PEMED ACTIVITY REPORT 2006 - 2016



FROM A MARGINAL TO A CENTRAL MEDITERRANEAN

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SUMMRY

10 YEARS AT THE SERVICE



Creation of IPEMED

2006



Official launching of IPEMED at the Ministry of Foreign Affairs

2007



IPEMED present at the Paris Summit for the Mediterranean





2009

Launching of the "Mediterranean 2030" foresight consortium

Second plenary meeting of the 2IM Initiative for investment in the Mediterranean in Rabat FEBRUARY 2010





Annual Forum "Les Entretiens de la Méditerranée", in partnership with the IACE in Tunis

2010



2011

Launching of a series of workshops for the implementation of a Euro-Mediterranean Energy Community

OF REGIONAL INTEGRATION

FEBRUARY 2016



IPEMED's 10th anniversary: launching of the project of international foundation La Verticale

2015

Participation to the COP21 in Paris: organisation of several events





2015

PSC annual meeting: response to the consultation of the European Commission on the ENP

Launching of the Mediterranean Coproduction Observatory during the Annual Forum held in Sousse

2014





FEBRUARY 2014

At the International Agriculture Show 2014, IPEMED promoted family farming in the Mediterranean

2013

Launching of the "Health 5+5 Dialogue" dynamic at the UfM



2012

Mediterranean breakfast meeting on the issue of the carbon constraint. It is one of the five breakfasts organised in 2012



A WORD FROM THE FOUNDERS





EAN-LOUIS GUIGOU counder and president since 2016

TEN YEARS BUILDING THE MEDITERRANEAN WORLD OF TOMORROW

ver the past twenty years, the relations between the Mediterranean and Europe have gone through many phases. In 1995, the signing of the Barcelona Agreement brought hope for many defenders of this alliance. In 2004, the weakness of this process, combined with the entry of CEECs in the European Union, led the European Commission to launch a European Neighbourhood Policy. For the first time, Europe adopted a strategic vision towards its neighbours. In 2008, the project of a Union for the Mediterranean was a wonderful initiative that triggered much hope.

In addition to these institutional initiatives, the Mediterranean World Economic Foresight Institute (IPEMED), created in 2006, was regarded as an alternative solution offering a unique approach: encouraging the rapprochement of both shores of the Mediterranean, mostly via the economy.

IPEMED was founded ten years ago as a reflection and action tool at the service of the actors contributing to the rapprochement of both shores of the Mediterranean - Northern and southern company managers, public authorities and scientific community. Three principles guide our action: foresight, general interest and the capital that is already at work.

First of all, we made the choice of foresight. We resolutely favoured a long-term approach and the analysis of strong heavy trends to build the future as, according to Fernand Braudel "One cannot predict the future, but one can prepare for it". This is one of our strengths and specificities. At the heart of our approach lie the regionalisation of the global economy and the implementation of "crescents".

IPEMED also wished to defend the general interest, to offer a deep regional integration answering the needs of Southern populations, bringing sustainable inclusive growth and fostering employment.

This choice led us to combine intelligence. To gather people rather than divide them.

Finally, we chose to work closer to companies and analyse the industrial strategies they implement in the region. Our objective is to support the new "winwin" partnership dynamic that is currently developing. It is coproduction. Coproduction is the result of a heavy trend identified by IPEMED: compacting of value chains, sharing of added value and technology transfer.

Thanks to these strategic choices, we developed an efficient Institute, IPEMED, and a network of trust and skills. Over the last ten years, IPEMED has mobilised several hundreds of experts, industrials and politicians from both shores of the Mediterranean, sharing the same desire to build a common future and foster a more integrated Euro-Mediterranean region. We have taken in intelligence and passion, and we keep doing so.

Our think tank also generated new ideas. Administrations and companies acknowledged our studies.

With the all-out globalisation, the Mediterranean found itself in a marginal neighbourhood position, especially regarding the European Union. It is progressively becoming again an exchange hub between Europe, Africa and Asia. This is Braudel's vision of the "Global Mediterranean". The Mediterranean also lies at the heart of the project La Verticale. The future lies in the Africa-Mediterranean-Europe vertical economic development, revolving around a central Mediterranean.

Henceforth, our Institute carries a project that is no longer a utopia. We must build this great 21st century region by supporting IPEMED and the foundation La Verticale.

MIGUEL ANGEL MORATINOS President of the Political Steering Committee





A WORD FROM THE PRESIDENTS

IPEMED AN ORIGINAL AND USEFUL ACTOR AT THE SERVICE OF THE MEDITERRANEAN

he Mediterranean region is currently going through deep transformations. With its riches, history and complexity, this space needs - to-day more than ever - a clear and shared vision as well as practical meaningful actions fostering prosperity for both shores of the Mediterranean.

IPEMED has been working in this direction for ten years already. All the works carried out since its creation contribute to shape this shared vision of a common future. IPEMED offered practical innovative common propositions on many issues, in the interest of both shores of the Mediterranean, such as: Méditerrannée 2030 and the convergence scenario, coproduction, industry implementation, Mediterranean Energy Community, Mediterranean Water Agency, but also implementation of innovative funding to favour access to water and sanitation or support of the Social and Solidarity Economy.

The originality of IPEMED comes, on the one hand, from its method, structured around three approaches - prospective, that is to say long-term approach, capital logic and general interest, and, on the other, from its capacity to combine its reflections with political, corporate and research actors.

This trilogy is also reflected on its governance as it relies on three bodies: Political Steering Committee, Supervisory Board and Scientific Committee. All three bodies are highly involved in the Institute's actions.

Since its creation, the Political Steering Committee intended to shed light on the Institute's reflection on more political issues and to promote ideas on the international political arena. More particularly, the PSC made appeals in view of a "right to the rule of law"; it looked into shared values in the Mediterranean and,

following the Arab Springs, started a long reflection on the challenges linked to the current transitions and on the new North-South partnership to implement. In this regard, Mr Schultz, the President of the European Parliament, entrusted the PSC with a mission on the future of Euro-Mediterranean relations. The PSC also took part in the European Commission consultation on the future of the ENP.

As for the Supervisory Board, it speaks on behalf of companies, the founding members of the Institute. IPEMED considers that companies, via their capacity to take risks and create value, can lead the Mediterranean world of tomorrow. The capital is already at work. It lies at the heart of this new North-South partnership based on coproduction. It is therefore important that the Supervisory Board is actively involved in order to support IPEMED's internationalisation action by mobilising Northern and Southern companies and to take part in the Institute's reflection by bringing tangible elements to the debate.

By combining economic, political and scientific actors, IPEMED strengthens its capacity to be a "think and act tank". It carries out relevant analyses and offers practical recommendations in favour of economic integration in the Mediterranean. Besides, the result of this original approach has been quite successful. The Institute managed to build a network of trust and skills with passionate actors, involved in the construction of a common future and in the promotion of new ideas based on a shared diagnosis.

