in liaison with multilateral institutions.

**Nicolas Beaussé**

In his capacity as manager of the public sector department at Altime Charles Riley, Nicolas Beaussé has worked with numerous public organizations and companies in Morocco and Algeria. He holds a Master's degree in science and techniques, forecasting and modelling from Paris IX Dauphine University and a post-graduate diploma in socio-economic business and organization management from Lyon II University and EM Lyon.

Akram Belkaïd

This journalist and essayist worked for fifteen years on the French finance daily *La Tribune*, with a focus on financial markets. He currently contributes to *Le Monde Diplomatique*, *Slate Afrique* and *Afrique Magazine* and runs *Chronique de Bédard* for the Algerian newspaper *Le Quotidien d'Oran*. He was chief editor of *Ipemed News* and *Ipemed's* editorial advisor for three years.

Moncef Ben Abdallah

Moncef Ben Abdallah is a consultant on energy, industry and sustainable development. He was Tunisian ambassador in Berlin (2003 to 2009), Tunisian minister for industry and energy from October 1997 to August 2003, and President of Steg from 1992 to 1996.

Hassan Benabderrazik

A former secretary general of general affairs and secretary general to the minister for agriculture in Morocco, Hassan Benabderrazik is a founder member of a consultancy firm specializing in agricultural projects, Agroconcept. He has undertaken several projects to reform agriculture in Morocco and led negotiations with the European Union on the issue of agricultural exchange.

Ali Bensaad

Ali Bensaad is a geographer and lecturer at the University of Provence and a research lecturer at the Institute of Arabic and Muslim Studies, currently on a posting at the Institut Jacques-Berque in Rabat, Morocco. His work is on the mutations of the Saharan area and its place in the international relational system, with a focus on migrations and trade between the Arabic world and black Africa.

Frédéric Blanc

A researcher at the Euro-Mediterranean Forum of Economic Institutes (Femise), of which he was managing director in 2001, Frédéric Blanc has worked on projects at Plan Bleu and Ifri, and contributed with Jean-Louis Reiffers to World Bank Institute research on knowledge economies in the Mediterranean region and North Africa.

Louis Boisgibault

President and co-founder of Valmere, a consultancy firm specializing in renewable energy, Louis Boisgibault teaches Master's courses on energy, finance and carbon at Paris Dauphine University and sustainable development at HEC. He has worked at BNP Paribas, EDF and GDF SUEZ, mainly on energy projects, in Paris, Amsterdam and London.

Madjid Chaker

After working as project manager and director of companies in the energy and risk management sector, Madjid Chaker currently runs an association to help business creation for young jobless people in Maghreb countries (Aidons).

Farid Chaoui

Farid Chaoui is a Professor of gastroenterology, and was head of service at Aïn-Taya hospital then Bab-el-Oued hospital from 1985 to 1993. He was a member of a health and university task force for the presidency of the republic (informal reform groups) during the late eighties and in charge of the health and social security reform for the Algerian Prime Minister from 1990 to 1991. He is also president of the Algerian gastroenterologists association.

Caroline Chevasson

Caroline Chevasson works on technological research for the Atomic Energy Commission and is a former French embassy advisor on nuclear affairs to the European Union.

Sidi Mohammed Cheiger

Director of a Mauritanian consultancy company specializing in development issues in a chaotic environment, Sidi Mohammed Cheiger works with public and private institutions to help them draw up and implement their strategies.

Fadi Comair

With degrees from Texas and Harvard Universities, the Ecole Nationale des Ponts et Chaussées and Lyon I University, Fadi Comair has worked in research centres affiliated to the French ministry for industry in the risk and energy fields. After his return to Lebanon in 1993, he was CEO of the Office national du Litani (ONL), where he is currently managing director of hydraulic and electric resources.





Yves Crozet

Professor of economics at Lyon 2 University and director of the laboratory of transport economics (UMR CNRS), Yves Crozet is a specialist in transport economics and mobility policy.

Christian Deblock

This economist and professor at Quebec Montreal University specializes in economic integration and economic regionalism. His work relates to international institutions, globalization, economic integration, regionalism, US trade policy and international economic policy.

Vincent Dollé

Vincent Dollé is an agronomic engineer and currently head of Ciheam-IAMM (Mediterranean agronomic institute in Montpellier). He specializes in rural development and agrarian and food policy. He was a member of the board of Agropolis Fondation, secretary general of Cirad (2001-2003) then in charge of quality for the ministry of research and new technologies (2003-2005).

