

IPEMED News



Jean-Louis Guigou Delegate General of IpeMED

In favour of decentralized cooperation

A recent IPEMED study revealed that French local authorities spend on average 20 million euro a year on activities related to international cooperation in the Mediterranean. A survey of local authority managers in the Maghreb underlined the key points. Managers in the South mentioned relationships of trust, cooperation on

a human scale, apprenticeship, openness, durability and independence vis-à-vis political powers. On the other hand, they pointed out insufficient funds, unfocused action, lack of professionalism and how supply from authorities in the North does not match expectations of authorities in the South.

What politicians in the South really want is progress in the governance of local authorities and job creation, yet French politicians tend to propose too many activities with no real local impact. Everyone, though, both South and North, is in favour of decentralized cooperation,

which reflects the dynamics of civil society, the mobilization of the diaspora, and French politicians' willingness to open southwards. Imagine the impact if the French President were to say: "I would like all French local authorities to cooperate with local authorities in the Maghreb. I would like to see French hospitals, colleges and universities cooperate with their counterparts in the Maghreb." In the space of a few years, the bonds of trust created would overcome numerous obstacles and accelerate the inevitable economic and political transition of countries in the Maghreb.

EDITORIAL



The Villa Méditerranée is a space devoted to the Mediterranean, and was opened in Marseille in the presence of Martin Schulz at the summit of the speakers of UfM parliaments

TWO-FOLD APPROACH This two-fold approach shows Martin Schulz's commitment to making the zone a priority for Europe, which is not currently the case, despite the many communications on support for the Arab uprisings. He considers that "the European Union is missing a historic opportunity". The pretext of crisis in countries in the North is regularly put forward to justify reducing resources, despite considerable needs in all areas. Mediterranean countries are frequently in the news because they are going through troubled times, but what did we expect? Pessimism is not the solution; these countries can still bounce back, just as an idealized image of revolutionary impetus needs to be tempered by reality. Let us Mediterranean countries work together for a common future and avoid falling into the trap of looking inwards and missing out on societies that have got back into gear.

Agnès Levallois

1. Starting from April 2013, Jordan has taken on the presidency of the UfM Parliamentary Assembly for one year.

Taking action

CREATE COOPERATION BASED ON INTER-DEPENDENCE: THAT WAS ONE OF THE CONCLUSIONS OF THE IPEMED REPORT ON EUROPE-MEDITERRANEAN-NORTH AFRICAN RELATIONS. YET ACHIEVING IT WILL INVOLVE CONCRETE MEASURES.

What can be done to give new impetus to relations between the two sides of the Mediterranean? This was the question asked by Martin Schulz, President of the European Parliament. To end his mandate as president of the Parliamentary Assembly of the Union for the Mediterranean¹, Mr Schulz did not only organize the first summit of speakers of UfM parliaments in Marseille, he also asked IPEMED's political steering committee to undertake a foresight study of European-Mediterranean-North

African relations. The report's conclusions were presented in Brussels to the PA-UfM. Members of parliament gave a very positive reception to the proposals, which involve cooperation based on respect and inter-dependence. In practice, the study reinitiates the UfM with a concrete approach, which will need to be supported by political volition. But parliamentarians' prime concern is to transform the propositions into action, and make them a reality for the people concerned. The revolutionary turning point that led to the demise of the "old regimes" has passed, as have the elections. It is time to manage the economy and society to avoid high tensions rising once again.



The president of the European Parliament, Martin Schulz, expressed his vision of the UfM and gave Ipemed an overview on the meeting of speakers of parliaments of UfM member states, which he organized for the first time on 6 and 7 April 2013.

Marseille, 6 April 2013.
Martin Schulz, at the
Summit of Speakers
of the UfM parliaments.

“The UfM will be reinitiated by parliamentary process”

Why did you organize this meeting and how would you sum it up?

Up until now, the UfM has been unfairly neglected by governments. As President of the European Parliament, right from the start of my mandate, I committed myself to the Mediterranean and reinitiating the UfM by parliamentary process. When I took on the role of president of the Parliamentary Assembly of the Union for the Mediterranean (PA-UfM) for one year, I decided to gather the presidents of parliaments from the forty-two countries that make up the UfM at a summit in Marseille on 6 and 7 April. We needed to give out a strong signal to show that citizens’ representatives are politically attached to the UfM

and, especially, equip it with the democratic legitimacy it was lacking.