After ten years of commitment towards prosperity and peace in the Mediterranean, IPEMED offers a new vision of collaborating with the South. La Verticale Africa-Mediterranean-Europe could be the new chapter of our Institute's history.

DEEPLY INTEGRATING THE EUROMED REGION: THE 2006-2016 PROJECT

► ACCELERATING THE CONSTRUCTION OF THE GREAT EURO-MEDITERRANEAN REGION IS POSSIBLE

Since its creation ten years ago, IPEMED has been promoting a "deep" regional integration of both shores of the Mediterranean via the economy.

Although it is a region in the making, the Euro-Mediterranean basin is undergoing multiple crises that do not favour such a rapprochement. However, we can distinguish three heavy trends.

The regionalisation of the global economy. Following the supremacy of quick all-out globalisation (1908-2008), great blocks are now emerging (ASEAN, NAFTA) in which industrials take advantage of geographic proximity (favouring short distribution channels) and complementarity (of resources and produced goods and services) to generate productivity gains. In some SEMCs, the capital is already at work. It implements coproduction dynamics in close geographic zones with different development levels.

Common challenges requiring collective action. In the Mediterranean, these challenges are numerous and they require common efforts and strengthened cooperations: job creation, climate change, supply and investment security, migrations, insecurity, etc. No country can solve these issues on its own.

Convergence of values, which is mirrored in the confluence of fertility rate and literacy rate in adults, but also in the emergence of "collective preferences" shared between the region's countries.

These heavy trends lie at the heart of the **Euro-Mediterranean convergence scenario** imagined by IPEMED. This scenario involves the implementation of coproduction, a geographical redistribution of the manufacturing sector, the sharing of added value, a convergence of standards, technology transfers and the implementation of industries in structuring sectors.

Political and professional circles increasingly agree with these recommendations.

LEVERS OF ECONOMIC INTEGRATION: THE MEDITERRANEAN IN MOTION

From the very beginning, IPEMED chose to focus on a limited number of high-potential structuring sectors (water, energy, investment, etc.). The Arab Springs highlighted other sectors, favouring wealth and job creation, such as health, digital industry and SSE.

After ten years of reflection, debates and discussions, we established a shared diagnosis and reached tangible propositions.



Along with key prospective actors, IPEMED developed a common vision of the future of the Mediterranean and promoted, as possible, the scenario of the Mediterranean convergence, supporting coproduction dynamics, already at work, as well as the implementation of industries.

CONVERGENCE THROUGH OPRODUCTION

It is about favouring regional integration contributing to the development of a fairer and more sustainable economy via coproduction dynamics. Therefore, IPEMED implemented the Mediterranean Coproduction Observatory, under the form of a network.



ENERGY, THE NECESSITY TO LOOK AHEAD

Our think tank is working on the definition of a new energy partnership based on a Mediterranean Energy Community (MEC) that will enable the Mediterranean basin to take up the climate change challenge while fostering the development of new industrial sectors.



SECURING ACCESS TO WATER AND SANITATION

The challenge is to face the structural water stress situation of SEMCs and to secure access to water and sanitation by proposing regional regulations with the help of a Mediterranean Water Agency. Innovative funding mechanisms must also be implemented on recreational boating and goods shipping.



FOOD SAFETY, A PRIORITY IN SEMCs

Agriculture is another key sector, for which IPEMED recommends the implementation of a "Mediterranean CAP" including geographic indications, the organisation of territorialised agro-food industries, the implementation of supply contracts in the medium term and the increase of local production in order to ensure food safety for populations.



INVESTMENT SECURITY

According to our think tank, in order to ensure capital mobility and secure long-term investments in the Mediterranean, it is necessary to promote guarantee tools as well as project funding devices, especially for infrastructure projects, and to implement a harmonious regulatory framework for PPP in the region.



It is about promoting an institutional, legal and financial framework, easy to apply, to boost SSE and meet the needs of Southern populations.



A GREATER ECONOMIC MOBILITY

The aim is to favour mobility by shifting from an administrative logic of migration towards an economic logic of mobility, by securing migrants' professional journeys and highlighting the role of diasporas.



HEALTH, A NEW SHARED ISSUE

IPEMED intends to strengthen cooperation in the health sector, hence our initiative to implement a 5+5 Dialogue of the Western Mediterranean and to encourage the convergence of pharmaceutical markets in North Africa.



WHAT EUROMED POLICY FOR THE DIGITAL SECTOR?

In order to support the transformation of the digital and collaborative economy, our think tank recommends to shift from digital consumption towards the production of high-added-value content and activities, especially in the South.



AN INTEGRATED TRANSPORT SYSTEM

Our Institute is trying to release the potential of railway transport, the backbone of Euro-Mediterranean integration.

FROM A MARGINAL TO A CENTRAL POSITION OF THE MEDITERRANEAN : LA VERTICALE

Today, a new international context is shaping up. It is characterised by two dynamics.

The behavioural change of some key actors such as the EU, with the new ENP, SEMCs diversifying their economic partnerships and companies establishing themselves in Sub-Saharan Africa.

The rise of regionalisation, with the compaction of value chains on a limited number of sites, located near one another but in different geographical spaces.

Therefore, the Euro-Mediterranean region is necessary but it is no longer sufficient. It must be broadened to Sub-Saharan Africa. From a marginal region, the Mediterranean must become central again. Hence the interest of developing new cooperations in the South in order to bring out a great global region Africa-Mediterranean-Europe (AME).

In this regard, IPEMED decided to get involved in the project of international Foundation La Verticale (AME).



Since its creation, we have been supporting the action carried out by IPEMED to create a significant region in our globalised world.

During my mandate as President of IPEMED Supervisory Board, I appreciated and encouraged the prospective approach and the long-term thematic studies carried out by the Institute, especially in the cross-cutting priority of strategic, economic, environmental exchanges, the objective of which is to end each report by practical and updated propositions.

As company managers had the same objectives of development and exchanges in the Mediterranean, IPEMED was able to speak with one voice and develop, along with political leaders and regional and international institutions, operational recommendations of the main development issues in the Euro-Mediterranean region.

For over one hundred years, SUEZ supported and took part in developments and crucial planning in the Mediterranean regions and metropolis and on the three continents around. For our Group, water and circular economy are a resource we must protect and develop via infrastructures in order to preserve life and the economic, social, environmental and cultural well-being of this great region.

Today, IPEMED is strengthening, with its Foundation La Verticale, led by Jean-Louis Guigou and his team. This project is about broadening a work perimeter, with the Mediterranean as an epicentre, including Europe, the Middle East and Africa. It is a visionary evolution and a major challenge for our societies. We support this approach as it answers the needs of the regionalisation of the economy in an environment that must be protected and which gives Mediterranean countries a central role in the development and preservation of our planet.