Christian Dubreuil

ENA graduate Christian Dubreuil is General Inspector at the French ministry for agriculture. He worked as technical advisor then cabinet director at the ministry for overseas territories (1990-1993). He was government commissioner for the New Caledonia rural development and land planning agency, and managed the French rural development programme (1998-2002).

Mustapha K. Faïd

Mustapha K. Faïd is chairman of SPTEC Conseil, a consultancy and research company specializing in energy. He is former vice-president in charge of marketing and economic development at Sonatrach, the Algerian oil industry leader, and was also managing director of the Mediterranean Energy Observatory (OME).

Philippe Fargues

This qualified sociologist and demographer is director of migration policy at the European University Institute in Florence, on a posting from the National Institute for Demographic Studies, Paris. His previous positions include professor and director at the centre for migration and refugee studies at the American University of Cairo; visiting professor at Harvard University; director of the centre for legal studies and documentation in Cairo; researcher and lecturer at the University of Abidjan, the Institute of Demographic training and research in Yaoundé, and Beirut University.

Franck Galland

A former director of security at Suez Environnement and chairman of vital installation operations for the French High Committee for civil defence, Franck Galland specializes in water geopolitics. In 2011 he created Environmental Emergency & Security Services, an engineering consultancy firm providing advice on crisis management for operators of water and energy infrastructures.

Laurent Gille

Laurent Gille has been a research lecturer at the faculty of economic and social sciences at Télécom ParisTech since 2002. He previously worked as a project manager and consultant on transport economics and telecommunications for numerous companies. He is a graduate from ENSAE with a PhD in management science. His research focuses on the digital economy and the regulation of telecommunications networks, particularly in developing countries.

Michel Gonnet

Founder president of the company Eudoxia Conseil, Michel Gonnet has a Master's degree in international law and is a graduate of the Institut d'Etudes Politiques de Paris and ENA. He was secretary general and deputy managing director of the Caisse des Dépôts et Consignations and president of C3D, then joined the Caisse d'Epargne Group in 2004 as managing director of Crédit Foncier and in 2006 became director of the regional development bank at Caisse Nationale des Caisses d'Epargne.

Stéphane Hallegatte

Stéphane Hallegatte is a researcher in environment economics and climate science at the French National School of Meteorology and the International Research Centre on Environment and Development (Cired) and currently on a posting at the World Bank. He was one of the authors of the reports by IPCC working groups I and II and the French inter-ministerial working group on climate change impact.



Wahiba Hammaoui

As part of her PhD at Télécom ParisTech, Wahiba Hammaoui has been working under the direction of Pierre Musso for several months on research for Bell Labs Alcatel Lucent.

Larabi Jaidi

As a professor of economics at Mohammed V University in Rabat, Larabi Jaidi is a specialist in economic policy, political economics, and international economic relations, in particular in Arabic countries. He is a member of the board of the Abderrahim Bouabid Foundation (FAB), a member of the Moroccan centre of Conjuncture (CMC), and the Moroccan competition and crime prevention commissions.

Cécile Jolly

Cécile Jolly is an analyst in political economics at the Strategic Analysis Centre (CAS). She worked for the ministry of defence (strategic affairs delegation) on Mediterranean issues, then at the Commissariat au Plan. Her published works include *Le partenariat euroméditerranéen, la dynamique de l'intégration régionale* (La Documentation française, 2000), *L'État et les ONG : pour un partenariat efficace* (La Documentation française, 2002), and *L'entreprise responsable* (Félin, 2006).

Abdelnour Keramane

A former executive officer of the Algerian electricity and gas company (Sonelgaz), Abdelnour Keramane was a founder member and president of the Maghreb electricity committee (Comelec) and vice-president of the Algerian Gas Union. He was Algerian minister for industry and mines, then director of the Trans-Mediterranean Pipeline Company (Milan). He is currently the director of the journal *MedEnergie*.

Hervé Lainé

In his capacity as an engineer specializing in constructions, water and forests, Hervé Lainé has held various positions of responsibility in the French government in the domains of infrastructure, land planning and housing, as well as in major international companies. He has been a consultant for Onudi and run or led several charitable organizations devoted to international development, mainly in the domains of water, environment and food.