To sum up the meeting, the main point is that for the first time we adopted a joint declaration calling on governments to honour their financial commitments and appealing for a strong parliamentary system, which we judge as crucial to the success of democratic transitions underway in the south.

You have presided the Parliamentary Assembly of the UfM for one year. What conclusions do you draw from the presidency and the process of the Union for the Mediterranean?

Most of my mandate focused on mobilizing PA-UfM commissions, in other

words the parliamentarians of this assembly, to provide political support to the projects set up by the UfM secretariat in Barcelona. The secretariat has some concrete projects in store and we think that, if UfM wants to remain credible, 2013 should be the year that they get under way. That’s the main message that the Assembly conveyed under my term of office.

What priorities need to be established to restart this process?

The EU is missing a historic opportunity. I’ve said it many times! In the South, societies are changing on the basis of values that we share. We’ve all heard these societies and young people

IPEMED'S POLITICAL STEERING COMMITTEE

Europe-Mediterranean-North Africa: ways towards efficient collaboration

● Martin Schulz asked Ipemed's political steering committee to produce a foresight note on Europe-Mediterranean-North African relations. The conclusions of this report were presented in Brussels on 11 April 2013, before the political commission of the Parliamentary Assembly of the Union for the Mediterranean (PA-UfM). Numerous parliamentarians, many of them from the South and East Mediterranean, attended the presentation made by Carmen Romero and Abderrahmane Hadj Nacer, co-chairmen of Ipemed's political steering committee. The report was praised for its quality. The analysis, concrete suggestions for collaboration, and detailed projects were appreciated for their appropriateness in helping to reinitiate the Union for the Mediterranean. The parliamentarians highlighted the need to link in the report's objectives with existing structures, in particular the UfM secretariat.

Martin Schulz and Tokia Saïfi, chairwoman of the PA-UfM's Political Committee, said that at a forthcoming meeting of the European Parliament delegation at the PA-UfM, the report should be followed up with a targeted presentation of some of the key projects, like the Conference for Solidarity and Cooperation in the Mediterranean, the Energy Community, and the Regional Development Bank.

KEY POINTS OF THE REPORT

The historic turning point marked by uprisings in the South coupled with weak economic momentum and identity surges in the North brings the challenge of renewing relations between the two sides. The authors' approach is based on four fundamental points: create joint constructions in close relationship with societies; accept the principle of setting up projects with variable geographical borders; re-establish



relationships based on genuine equality; and support a project-based Mediterranean. This will preferably involve a two-stage approach. Starting with concrete achievements, put together projects that societies can understand: make general security the keystone of a pact of trust; tackle together the issue of illicit intakes by ensuring that money from corruption or drug trafficking is traceable; establish the Euro-Mediterranean energy community; create a development bank for the region; take a serene approach to mobility; tackle environmental challenges, etc. In the longer term, build a common vision by equipping ourselves with the tools for dialogue through a permanent forum of Europe and Arab countries. This could be a Conference for Solidarity and Cooperation in the Mediterranean.

> Read the full report at www.ipemed.coop

Abderrahmane Hadj Nacer and Carmen Romero present their report.

The Ipemed's political steering committee is co-chaired by Carmen Romero, European member of parliament, and Abderrahmane Hadj Nacer, former governor of the Bank of Algeria. Comprising fifteen members from different backgrounds and Mediterranean countries, it helps bring Ipemed's think tank work to the attention of decision-makers. The committee meets once a year, providing an opportunity for members to debate on a topical subject that concerns Ipemed.

in particular demand dignity, freedom and democratic openness. And what are Brussels and the European capitals doing? Cutting down aid. This is not the way! Investment needs are considerable for infrastructure, education, energy and water. Countries in the North have expertise to share. If we want to, we can turn the Mediterranean into a zone of shared growth, both North and South.

Ipemed produced a report for you on re-founding Euro-Mediterranean relations. Which points did you find most interesting?

First let me thank those who wrote this highly useful report: co-chairman Abderrahmane Hadj Nacer and my dear colleague and also co-chairman, Carmen Romero López. The report sets out numerous innovating propositions to make the Euro-Mediterranean a major

region of global influence, which is an objective I care about. What struck me first was the need to rethink our partnerships on the basis of equality and solidarity. Then, as the report states, we need to fit these partnerships into a sustainable development approach, with concrete action on the field, via a "project-based approach", which is how the UfM works too.