Happy anniversary"

Jean Louis Chaussade
Executive Director General
CEO of Suez Group
Founding member



IDEAS TO TAKE ACTION PEMED

MAKING A DEEP EURO-MEDITERRANEAN INTEGRATION POSSIBLE



K. Dervis, C. Jolly, JL. Guigou, 2010

A REGION IN THE MAKING WITH A COMMON FUTURE: THE EURO-MEDITERRANEAN CONVERGENCE

The Mediterranean is an unstable region in the making, undergoing multiple crises. This region also features resources and skills, its own history and culture, and it boasts all the necessary assets to become a significant region in our globalised world. It can take advantage of obvious complementarities among Mediterranean countries (collective preferences, demography, natural resources, produced goods and services). It can also find cooperation opportunities when common challenges require a collective answer (improvement of productivity gains, job creation, fight against and adaptation to climate change, supply and investment security, migrations, etc.). To do so, the only viable scenario is the 2030 Euro-Mediterranean convergence imagined by IPEMED, in collaboration with Euromediterranean organisations and Mediterranean public

and private prospective institutes.

This convergence scenario can be driven either by Europe or by a new Southern economic dynamic. The latter could result in a rapprochement with European economies, or in a relative separation between a more integrated Southern shore and the EU. This scenario, unlikely at the end of 2010, gained credibility after the Arab revolutions.

STANDARD CONVERGENCE, COPRODUCTION, INDUSTRIES: THE LEVERS OF INTEGRATION

A Euro-Mediterranean convergence paired up with a stronger growth favouring job creation may be considered, but only if all countries share a voluntarist political action. This requires a geographic redistribution of production and the sharing of added value (coproduction dynamic), the development of complementarities and the implementation of industries in order to reinforce competitiveness in the region. It is also necessary to redistribute wealth, to

standardise norms and to implement the four freedoms of the EU (movement of goods, capitals, services and people).

KEY ELEMENTS OF TURKISH TRANSFORMATION: ATTRACTING PRIVATE SECTOR AND COMBINING ECONOMIC AND POLITICAL REFORMS

Integration requires the implementation of reforms in the South. Can the Turkish transformation process serve as an example for SEMCs? With the implementation of a customs union and within the process of accession to the EU, Turkey engaged in a series of reforms (commercial and economic policies, public administration, judicial system, Copenhagen criteria, etc.) that transformed the country and favoured growth.

SEMCs, and especially Tunisia and

"Mediterranean 2030" Consortium, 2009



Morocco where the process has already started, can draw a few lessons, among which:

- the importance of the private sector as a strong driving force of the process;
- economic and political reforms must go hand in hand;
- the reforms to establish quality standards, export high-quality products and develop efficient industries cannot be separated from reforms to institute macro-economic stability;
- supranational regulations are a strong but limited motivation. The country must understand the need for reforms;
- the reinstatement of the rule of law is crucial.

A NEW EUROPEAN VISION: EVOLUTION OF THE ENP

It is also necessary for the Northern shore to change its approach. The EU understood this and reshaped its neighbourhood policy. IPEMED recently took part in the consultation on the ENP and proposed new dedicated devices (a think tank, a bank, coproduction) as well as a new contractual method ensuring a balance among partners (co-development contracts).



Construire la Méditerranée

« Méditerranée 2030, panorama et enjeux géostratégiques, humaines et économiques » April 2009



Méditerranée 2030

MAIN PUBLICATIONS

Construire la Méditerranée

"Tomorrow the Mediterranea, scenarios and projections for 2030" November 2011



Construire la Méditerranée

"Turkey and the benefits of supranational regulations"
April 2013

ASSOCIATE EXPERTS



Gül Ertan Özgüzer



Cécile Jolly

KEY FIGURES



38 VIDEOS



ORGANISATIONS INVOLVED FROM 15 COUNTRIES



CONVERGENCE THROUGH COPRODUCTION



Presentation of the report « Convergence », 2009

After a period of frantic globalisation, the global economy is undergoing a regionalisation process. IPEMED highlights the Regional Cooperation Agreements (RCA). They were less than 10 in 1990, 350 in 2012, and, in 2015, the WTO counted 650 of them, which shows that nations and companies now favour proximity and complementarity.

COMPANIES ARE LOOKING FOR NEW SOURCES OF GROWTH

Global growth should offer new opportunities to European companies by relying on their comparative advantages in terms of innovation and quality. However, they do not seem to succeed in global competition. They have difficulties in increasing their performances, which has consequences on national economies, characterised by low growth, high unemployment and de-industrialisation.

In the South, the industrialisation process driving development did not accelerate. Most countries neglect the stakes of industrial development. Yet, to answer the endemic unemployment rate, they must

engage quickly in their economic and social transition.

BOOSTING ECONOMIC INTEGRATION WITH NEW SOURCES OF GROWTH

Following the example of Japan with the Dragons and Tigers, of Germany with Central and Eastern European Countries, of the United States with Mexico (maquilado-

ras) and of China with South East Euro-Mediterranean Asia, could, countries by combining their resources, get organised to generate profits for the entire region. Companies could strengthen their positions on their markets and expand beyond their traditional spheres of influence, especially towards Sub-Saharan Africa.

Aware of this potential, IPEMED focuses its works on promising growth sectors (energy, water, agriculture, etc.) while carrying out crosscutting works (investment security, PPP, economic mobility) in order to overcome the obstacles to the development of productive partnerships among Euro-Mediterranean companies.

A NEW MODEL OF WIN-WIN ECONOMIC PARTNERSHIP BETWEEN THE TWO SHORES

Since its 2009 Convergence report, IPEMED observed the emergence of new investment dynamics. While

M. Schultz, A. Montebourg, R. Meddeb, 2012



the European productive system is increasingly expanding towards SEMCs, Mediterranean companies are increasingly willing to invest in the North and in the South.

This new paradigm is setting up by relying on the main assets of SEMCs, which is a young and skilled workforce, the presence of industrial partners well established on their respective markets, a strong infrastructure basis that keeps modernising, access to emerging markets and political regimes in transition that must focus on strengthening their economies. From then on, it



J. Ayed, F. Gouyette, Z. Ladhari, J. Belhaj, JL. Guigou, 2016

is no longer about keeping high-added-value activities in the North and relocating activities requiring a cheap and numerous workforce in the South. It is about combining the southern skilled workforce, cheaper than the northern one, with high added-value activities. It is not about replacing skilled jobs in the North by skilled jobs in the South either; it is about integrating partners or localised activities in the South as part of a common growth project on the European and African markets.

AN OBSERVATORY TO ANALYSE AND SUPPORT THE DEVELOPMENT OF THIS NEW MODEL

Aware of the knowledge gap, IPEMED decided to launch a Mediterranean Coproduction Observatory in order to analyse SEMC's industrial strategies as well as the investments conducted by Northern and Southern companies. The aim of this Observatory is to show, via scientific studies, that coproduction is the way forward.