Robert Lanquar

This former research manager for tourism companies at the World Tourism Organization (WTO) has been president of the organization Carta Mediterránea (Spain) since 2004, and has written articles and publications on international tourism.

Hervé Le Bras

Hervé Le Bras is a historian and demographer and a graduate of Ecole Polytechnique. He directs research at the French National Institute of Demographic Studies (Ined), is director of studies at the Ecole des Hautes Etudes en Sciences Sociales (EHESS) and has been expert on Euro-Mediterranean migration for the European Commission since 2003.

Michel Legros

A professor at the Ecole des Hautes Etudes en Santé Publique in Rennes and director of the department of human and social sciences and health behaviour, Michel Legros was president of the scientific council at the National agency for social and medico-social evaluation (ANESMS) from 2007-2010 and director of research and manager of the department for evaluating social policy at Credoc from 1989-1996.

Claude Martinand

Claude Martinand is president of the Institut de la Gestion Déléguée and a member of ARAF. He was vice-president of the general council on the environment and sustainable development from 2002 to 2010, president of the French railway network, Réseau Ferré de France, from 1997 to 2002, and director of economic and international affaires (DAEI) at the ministry of equipment, housing, transport and tourism from 1989 to 1997.

Guillaume Mortelier

This graduate of the Ecole Polytechnique and the Ecole Nationale des Ponts et Chaussées is currently in charge of investments at Proparco, a finance institute jointly owned by the French Development Agency and private shareholders from North and South. Guillaume Mortelier is a strategy consultant for various companies and development capital funds in Europe, the United States and emerging countries, and a member of the board of various investment funds in the Mediterranean and Asia.

Pierre Musso

Pierre Musso is a philosophy graduate with a PhD in political science. He is professor of information science and communication at Télécom ParisTech and at Rennes II University, a researcher at LTCI, LAS Rennes II University and an associate professor at LIRE-ISH Lyon II University. He is the research chair on the modelling of imaginary environments for innovation and creation, launched in October 2010 by Télécom Paris-Tech and Rennes 2 University.



**Abderrahmane Hadj Nacer**

After holding positions of responsibility at the Algerian ministry for planning then for the president of the Republic, Abderrahmane Hadj Nacer was governor of the Bank of Algeria, consultant for Muslim affairs at Lazard Frères Bank and Company, and a director for a number of organizations including Société Marseillaise de Crédit and Natexis-Banque Populaire. As well as initiating the law on money and credit in April 1990, he was at the origin of private financial set-ups in his country. He currently directs one of the leading private banks in Algeria.

Jean-François Nallet

After acting as technical director of the French association for adult education (AFPA) responsible for teaching, tools, resources and developing training and orientation systems, in 2005 Jean-François Nallet set up as a consultant.

Françoise Nicolas

Françoise Nicolas is a specialist in international economics and an associate lecturer at Paris-Est University. She has been a researcher at the French institute for international relations (Ifri) since 1990, prior to which she was a consultant for the OECD's Directorate for Financial and Enterprise Affairs (DAF) (1997-1999).

Nordine Ouabdesselam

Nordine Ouabdesselam is an international consultant in Dubai and has held positions as director of Airbus and other companies closely involved in the Mediterranean region (former vice-president of United Technologies Middle East / Africa, president of Janair).

Sadok Rabah

This director of a consultancy firm specializing in energy and support for foreign investment holds an engineering diploma from Ecole Polytechnique. He is a former Tunisian minister (1988-2004) and has also directed two major national companies: Steg (gas and electricity) and Etap (oil).

Jean-Louis Rastoin

Jean-Louis Rastoin is an agronomic engineer with a doctorate in economic science. He lectures on economics and business management at Montpellier Sup Agro, and is a founder director of the academic research unit Ciheam-Iamm/Cirad/ Inra/IRD/Montpellier Sup Agro.

Christian Reynaud

A statistical mathematics graduate from the University of Columbia (United States) and Sciences Po Paris, Christian Reynaud ran the studies and statistics department of the French ministry of transport (1982-1990), created and managed the economic and statistical transport observatory. From 1990 to 2001, he was director of the transport economics and sociology department at Inrets. In 2001, he created Nestear, which he currently directs.