It is clear that we can move forward very quickly in setting up a Euro-Mediterranean energy community. Contrary to popular thinking, the financial resources are there, even in the South, which is why this region would benefit from a development bank, similar to Eastern Europe at the time of its democratic transition. Finally, I share the new strategic vision for a common future.

Beyond the UfM, how should the Mediterranean fit into the EU's international policy?

We shouldn't just reason nationally and consider the Mediterranean as a frontier of insecurity. The Mediterranean remains a formidable laboratory of globalization in which the prosperous future of 800 million people's common destiny can be played out, if we want it to. Europe's place in the world will primarily be built on proximity and its interdependence with its neighbours. Only major integrated geo-economic blocks can create wealth, growth and trade. The conditions of this kind of development going from Europe to sub-Saharan Africa are well known. The priority objective of EU foreign policy should be making the Euro-Mediterranean one of the most dynamic regions in the world by 2030.

Interview by Agnès Levallois

Co-sourcing in the Mediterranean: a solution to the crisis?

On 6 December 2012, Ipemed partnered with *Jeune Afrique* and *La Tribune* to organize a major debate on the theme of co-sourcing. The debate gave numerous business leaders and institutional representatives an opportunity to share their experience and give concrete meaning to the concept of co-sourcing.



What is co-sourcing?

For **Jean-Louis Guigou**, the co-sourcing model is “both simple and complicated”, whereas “offshoring entails departure and closing, co-sourcing involves opening a complementary establishment without closing the initial one.” According to **El Mouhoub Mouhoud**, the notion of horizontal offshoring refers to companies that access markets through foreign direct investment. In the face of this strategy, compartmentalized markets in the Maghreb are not in a good position. Vertical offshoring involves breaking up the value chain into different locations. Various parts of the production process are relocated and the final product is brought back to Europe for consumption. This system corresponds to “off-shoring through sub-contracting”, which does not allow the South to move up the value chain and destroys jobs in the North. The co-production model implies a change in the nature of contracts and a long-term vision. Co-sourcing is a way of “charting out ways for better productive integration between the South and the EU” and sharing added value.

Tarik Sijilmassi, Chairman of the Board at Crédit Agricole Morocco, reckoned that these distinctions are essential because we need to move beyond using “outrageous semantics”, whereby “uncontrolled” offshoring is associated with “mercenary” firms and strategies. Countering this opinion, **Philippe de Fon-**

taine Vive, Vice-President of the European Investment Bank, was not “convinced by co-sourcing”. He considered that it would be “better to move towards co-production to avoid the offshoring debate, uncontrolled or otherwise.”

Co-production is essential for **Nassim Kerdjoudj**, Vice-President of the Algerian Business Leaders Forum, who made an appeal for a “productive economy” in Algeria, an idea also taken up by **Arnaud Montebourg**, French Minister for Industrial Renewal, who maintained that, “All countries want to produce. That doesn’t mean being obsessed with productivism. It’s mainly about sovereignty and freedom. A country that consumes goods manufactured by others loses its freedom, because its standard of living depends on the prices set by others [...] What is a coproduction pact? It means telling ourselves that if we are to produce and be free, we need to unite, because if we do it together we can be stronger.»

Fostering complementary North-South capacities

The crises affecting both sides of the Mediterranean can give rise to opportunities. Europe and SEMCs are at a historic point: while Europe needs to find levers for growth, SEMCs, and in particular the Maghreb countries, want to move away from a sub-contractor position to “play a part in these

knowledge services” (El Mouhoub Mouhoud), and take advantage of the “third industrial revolution, combining renewable energy with computerization” (**Jean-Louis Guigou**) for which SEMCs have genuine assets (**Charles Ifrah**). The complementary economic capacities of countries on both sides have been emphasized again and again.

Yet Rachid Sekak, Managing Director of HSBC Algeria, said that cooperation between the two sides of the Mediterranean was not so obvious, and compared the “Euromed dialogue” to The Myth of Sisyphus by Albert Camus.

Business leaders share their experience

Xavier Beulin, Chairman of the Sofiprotéol group, insisted on the acuteness of the food issue (more than agriculture) and highlighted the synergy and complementary capacities between Europe, the Mediterranean, and West Africa. **Youssef Rouissi**, Deputy Managing Director and Head of Global Corporate & Investment Banking at Attijariwafa Bank, described his experience of successful South-South co-sourcing. In the early 2000s, the group expanded its critical size on the Moroccan market. It sought new growth engines in sub-Saharan Africa, where it purchased 10 banks. The Group not only accompanies North African operators who want to set up in the South but, in an unprecedented step, it now accompanies



PHOTOS : THÉO BIRAMBEAU

Martin Schulz, Arnaud Montebourg and Radhi Meddeb.