MAIN PUBLICATIONS

Construire la Méditerranée

« Convergence en Méditerranée » September 2010



IPEMED

« Clusters au Maghreb : Vers un modèle de cluster maghrébin spécifique » September 2014



Observatoire de la coproduction en Méditerranée

"Investment dynamic in Mediterranean countries: macro-economic situation"
June 2015

ASSOCIATE EXPERTS



Martin Fleury



Jean-Philippe Payet

KEY FIGURES



30 MEDIA APPEARANCES



MORE THAN 800 ACTORS INVOLVED OVER 8 SPECIFIC EVENTS



A REGIONAL ENERGY PARTNERSHIP AROUND A MEDITERRANEAN ENERGY COMMUNITY



A. Bayot, JL. Guigou, K. Robin, F. Dubessy, B. Valero, 2015

THE NECESSITY TO ANTICIPATE CLIMATE CHANGE IN THE MEDITERRANEAN

As early as 2009, IPEMED highlighted that anticipating and managing climate change impacts are common issues for Mediterranean countries, thus emphasising the complementarity between shores and encouraging an urgent and collective action at the regional scale. The study carried out by Stéphane Hallegatte, Samuel Somot and Hypatie Nassopoulos and based on the IPCC report shows that the Mediterranean basin will be a "hot spot" of climate change because of its vulnerability to the consequences of an average rise in temperatures by 2100. The risks induced by climate change will be even higher since the South of the Mediterranean is already facing a certain number of structural issues based on the current economic situation, such as water shortage, basic food products shortage, uncontrolled urban sprawl along coasts, increase in energy demand, etc. This situation raises the issue of fighting against but also

adapting to climate change, applying the principles of proximity, solidarity and co-responsibility in the region, while until now Northern and Southern Mediterranean countries were not subject to the same "carbon constraint".

THE OPPORTUNITY TO DEVELOP A COMMON ENERGY STRATEGY

IPEMED promotes an integrated approach, based on a global strengthened cooperation between both shores of the Mediterranean. On its energy works the Institute insists on the need for a concerted energy transition in the region and on the opportunities it would bring. Aware of the interdependence and of the energy complementarity binding all Mediterranean countries, IPEMED was in favour, as soon as 2010, of "making of energy the first Euro-Mediterranean mon policy". The goal of the study "Towards a Euro-Mediterranean Energy Community", published in 2013, is to show that the implementation of a regional partnership in the energy sector will drive growth in all Mediterranean countries and bring about innovative strategies, favouring the development of new industrial sectors, and thus creating employment. In other words, it was about defining and promoting a new regional energy partnership, which is not restricted to import and export, but which answers the energy security issues of the region's countries and their common wish for sustainable economic development.

ENERGY AS A LEVER OF EURO-MEDITERRANEAN COOPERATION

For IPEMED, like for most companies consulted between June and October 2013, the implementation of this new partnership requires, among others, the management of a common strategy, a convergence of standards, the reinforcement of interconnections, the development of new industrial cooperations in the energy sector via coproduction, increased partnerships among industrials, universities and research centres, but also the joint develop-

J. Ould Aoudia, JL. Rastoin, 2015



ment of energy efficiency policies, new large-scale energy production lines, especially renewable energies, etc.

The 21st Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21), in Paris, and the next COP22 in Morocco, can highlight the vision carried by IPEMED since its creation. Climate can and must foster a greater cooperation between Europe, the Mediterranean... and Africa.

EEnergy production and supplies in the Mediterranean release a lot of carbon. They are the main source of greenhouse gas emissions. The energy needs of SEMCs are increasing, which requires a prospective vision in order to install new electric infrastructures, via the development of renewable energies. For ten years, IPEMED has been following these evolutions and encouraging the creation of a Mediterranean **Energy Community. Going South** will enable to build on existing works to find future-oriented solutions for Africa.

Louis Boisgibault

Professor and Researcher Sorbonne Universités, Paris Sorbonne, ENEC Associate expert



MAIN PUBLICATIONS IPEMED

Construire la Méditerranée

« Région méditerranéenne et changement climatique : une nécessaire anticipation » November 2009



Palimpsestes, n°6

« La contrainte carbone dans la région euroméditerranéenne » June 2011



Construire la Méditerranée "Towards a Euro-Mediterranean Energy May 2013

ASSOCIATE EXPERTS







Mourad Preure

KEY FIGURES



VIDÉOS



1.000 ACTORS INVOLVED

IN 25 EVENTS AMONG WHICH THE COP21



ADDRESSING THE WATER CHALLENGE VIA A MEDITERRANEAN WATER AGENCY



F. Comair, E. Orsenna, H. Lainé, 2008

ENSURING ACCESS TO WATER AND SANITATION

In the Mediterranean, water is an endangered collective resource since the region hosts nearly 60% of the world's population who does not have much access to water, that is to say having access to 1,000m3 of water/inhabitant/year. SEMCs, characterised by a structural water stress situation, face increasing anthropogenic pressure. Water demand in these countries currently amounts to 300km³/year and should increase by 20% by 2025, many challenges must therefore be taken up: better access to drinking water and its quality, better efficiency in water uses, sewage (domestic and industrial) water collection and treatment, fight against diffuse pollution (80% of marine pollutions come from land pollution), adapting water resources management to climate change impacts, etc. These challenges, as well as the geographical characteristics of the region, gathering countries facing the same issues within a basin, call for an increased cooperation between all the concerned States and actors. Therefore, the reflections initiated by IPEMED in 2009 show the necessity of an integrated management of water demand and resources, and of a more efficient and comprehensive water governance in the Mediterranean.

TOOLS AT THE SERVICE OF A RENEWED GOVERNANCE

IPEMED recommends regional collaboration and regulation tools in order to ensure the right to the water and sanitation in the Mediterranean:

implementation of innovative funding mechanisms, or "solidarity micro-taxes", in order to bridge the funding gap identified in the water and sanitation sectors and to guarantee Mediterranean populations access to improved water sources, sanitary facilities and hygiene;

implementation of a Mediterranean Water Agency, structured around three bodies: a neutral independent information and system on water resources and pollution causes in the Mediterranean ("Mediterranean Network of Water Resources"), a decisionmaking general assembly gathering the stakeholders ("Mediterranean Committee of Water Actors"), and an executive body, which could manage the identified innovative funding mechanisms.

These recommendations aim at making of water the cornerstone of cooperation in the Mediterranean. They also highlight the central role of water, an invisible vector underlying the challenges linked to agriculture, energy, health and even touristic development, as shows the 2013 study on the quality of bathing waters and the improvement of sanitation in the Mediterranean basin.