Jean-Marc Sorel

A professor of law at Paris 1 Panthéon-Sorbonne University, Jean-Marc Sorel runs Cerdin, the biggest French research centre on international law (United Nations law, international litigation, the international law of economics and finance, philosophy and history of international law and foreign doctrine, etc.). He works as advisor and lawyer for several developing countries (Chad, Belize, etc.).

Marc Teyssier d'Orfeuil

This former Parisian councillor and director of development at the agency Influences (1992) founded Com'Publics in 1995 – a company specializing in lobbying and strategic consultancy. He was delegate general of the PPP club launched in 2005 to support the development of public-private partnerships in France, and in 2012 was appointed to work on the ministry for the economy's PPP support programme (MAPPP).

Jean-Claude Tourret

Jean-Claude Tourret is the managing director of the Institut de la Méditerranée, where he focuses on territorial studies and urban development in Mediterranean countries. He was the author of a report on urban services in the South of the Mediterranean to mark the tenth anniversary of the Barcelona Agreements (2005). He presides the scientific committee of the local and regional Mediterranean authorities forum.

Vincent Wallaert

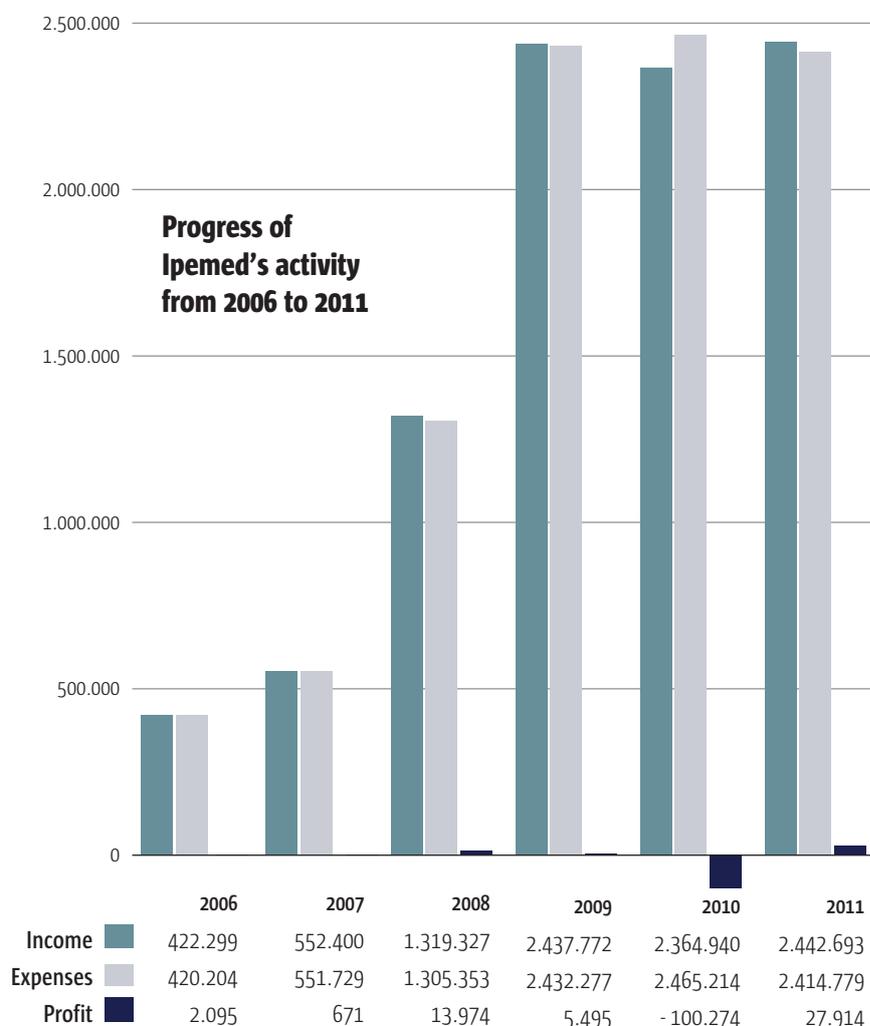
Currently project manager on Mediterranean cooperation at the Institut de la Méditerranée (Marseille), Vincent Wallaert has worked as a consultant on dialogue and participation on natural risks. He lectures on Mediterranean territorial economics at the Institute for public management and territorial governance at Aix-Marseille University.