European operators whose financial levers have shrunk because they can no longer turn to their traditional banks (which have moved out of the region). The Group therefore plays a “pivotal role in accelerating the movement for co-sourcing business from North to South.”

An example of North-South co-sourcing was described by **Youssef Chraïbi**, Director of Outsourcia, a Moroccan SME specializing in offshoring created in 2003 and recently set up in France. Co-sourcing works well in this case because it involves “being able to offer better expertise in the best location” to companies that associate offshore treatment with lower-quality service.

What are the conditions for success?

Discussing these new development models involves installing a relationship of trust between stakeholders on both sides of the Mediterranean.

Mohamed Fessi, Managing Partner of Grant Thornton Tunisie, made an appeal to politicians: “Will we be able to move towards this process if SEMCs don’t change their governance system?” **Denis Simmoneau**, Director of European and International relations at GDF Suez, insisted on respecting the rule of law, which he said was indispensable, and gave the counter-example of Egypt, which nevertheless has other conditions for successful co-sourcing. **Radhi Meddeb**

added “the security of people, institutional stability and the existence of clear, credible and consensual road map policies” to the list, before the “right to private property, the fight against corruption, etc.”.

In addition, for **Rachid Sekak**, “Without a common perspective, there will be no political volition.” Europe and SEMCs must “move away from a commercial export rationale and take on a production rationale.” **Pouria Amirshahi**, the French MP representing nationals living abroad, considered that a political project must accompany the regional integration movement through economics. He made an appeal for setting up an “economic and cultural passport for French-speakers, which could be Mediterranean,” and, along with **Elisabeth Guigou**, President of the Foreign Affairs Committee at the French National Assembly, called for the creation of a Mediterranean Erasmus.

What role for Europe?

For **Martin Schulz**, President of the European Parliament, “Cooperation in the Mediterranean is an opportunity for both sides, and we have a duty not to miss it”. He added that regional integration can only be understood through stronger cooperation between the EU and the countries of the Maghreb. In the opinion of **Mohamed Fessi**, Europe has a historical responsibility to countries in the southern Mediterranean. **Phi-**

lippe de Fontaine Vive asked the EU to review the way it devises European mandates. With a reminder of the role played by InfraMed, the only financial instrument that supports coproduction, he said that financial instruments needed development. According to **Élisabeth Guigou**, “The Arab Spring made Europe aware that it had been too slow to focus concrete action and funding on its neighbours in the South.”

From bilateral to regional

Europe has a major role to play in regional construction. **Martin Schulz** gave a reminder that “We need to move from a bilateral approach to a regional one”. The economist **Jean-Louis Levet** pointed to the transfer of power from the West to Asia and the dilemma that goes with it: “We either get watered down in the global economy or we try to cooperate.” For **Arnaud Montebourg**: “The Asian axis is rising. We can measure to what point the centre of gravity of production sites is moving away from Europe. North Africa has considerable potential but is either pillaged or abandoned, and doesn’t enjoy the relationship of cooperation that we could build.” **Jean-Louis Chaussade** added that, “The Mediterranean is the headway of Africa. Africa is the great continent of the 21st century. [...] After Asia, it’s Africa that we should be working with”.

Kelly Robin and Agnès Levallois

Read the full debate at www.ipemed.coop

ACCOUNT OF THE MEKNES SYMPOSIUM ON FOOD SECURITY IN THE MEDITERRANEAN

How can food security be effective in the Mediterranean?

Ipemed and Crédit Agricole Morocco organized a conference on food security in the Mediterranean as part of the international agriculture fair in Meknes.



Tariq Sijilmassi, chairman of Crédit Agricole Morocco, and Jean-Louis Guigou.



Jean-Louis Guigou, Delegate General of Ipemed.

The issue of food insecurity in the Mediterranean kicked off the debate, introduced by Miguel Angel Moratinos, former minister, and advisor to the Qatar National Food Security Programme. He set out the causes, which are both economic and structural, before moving on to the weak points and challenges: demographic growth, climate change, water supply difficulties, etc.