Conference Suez-IPEMED, 2008



MAIN PUBLICATIONS

Construire la Méditerranée

« Eau et assainissement des villes et pays riverains de la Méditerranée » June 2009



IPEMED

Projets pour la Méditerranée "A Mediterranean water Agency to move from strategy to action" May 2010



Construire la Méditerranée "Financing access to water ans sanitation. Is innovative funding a solution or an illusion?" June 2014

Fadi Comair

Honorary Chairman of REMOB General Manager of Water and Electric Resources at the Lebanese Ministry of Energy and Water Associate expert

In 2011, IPEMED and REMOB

implemented a prospective work

of the region in order to propose the creation of a "Mediterranean Basin Committee" gathering all

group for the hydro-political future

the actors and capable of defining the objectives and principles

necessary to water policies in the

region. Yet, the implementation of

a Mediterranean Water Agency,

a moral authority and a regional regulation body, is essential, given the various environmental threats facing the Mediterranean. A platform of dialogue, encounters

and skills transfer, this agency

Mediterranean.

could boost cooperation via the

promotion of a "water culture". For

all the leaders of the Mediterranean,

the objective IPEMED and REMOB tried to achieve and keep pursuing is to settle and strengthen solidarity among nations around the motto "together for quality water in the





KEY FIGURES





MORE THAN
ACTORS INFORMED



9

FOOD SAFETY AND SUSTAINABLE DEVELOPMENT: THE NECESSITY OF A COMMON POLICY



JL. Rastoin, 2014

FOOD SAFETY: A PRIORITY IN SEMCs

Many issues call for a greater technical, territorial and commercial cooperation on agricultural, dietary and rural issues between the Northern and Southern shores of the Mediterranean: population growth in Southern and Eastern Mediterranean with nearly 400 million people to feed in 2030, structural external dependence of these countries to have access to strategic commodities, rise of nutritional imbalances and diseases following the progressive renunciation to the Mediterranean diet, limits of the intensive agricultural production model in the North and in the South, diminution of available agricultural surfaces, impacts of climate change, especially on the availability of water resources.

FOR THE IMPLEMENTATION OF A "MEDITERRANEAN CAP"

Aware of the increasing food insecurity in the region, in 2007 IPEMED started advocating for the creation of a "rural agro-food industry pact for Euro-Mediterranean regional integration", based on principles of proximity, complementarity, solidarity and co-development. Drawing on its first diagnosis and prospective works, the Institute further developed recommendations on the basis of the plans and principles developed by the European Common Agricultural Policy (CAP). This is the object of the appeal launched in 2012 for the implementation of

a Euro-Mediterranean agro-food and agricultural policy. This policy would be the cornerstone of the new North-South and South-South cooperation model. It would aim at improving quantitative and qualitative food safety for populations.

Yet, in order to build regional collective food safety, it is necessary to take advantage of North-South and South-South complementarities such as the needs in cereals and animal products in SEMCs and the production capacity in the EU, combined with the needs in fruit and vegetables in the EU. IPEMED recommends two strategies: the increase in local food production, the promotion of the Mediterranean dietary model, especially via education and the development of geographic indications, and the contribution to the sustainable development of rural zones, via the organisation of territorialised agro-food industries. It also recommends the implementation of supply contracts in the medium term, of security stocks for key products and of a community preference for all food products.

IPEMED succeeded in promoting

JL. Guigou, H. Benabderrazik, T. Sijilmassi, 2014



an integrated vision of food, agricultural and rural challenges in the Mediterranean, taking into account issues of employment, enhancement of rural spaces, management of natural resources, health, etc. Thanks to its mature works carried out by renowned experts, the Institute was able to offer operational solutions, sometimes limited to the Euro-North-African region, during major international events (International Agriculture Show of Paris).



S. Abis. 2009

The last ten years were characterised by a progress in production, thanks to the increase in agricultural yields, but also strong market instability and the increase in importations. IPEMED carried out deep analyses in these different fields, giving rise to original propositions, such as: Euro-Mediterranean food and agricultural policy, winning back consumers via the Mediterranean diet and certified local products, territorialised production and marketing sectors. Yet, these dynamics can only work within a global geo-economic and geopolitical partnership including Africa, the Mediterranean and Europe.

Jean-Louis Rastoin UNESCO chair in World Food Systems, Montpellier SupAgro Associate expert

MAIN PUBLICATIONS

Sécurité alimentaire Méditerranée Méditerr

Les Notes d'Ipemed, n°6

« Sécurité alimentaire en Méditerranée un enjeu géostratégique majeur » January 2010



Construire la Méditerranée

« Pour une politique agricole et agroalimentaire euro-méditerranéenne » October 2012



Construire la Méditerranée

« Céréales et oléoprotéagineux au Maghreb : Pour un co-développement de filières territorialisées » June 2014

ASSOCIATE EXPERTS



Jean-Louis Rastoin



Hassan Benabderrazik





MORE THAN 30 VIDEO





PROMOTING FUNDING AND SECURITY FOR INVESTMENTS

PEMED agrees with the idea that over the next fifteen years, the investment needs for infrastructures in SEMCs will be higher than €250 billion. Funding is a major issue, especially because risk perception increased since the Arab revolutions. Public funding, especially the use of budget appropriations, will be limited and international funding will not be sufficient, even though it is increasing.

For the coming ten years, EIB evaluates Southern Mediterranean needs of investment as follows:

- €100 billion in the energy sector
- €110 billion in urban planning
- €20 billion in logistics
- €20 billion in supporting the development of companies.

DEVELOPING A CONTEXT

ships, including the mobilisation of banks as well as international and local investment funds. Our think tank provided a state of the art on PPP good practices and success conditions and presented it during seminars (Paris, Tunis, Casablanca and Beirut) organised with local public authorities and private actors.

BUILDING TRUST TO FOSTER LONG-TERM INVESTMENTS IN THE **MEDITERRANEAN**

Following this observation on the necessity of PPP, IPEMED became one of the leaders of the reflection on security for investments, on the definition of an appropriate environment and on the implementation of a legal framework favouring the attractiveness of the Mediterranean region. In order to create an adapted financial structure, our think tank took part in the reflection on the creation of a regional development

bank. The project has not gone through yet, however the reflection contributed to highlight the funding issue in the region in the works of States, donors and private actors.



A. de Romanet, 2009

In May 2009, IPEMED launched, in partnership with the French Caisse des Dépôts et Consignations (CDC) and the Moroccon Caisse de Dépôt et de Gestion (CDG), "the Initiative for Investment in the Mediterranean (2iM)". The aim of this initiative was to establish a shared diagnosis on investment opportunities and obstacles and to identify financial and legal tools to boost investments in North Africa and in Mashriq.

FAVOURABLE TO PPP

This is the reason why IPEMED encourages public-private partner-

E. Diamantis, 2011



STANDARDISING LEGAL FRAMEWORKS TO SECURE **INVESTMENTS**

IPEMED was one of the founders of the ISMED group, along with the European Union, the OECD and the MIGA. Thanks to this dynamic, the issue is officially on the OECD agenda with four objectives: creating a favourable environment especially at the legal level, implementing a supporting task force for PPP projects, offering a better risk coverage and enabling access to local funding and Islamic finance.

PROMOTING FINANCIAL TOOLS SPECIFIC TO SMBs

IPEMED 's reflection was broadened to company funding - especially for SMBs that local banks do not support sufficiently. IPEMED recommended a better mobilisation of local savings on investments boosting the economy and on the association of international financial institutions with local banking sectors.

Within IPEMED coproduction reflection, promoting a win-win economic cooperation model, security of investments was identified as a key element.