Financial figures

Significant items

IPEMED IS AN ASSOCIATION under the French law of 1901, recognized as of general interest and independent from the state. Most of its funding comes from membership fees paid by its founder members, which are major French and Euro-Mediterranean companies. These members have committed to funding the institute for five years with an annual fee determined from their turnover and their eligibility to corporate tax exemption (article 238bis of the French tax code). Since its creation in 2006, Ipemed's activity has expanded in terms of the subjects covered, parties involved, events and audience. In the space of six years, its budget has grown from € 420,000 to € 2,440,000. The number of permanent staff tripled during the same period from five to fifteen.



Balance sheet progress 2006-2011

The balance sheet figures presented on the following page relate to the period 2006-2011 and show Ipemed's accounting progress from its creation in February 2006. They are taken from reports made by the tax company Monceau Finance, and certified by Ipemed's auditor, Moulay Hafidh Amazirh.

The receipts constituted by membership fees are accounted pro rata temporis of their date of reception during the financial period, which appears as deferred income in the liabilities. This allowed Ipemed to create a safety net to cover future investments.

Working capital is broadly positive over the period, illustrating a capacity to finance long-term employment. Working capital requirements remain negative during the same period, with activity generating a positive cash flow.



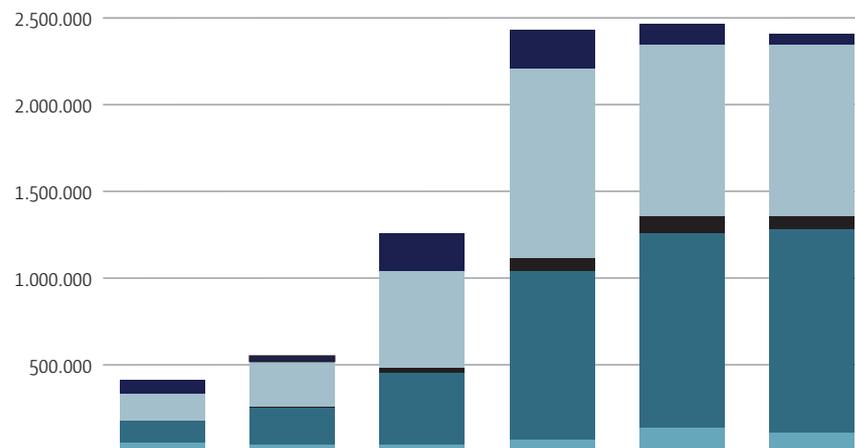
ASSETS (euros)	2006	2007	2008	2009	2010	2011
Fixed assets	7.646	6.450	18.137	25.967	18.729	43 008
Intangible fixed assets	-	-	1.933	5.200	3.626	8.790
Tangible fixed assets	4.046	2.850	11.969	15.458	7.923	- 30.323
Financial fixed assets	3.600	3.600	4.235	5.308	7.180	3.895
Current assets	162.606	373.641	1.445.821	1.560.461	1.614.561	1.836.698
Clients	290	64.750	5.259	42	-	-
Subsidies	-	-	-	-	-	-
Other receivables	-	-	1.098	210.000	132.756	14.524
Investment securities	134.901	284.174	1.184.420	1.250.785	1.277.427	1.605.315
Cash	27.353	24.651	205.015	81.476	163.104	206.876
Deferred expenses	62	66	50.029	18.157	40.694	9.983
TOTAL	170.252	380.091	1.463.958	1.586.428	1.633.290	1.879.706

LIABILITIES (euros)	2006	2007	2008	2009	2010	2011
Common equity	2.095	2.766	16.739	22.235	- 78.039	- 50.125
Association assets without right to recover possession	-	-	-	-	-	-
Reserves	-	2.095	2.765	16.739	22.235	-78.039
Retained earnings	-	-	-	-	-	-
Income	2.095	671	13.974	5.495	- 100.274	27.914
Other equity	-	-	-	-	-	-
Provisions	-	-	-	-	-	-
Debt	168.156	377.326	1.447.218	1.564.193	1.711.329	1.929.832
Loans and liabilities	-	-	-	-	-	592
Accounts payable	50.620	81.412	100.322	245.311	279.849	371.606
Taxes and social security liabilities	34.202	53.331	97.363	192.465	145.320	182.081
Other	-	-	-	-	1.579	970
Deferred income	83.334	242.583	1.249.533	1.126.417	1.284.581	1.374.583
TOTAL	170.252	380.091	1.463.958	1.586.428	1.633.290	1.879.706