Jean-Louis Guigou, delegate general of Ipemed, blamed the withdrawal of states and the end of storage policies in the United States, Europe and Canada, and price volatility. As an example, a tonne of wheat cost 150 USD in 2010,

and is 300 USD today. For Lucien Bourgeois, economist, consultant and member of the agriculture academy of France, who chaired the event, “Control via markets and the end of regulation, in particular through storage, are at the root of volatile prices,” which are responsible for inflation of foodstuffs. Michel Petit, agronomy engineer (INAPG), associate professor at CIHEAM IAMM in Montpellier and former director of the World Bank’s agriculture and rural development department, brought up the question of yields. Underlining his irritation at the number of analyses criticizing excess productivism in the world, he pointed to the considerable progress made in the last fifty years, and insisted on rising demand prospects that will require a 70% increase in production by 2050.

Tariq Sijilmassi, chairman of Crédit Agricole Morocco, spoke of the need to create a Mediterranean label, in particular for olive oil, since Mediterranean countries are in competition with emerging economies. Like Miguel Angel Moratinos, he said he was keen to “defend a common heritage in the name of the Mediterranean diet”. Lastly, a call for political momentum to strengthen regional Euro-Mediterranean



Lucien Bourgeois, member of the agriculture academy of France.

cooperation came from Miguel Angel Moratinos. This should involve not just Europe and North Africa, he said, but also sub-Saharan Africa. He maintained that inter-dependence between Europe and the southern Mediterranean is essential when it comes to agriculture and food security.

Kelly Robin and Agnès Levallois

Les nouveaux modèles migratoires en Méditerranée

Hommes & Migrations, n°1300, novembre-décembre 2012



In the *Hommes & Migrations* journal's November-December 2012 issue – Nouveaux modèles migratoires en Méditerranée, No. 1300, Abdelkader Djeflat observes that “The issue of migration is always a stumbling block between governments on both sides of the Mediterranean, in particular in the Maghreb and French-speaking countries like France and Belgium.” The press review by Mustapha Harzoune, which comes up with “a load of nothing if anything at all” makes a clear case for giving meaning to the “new migration models in the Mediterranean”. The report, edited by Messamah Khelifa and Aïssa Kadri, goes further than a simple economic analysis of migration. It gives the floor to researchers with accounts and analyses from the field, focusing on the same objective: to make the new migration flows visible and intelligible by looking at their diversity and social and economic complexity. Readers marked by Michela Morroi’s earlier article

on the “treatment of asylum seekers in Italy” will be interested in the question of “rebuilding a sustainable migration model” on a regional scale. **K. R.**

Le Maghreb et son Sud: vers des liens renouvelés

EDITED BY MANSOURIA MOKHEFI AND ALAIN ANTI
CNRS éditions & Ifri, 2012



This publication focuses on current dynamics affecting both the Maghreb and sub-Saharan Africa. It straddles two Ifri programmes; one centres on the Maghreb and the Middle East and has been observing the Maghreb’s place in the world for several years; the other looks at the sub-Saharan Africa programme, with a particular focus on the African policies of the continent’s traditional and emerging partners. The work takes a close look at the issue of human relationships, exchanges and cooperation between the two zones. The book includes ideas championed by Ipemed: regional cooperation and Europe-Maghreb-Africa cooperation. Sub-Saharan immigration in the Maghreb is a social issue in all Maghreb

countries. One striking observation is that following the failure of the Arab Maghreb Union, countries that individually struggle to wield weight in the Mediterranean and Arab arena view the southern Sahara as a strategic area in which they can play out their influence.

A. L.

Que devient la sécurité euro-méditerranéenne avec les révolutions arabes?

PASCAL CHAIGNEAU, PIERRE PASCALLON (ED.)
L’Harmattan, 2013



This collective work edited by Pascal Chaigneau and Pierre Pascallon is based on a June 2012 symposium that focused on how the Arab uprisings affect the Euro-Mediterranean area, seven years after the publication of *La politique de sécurité autour de la Méditerranée, lac de paix*. Taking a close look at the Arab Spring that goes beyond a journalistic approach, it offers a cross-cutting vision of the changes under way with thematic and regional reports. Pierre Pascallon’s bibliography illustrates the pedagogical target of this new book and its still very topical analysis. **K. R.**

REVUE

«Gibraltar. Un pont entre deux mondes»