Euromed Postal and IPEMED: at the heart of post's cooperation

IPEMED supports post's reflection on their diversification and services enlargement strategy and participates in the structuration of the network.

The financial sector is representative of IPEMED's strategy: favouring a long-term approach while promoting practical actions on the ground, via micro-economy and project cooperation. Today, the most important issues in SEMCs are security and employment. Europe must offer them a renewed political, economic, social and environmental partnership. Via its works on coproduction and security of investments, IPEMED contributes to promoting this co-development partnership, thus favouring a more integrated economic and financial space.

> **Michel Gonnet** Associate expert

F. Trad, 2011



MAIN PUBLICATIONS

Les notes d'Ipemed, n°3

« L'espace financier euroméditerranéen » October 2009



Construire la Méditerranée

« Partenariat public-privé en Méditerranée » February 2012



Études & Analyses

« Les banques postales et les services financiers dans les pays du Maghreb: état des lieux et perspectives » October 2013

ASSOCIATE EXPERTS



Michel Gonnet



(EY FIGURES

HIGH-LEVEL SEMINARS



PARTNERSHIP WITH THE ISMED INITIATIVE



PUBLICATIONS

SUPPORTING SOCIAL AND SOLIDARITY ECONOMY FOR THE BENEFIT OF POPULATIONS



In the face of challenges such us unemployment, new forms of poverty and environmental degradation, States are often helpless. This is the reason why it is necessary to imagine other types of employment than in the public and private sectors. The third sector emerges in the production sphere, like in Scandinavian countries where SSE accounts for 20% of GDP. With the third industrial revolution, the apparition of local distribution channels and collective goods, SSE appears as a promising sector, both in the North and in the South.

3RD COMPONENT ALONG WITH MARKET ECONOMY AND THE PUBLIC SECTOR

Two obligations result from this observation: promoting an inclusive growth that benefits the greatest number of people and an economy closer to populations' needs, favouring a solidarity-based system. In addition to the fact that SSE offers "another way to deal with the economy", the multiple forms it can take is an asset. It gathers associations, cooperatives, mutual funds, etc. as well as social and solidarity companies conducting activities such as insertion via economic activities, solidarity finance and faire trade.

SSE BETWEEN FORMAL AND INFORMAL ECONOMY IN SEMCs

Given its employment potential in the South, in 2013, IPEMED carried out a study comprising three SSE monographs (Morocco, Algeria, Tunisia). It turned out that this sector could win part of the informal economy. With simple and flexible regulations, the SSE could attract some of these workers by offering them the benefits of formal economy (unemployment benefits, pension, etc.) while offering them a more flexible framework than the private sector.

Other recommendations were made

in favour of:

- the structuring of an integrated sector in order to pool means and risks:
- a circular economy based on proximity relationships and demand reciprocity;
- the development of social entrepreneurship and SSE as levers in favour of a territorial balanced development model.

CLEAR AND SIMPLE LEGAL FRAMEWORKS

The implementation of an institutional, legal and financial ecosystem is necessary to strengthen and boost the sector, especially to help the young working for the informal economy. In its report, IPEMED recommended to work on the standardization of legal frameworks. Several countries in the region -especially in the North- adopted global regulations to favour the sector's visibility and provide social structures and cooperatives with the appropriate means to act. In the South, only Morocco is planning on adopting a law to boost this sector, which needs to be more structured to enable the shift from regulation SSE to finality SSE.

P. da Costa, N. El Mekkaoui, P. Lorec, 2013



BIRTH OF SSE IN THE MEDITERRANEAN

The 1st Euro-Mediterranean Conference of the SSE (MedESS) was held in Tunis in May 2013. It gathered major representatives of the sector and lay the foundations of a regional ecosystem in favour of social and solidarity companies. Later on, the MedESS association was created in order to federate actions favouring the emergence of a trans-Mediterranean sector. In

25

MAIN PUBLICATIONS



Construire la Méditerranée « L'économie sociale et solidaire au Maghreb : quelles réalités pour quel avenir?» November 2013

G. Andrek, R. Egal, 2013

November 2015, the APMedESS actively took part in the 5th edition of the Assises marocaines de l'ESS by highlighting the benefits of a reinforced Euro-Mediterranean cooperation in this sector.

In 2011, several Mediterranean countries demanded more freedom and social justice. Even though North African countries and Egypt implemented structural transformations, the economy is not sufficiently inclusive yet. The Mediterranean construction is slowly moving forward and requires a vision based on a more united and inclusive economy. IPEMED is convinced that the SSE can be a great contribution. The efforts of the Institute reinforce the idea that relations with SEMCs must be reviewed under a new paradigm: partnership and the sharing of added value.

Gérard Andreck

MACIF Honorary administrator Supporting member

ASSOCIATE EXPERTS



Touhami Abdelkhalek



Malika Ahmed Zaïd



Zied Ouelhazi









BOOSTING EURO-MEDITERRANEAN ECONOMIC MOBILITY



J. Ould Aoudia, EM. Mouhoud, F. Souiah, 2014

everal factors explain the need for a greater mobility in the Euromed region: ageing population, decrease in active population and sectoral labour shortage in the North, skilled workforce and high unemployment rates in the South, untapped potential of diasporas through their multiple identities, skills, financial transfers, investments. Coproduction dynamics also require a greater mobility of skills. Another reason regards politics. Talking of deep regional integration is not relevant if people's mobility in the region, especially economic mobility, is not made easier.

SHIFTING FROM AN ADMINISTRATIVE LOGIC OF MIGRATIONS TOWARDS AN ECONOMIC ONE

The vision defended by our think tank requires considering migration by separating mobility and access to the labour market from border control and the fight against illegal immigration. One must take into account the needs of partner countries in terms of development instead

of only focusing on the European objectives regarding control of migratory flows. While fighting illegal immigration, it is also necessary to implement an attractive Euro-Mediterranean policy of economic mobility so that Northern and Southern countries, and migrants themselves, can benefit from migration.

AN ATTRACTIVE REGION FOR A GREATER IMPLICATION OF THE MEDITERRANEAN DIASPORA

Northern and Southern countries must build the conditions of a renewed trust in order to attract diaspora, especially as a global competition is increasing particularly among high-skilled migrants. In the South, countries are changing their opinions on their diasporas. They are no longer exclusively considered as workforce sending money. They represent skills and an expertise, "Ambassadors" who can contribute to the economic development of their countries of origin and their international influence. Some Southern countries are implementing, more or less successfully, different devices in order to strengthen economic, cultural and political bonds with their diasporas. Local banks and States must also promote financial tools enabling to inject migrants' remittances into the economy, as they are generally hoarded or invested in real estate.





As for Northern countries, they should acknowledge and value the economic dynamism of the Mediterranean diaspora living in Europe, which creates employment and added value. Policies encouraging a greater mobility of people and skills, making easier the access to the labour market and securing migrants' professional journeys would help in this regard.