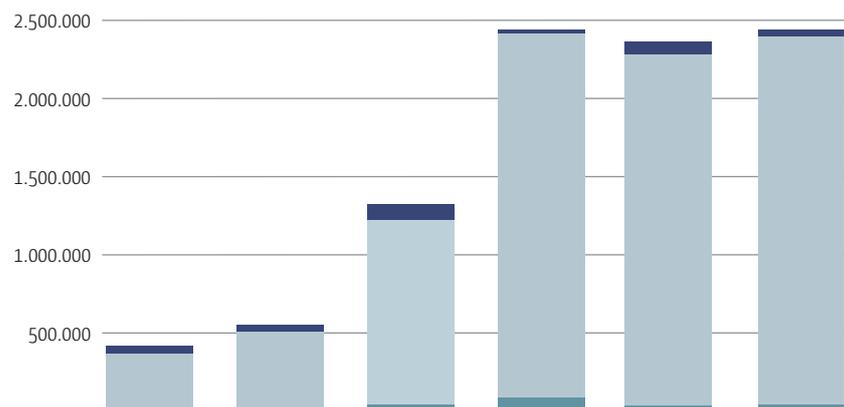
Progress of the main cost and income items during the period 2006-2011

Progress of different cost items since 2006



	Closing 2006	Closing 2007	Closing 2008	Closing 2009	Closing 2010	Closing 2011
Purchases	80.414	32.235	212.742	222.251	120 662	61 874
External services	151.455	256.738	558.163	1.089.304	990 913	984 249
Taxes	4.908	10.777	29.913	76 309	93 091	78 435
Staff expenditure	129.403	211.524	463.816	972 357	1 123 956	1 172 571
Other operating expenses, financial costs and depreciation on assets	54.024	40.454	40.718	72 056	136 593	117 650

Progress of different income items since 2006



	Closing 2006	Closing 2007	Closing 2008	Closing 2009	Closing 2010	Closing 2011
Operating subsidies	49.500	40.083	98.582	25.000	82.333	40.000
Membership fees	371.633	507.851	1.181.755	2.325.401	2.247.658	2.357.446
Other income	876	3.401	38.990	87.371	34.948	45.247



Main lines of action 2012-2017

FORTHCOMING WORK WILL pursue the twelve themes identified since 2007, focusing on five directions.

1st OBJECTIVE **Think to act**

Ipemed is not an academic institute. It exists in the general interest and aims to bring the two sides of the Mediterranean closer together using economics. Ipemed needs to succeed in influencing decision-makers who must themselves produce concrete action. Whether the issue is securing investments, food security or setting up medication in the South, Ipemed needs to be at the origin of concrete projects, laws and regulations, etc.

2nd OBJECTIVE

Disseminate to influence elites

And especially the new elites in the South. Ipemed has accumulated enough new ideas to start ensuring that they are widely disseminated. With its seminars bringing together elites from the North and South, Ipemed sets itself a theme-by-theme objective of disseminating and enriching new ideas that are likely to encourage shared development.

3rd OBJECTIVE

Internationalize the EMCC business leaders' movement

The Euro-Mediterranean Competitiveness Council's aim is to gather fifty business leaders from the North and fifty from the South keen to campaign on bringing the two sides of the Mediterranean closer and to express themselves in a single voice.

4nd OBJECTIVE

Regionalize by reinforcing decentralized cooperation and the presence of SME/SMIs in SEMCs.

Civil society is obviously in motion in countries in the South. Ipemed must therefore try to establish contact points. We think that this will involve decentralized cooperation of local authorities as well as SME/SMIs, which, when they are highly active as in Germany, can be the source of shared development, job creation and technology transfers.

5nd OBJECTIVE

Stabilize Ipemed and create a foundation

Ipemed needs long-term stability. Economic integration in the region is an ambitious, long-range target. The challenge is to ensure that Ipemed is durable enough to meet this ambition. This is the reason behind the creation of an Ipemed Foundation, which has been one of Ipemed's objectives since its creation.

This is an ambitious work programme, but a realistic one that has been chosen and adopted by all of Ipemed's governing bodies.



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