No.1, first semester 2013, 176 pages
www.gibraltar-revue.com



● A “carefully crafted breath of fresh air,” is how founding director Santiago Mendieta describes the smart new bi-annual magazine with a human slant, *Gibraltar*. Isaac Newton’s observation “Men build too many walls and not

enough bridges” looms large in a set of articles that examine, confront, link and put back to back societies from both sides of the Mediterranean. Curious and demanding readers who enjoy strong images and good writing will cross a bridge

between two worlds: *Gibraltar* succeeds in its promise to provide reading matter for “seeing, revealing, awakening, moving and entertaining” and is particularly good at digging out the difficult subjects, stories, ideas, images and people that embody the Mediterranean. The series of photos by Olivier Jobard that introduces the special report on “Migrants, Europe and life” sets the tone. The periodical, which is something between a book and a magazine and

shares the spirit of XXI magazine for its mix of styles (reports, accounts, stories, cartoons, watercolours, etc.), is also advertisement-free. Be warned that a read of *Gibraltar* is not for the faint-hearted. As its editorial clearly states, it “Looks at real people not celebrities, digs deep instead of skimming the surface, and goes for length not brevity.” Take the time, it’s well worth the risk.

Kelly Robin and
Véronique Stéphan

BYBLOS BANK

“We should encourage private-public partnerships in Lebanon”



Fouad N. Trad joined Byblos Bank in 2008 after 21 years with Indosuez Bank/ Crédit Agricole in Paris, Beirut and Bahrain.

Can you tell us a bit about the Byblos group and its international strategy?

The Byblos group was founded in Lebanon in 1963 and rapidly became one of the top ten Lebanese banks. Byblos is a universal bank that pioneered retail banking in Lebanon, where it now ranks third, with over twenty branches in its homeland and a presence in eleven countries. Its acquisitions and internal growth have seen it expand rapidly, and the bank's shares are listed on the Beirut and London stock exchanges.

From 1976, Byblos Bank began opening branches in Europe, starting with Brussels, then Paris and London. For the last ten years, it has been opting to open up in certain Arab, African and European countries to support its clientele and diversify its income.

On the fringes of Ipemed's political steering committee meeting, a dinner was organized to gather members of the committee, Ipemed founding members and personalities and journalists interested in the future of inter-Mediterranean relations. We met up with Fouad N. Trad, chairman of the board at Byblos Bank Europe since 2009.

What role do Mediterranean countries play in the bank's activities and do you have a strategy for Africa?

The bank started up in the (Phoenician) coastal town of Byblos and has always been interested in the countries around the Mare Nostrum. We haven't had a strategy of setting up around the Mediterranean, but we are active in trade finance with the Maghreb, Libya and Egypt, present in Syria and France, and work closely with our retail customers in Spain, Portugal, Italy, Malta and Greece.

In Africa, we have branches in Sudan and DRC, with a representative agency in Nigeria. We work in trade finance in many other African countries and correspond with some local banks. The active diaspora in several African countries means that we can accompany Lebanese entrepreneurs and importers to the full.

Do the current tensions in southern Mediterranean countries affect your activity?

Following the upset brought about by the Arab Spring, we have had to act cautiously vis-à-vis some countries in the southern Mediterranean, but we have

never questioned our commitment to pursuing partnerships with our clients and correspondents. The aftershocks in other countries, like Syria, have obliged us to scale down our local activities and increase vigilance when carrying out operations.

What are the advantages of your membership in Ipemed and what is the nature of your relationship with this think tank?

For us, Ipemed is a forum for meeting and dialogue that also plays a lobbying role. One of the things we appreciate is its driving action in promoting PPP funding (public-private partnerships), for which a law is under preparation in Lebanon. Seminars have taken place in Beirut and Paris on this theme.

They provided an opportunity to share experiences and aspirations on the future of PPPs in Lebanon and crucial encouragement to stimulate PPPs for infrastructure projects.

In the increasingly complicated East, Ipemed sheds light on the political and economic debates running through our region, and especially gives perspective to our common future.

Interview by Agnès Levallois



IPEMED

· INSTITUT DE PROSPECTIVE ÉCONOMIQUE DU MONDE MÉDITERRANÉEN ·

SEMI-MONTHLY NEWSLETTER OF THE ECONOMIC FORESIGHT INSTITUTE FOR THE MEDITERRANEAN REGION, AN ASSOCIATION WHOSE MISSION IS TO BRING THE TWO SIDES OF THE MEDITERRANEAN CLOSER USING ECONOMICS

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