SECURING MIGRANTS' PROFESSIONAL JOURNEYS

The implementation of a Euro-Mediterranean space for economic mobility requires to make migrants' professional journeys safer so that they can use their skills and be involved in the region's economic development while having "one foot in the North and one foot in the South". This could be done, for instance, by ensuring migrants the same rights as national workers, a portability and transferability of certain rights (unemployment benefits, pension, social security, etc.), an easy access to citizenship and dual nationality, access to residence permits spanning several years, the recognition of political rights, etc.

INFORMING ON MIGRANTS' REALITY

One of the objectives of our reflection on mobility is to shed light on the realities of migration in the Mediterranean and to analyse the policies existing in that field. Such is the object of the publications by Hervé Le Bras and Philippe Fargues and of the report on admission policies of economic migrants (Schengen space, Canada, United States) by Macarena Nuño.

One approach: informing, mobilizing and highlighting the role of diasporas and building the Mediterranean of tomorrow along with them.

MAIN PUBLICATIONS



Les Notes d'Ipemed, n° 1 « Migrants et migrations dans le bassin méditerranéen » September 2009



Construire la Méditerranée « Méditerranée : Passer des migrations aux mobilités » April 2011



Etudes et analyses « La mobilité économique en Méditerranée » March 2014

ASSOCIATE EXPERTS







Hervé Le Bras



Farida Souiah

KEY FIGURES



WORKSHOPS CO-ORGANISED WITH THE WORLD BAN



120 DIASPORA MEMBERS
DIRECTLY INVOLVED



8 PUBLICATIONS

HEALTH, A NEW COMMON CHALLENGE, AT THE TOP OF THE EURO-MEDITERRANEAN POLITICAL AGENDA



Pharmacovigilance workgroup, 2015

MORE THAN EVER, HEALTH IS OF PRIMARY CONCERN FOR SOUTHERN POPULATIONS

At the healthcare level, SEMCs are faced with a double burden. They must maintain policies to fight against traditional diseases, which rely mainly on vaccination policy, while having to face new diseases characteristic from developed countries (cancer, cardiovascular diseases, HIV, obesity, etc.). In addition to the epidemiological transition, other transitions are adding up (demographic, organisational, democratic). Financial resources remain limited and the post-Arab spring context gave rise to an increasing demand of populations for a better access to health care, for all and at the lowest cost. Such is the complex health context facing North African countries. This diagnosis, shared by the concerned actors, was the foundation of IPEMED's reflection.

REINFORCED SOUTH-SOUTH AND SOUTH-NORTH RELATIONS FOR A 5+5 HEALTH DIALOGUE

These common health challenges encourage governments to implement significant structural reforms. Without taking the place of local policy-makers, IPEMED is willing to support the development of fair and solidarity-based health policies, adapted to populations' priority needs, realistic on the economic level and politically supported by most of the population. To do so, regional cooperation (South-South but also North-South) is more than ever necessary. This is the object of the health dynamic carried out by IPEMED, which led to the implementation of a Western Mediterranean 5+5 Dialogue in the health sector, run by the Moroccan Ministry of Health with the support of the French Ministry of Foreign Affairs.

TOWARDS A NORTH-AFRICAN PHARMACEUTICAL MARKET, A PRACTICAL COURSE OF ACTION

The share granted to medicines accounts for over a third of the global health spending in North African countries. Even though the national industry is unquestionably developing (Central North African countries), with an increasing coverage of national needs, some challenges remain among which the low production of generic medicines, the multiplicity of manufacturing units, the dependence on raw material supply, etc. It is therefore necessary to think about a greater integration of this high-potential market. By relying on the complementarities among North African markets, integration could be made through the manufacturing, common purchase of medicines and harmonisation of regulations via the mutual recognition of marketing authorisations, and even the implementation of a North African marketing authorisation. Morocco and Tunisia are already working on this project.

KEY IDEAS PROMOTED BY IPEMED

- Supporting the implementation of fair and solidarity-based health systems ensuring access to quality healthcare for all (development in ten points with potential reforms)
- Reinforcing South-South and South-North cooperation, especially via a Western Mediterranean 5+5 Dialogue on healthcare
- Encouraging a greater integration of the pharmaceutical market via the convergence of national marketing authorisations

A SUCCESSFUL HEALTH DYNAMIC

- Leading of a work group comprised of North African specialists in public health
- Drawing up of a shared diagnosis
- Reflection including the five North African countries
- Implementation of a strong political lobbying
- Launching of the 5+5 dialogue dynamic and implementation of an informal work group
- IPEMED, observer member of the 5+5 Dialogue on health



S. Lanfranchi, M. Zerhouni, 2014

We very much rely on IPEMED's support and on your collaboration to make a success of this new challenge, the dynamic of which was initiated in your premises.

Dr Abdelali Belghiti Alaoui Secretary General Moroccan Ministry of Health

MAIN PUBLICATIONS



Les Notes d'Ipemed, n° 13 « Les systèmes de santé en Algérie Maroc et Tunisie : défis nationaux et enjeux partagés » April 2012



Construire la Meditérranée "Moving towards a North African pharmaceutical market" June 2015



Construire la Méditerranée « Vers un marché maghrébin du médicament : Algérie, Libye, Maroc, Mauritanie, Tunisie » January 2016

ASSOCIATE EXPERTS



Farid Chaoui



Mohamed Wadie Zerhouni



Michel Legros

(EY FIGURES



MEETINGS WITH SOUTHERN MINISTERS OF HEALTH



10 COUNTRIES INVOLVED
IN THE 5+5 DIALOGUE



3 OFFICIAL STATEMENTS OF THE 5+5 FOREIGN AFFAIRS DIALOGUE SPEAKING ABOUT HEALTH

WHAT EURO-MEDITERRANEAN POLICY TO SUPPORT DIGITALISATION?



P. Musso, N. Kerdjoudj, R. Chehih, 2012

The digitalisation of economies is a major transformation that can be compared with industrialisation. This transformation is too important to be led at the national level only, as nations are no longer a relevant space. It requires a global Euro-Mediterranean policy aiming at creating a common digital space.

A PROMISING GROWTH SECTOR WITH POTENTIAL INDUSTRIAL ALLIANCES

This common policy must be regarded in a coproduction logic involving industrial partnerships, shared added value, long-term investments, a sector-based approach and the development - in the South - of high added value contents and activities enabling job creation.

ENSURING SECURITY AND TRUST AT THE REGIONAL LEVEL

In order to develop exchanges between the two shores, it is necessary to ensure transaction security and trust regarding exchanges. By opacifying relations, the digital sector can reduce mistrust but it can also induce it by being associated to bad services or coercive policies.

Hence, the importance to define an adapted regional strategy and governance. The European Union is working on it. The Mediterranean region should do the same.

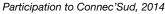
COOPERATION AMONG REGULATORS ARE NECESSARY

The regulator must play a key role. In a rapidly changing environment, the regulator must decide where to stand between lax and too structuring regulations in order to encourage this type of policy. A better networ-

king of the various independent regulation agencies and a reinforcement of expertise capacities would help simplifying common technical standards, the development of content industry and the emergence of a common market.

ICT SECTOR: FROM DIGITAL CONSUMPTION TO CONTENT PRODUCTION

North African countries have at their disposal the minimum ingredients to take advantage of the digital revolution (national strategies, skills, technological zones, dedicated support funds, infrastructures and 3G access. etc.). In addition to making announcements, they must make sure policies are implemented in order to reach the expected results. Besides, the implemented logics remain fragmented and are sometimes even in competition with one another. A greater North African cooperation would enable these countries to benefit from economies of scale, to make





MAIN PUBLICATIONS

an attractive offer to their national champions and international investors, and thus use the digital sector as a lever of emergence. The rise of North African national champions would surely help the development of the industry. They are also key elements in the reflection concerning La Verticale Africa-Mediterranean-Europe.

Training is another key element. Engineers and digital skills are available in the South. Yet they are not numerous enough, hence the relevance of fostering cooperation in this field as well.

WILL E-COMMERCE FOSTER A VERTICAL INTEGRATION?

Africa has the lowest B2C e-commerce penetration rate (2.2%). It is considerably backwards, however the potential of this continent is significant. In spite of development differences between North African and Sub-Saharan African countries. Africa has numerous assets: high mobile penetration, emergence of a middle class, policies supporting the development of the sector, common currency (FCFA), a certain integration of electronic money thanks to the GIM-WEAMU and rather active diasporas. IPEMED's reflection highlights ten recommendations to make of e-commerce a source of development and vertical integration.

MAIN IDEAS PROMOTED BY IPEMED

- Reinforcing cooperation among regulation agencies
- Implementing a global Euromed policy around a cloud computing and a chart for use and reference
- Deploying an industrial strategy and a sector encouraging the development of ICT contents and services (14 evolution lines have been identified)
- Promoting an e-commerce satisfactory for populations, promoting local contents and products, accessible to all

Steps towards a Med. area Confidence in the Mediterranean diffusion of the Mediterranean diff

Palimpsestes, n°7 "Confidence in the Mediterranean digital society. Towards a med. area" July 2011



Études & Analyses

« Les technologies de l'information au Maroc en Algérie et en Tunisie » October 2014



Construire la Méditerranée "E-commerce in Africa : Morocco, Tunisia, Senegal and Ivory Coast" February 2016

ASSOCIATE EXPERTS



Alain Ducass



Wahiba Hammaoui



Rachid Jankari



Pierre Musso

(EY FIGURES



SPEECHES AT INTERNATIONAL CONFERENCES



9 MISSIONS ON SEMCs



LIBERATING THE REGION'S GROWTH POTENTIAL VIA AN INTEGRATED TRANSPORTS SYSTEM



CONVEYING A TRANSVERSAL AND COMPLEMENTARY VISION OF TRANSPORTS AND LOGISTICS

Given the crucial role of transport infrastructures in the broadening and integration of markets, via the circulation of people and goods, the implementation of a multi-modal, adapted, efficient, safe and cheap transport and logistic system in the Mediterranean is a crucial element for regional integration.

Yet, in the Mediterranean region, maritime transport accounts for

more than 95% of exchanges of goods. Other transport modes play a minor role: road freight accounts for 4% of exchanges, while air and rail transports account for less than 1%. Likewise, in SEMCs the flows of goods and passengers mainly use road transport.

These observations, as well as the closure of the Meda-Mos programme in 2009, led IPEMED to take an interest in trans-Mediterranean motorways of the sea, which were the object of a note in 2010. Then, for the study on carbon constraint in the Mediterranean (2012), particular attention was brought to the challenges of sustainable development in the air transport sector; thus opening the way to a more global research on the links between climate and transport.

RAILWAY TRANSPORT, THE BACKBONE OF THE EURO-MEDITERRANEAN INTEGRATION

In spite of environmental and economic assets, railway transport accounts for very little in the goods and passengers transport in the Mediterranean. In 2014, the Institute carried out an analysis of railway networks in the three North African countries (Morocco, Algeria and Tunisia) and on the benefits generated by the implementation of a potential trans-North-African rail corridor. This study highlighted the existing complementarities between the three networks and their actors.

Seminar on railroad safety, 2013



It identified structuring elements enabling to make of railway transport the backbone of North African and Euro-Mediterranean integration. This approach received great support during the high-level seminar organised in November 2014 in Tunis, in partnership with SNCF, Euromed Transport Project and SNCFT. This seminar gathered the Secretary General of the Tunisian Ministry of Transports, the representative of North African railway operators, of donors (AFD, EIB, EBRD, AfDB), of the CETMO and of the Secretariat of the Union for the Mediterranean. All participants agreed on thematic actions among which: harmonisation of norms and development of interoperability, necessity to initiate trans-North-African common projects.

The promotion of a North-African railway transport was followed by a reflection on the potential collaborations in terms of industrial cooperation and training. Then, in a regional approach, participants reflected upon the necessary articulation between coastlines and hinterlands via the development of multi-modal platforms.

For IPEMED, the studies carried out on this topic are inherently linked to land planning policies in the Mediterranean and on governance.



IPEMED, contributor to the collective work "Cicular economy and harbour ecosystems" of the collection Les Océanides de la Fondation SEFACIL.

Kelly Robin's article raises the question of the relevant scale for a better management of resources in the Mediterranean and beyond, of the role of harbour spaces in the Mediterranean, between spaces of "transit of the global economy" and microcosms of integration dynamics in the Mediterranean.

MAIN PUBLICATIONS



Les Notes d'Ipemed, n°7

« Les autoroutes de la mer, des perspectives prometteuses en Méditerranée » February 2010



Études & Analyses

« Les transports ferroviaires au Maghreb » November 2014





EVENTS, OUT OF WHICH 2 HIGH LEVEL SEMINARS



ACTORS INVOLVED



VIDEOS

TOWARDS A SUSTAINABLE AND INCLUSIVE TOURISM MODEL

Vith 300 million of international visitors in 2010, the Mediterranean region is the most touristic in the world. Tourism is vital for the region's economy, as show the studies on Morocco and Tunisia respectively carried out in 2012 and 2013. However, the consequences of "mass tourism", the current tourism model in SEMCs, are fatal: decline in biodiversity, especially along coasts, increasing number of conflicts regarding the use of soil and natural resources, etc. The evolution of the demand in Mediterranean tourism, more customised touristic practices, oriented towards the cultural offer and respecting the environment, could also help reshape the South-Mediterranean tourism model.

To do so, IPEMED examined the crucial role of transport systems in the optimisation of touristic flows and an easier access to Mediterranean destinations, the qualitative and quan-

titative increase in infrastructures necessary to the development of tourism, the structuring role of companies in land planning, the conditions of a diversification of the touristic offer, and more particularly the measures necessary to reinforce the sector's capacity and governance, as well as professional training.

PROMOTING A CROSS-CUTTING VISION OF TOURISM STAKES IN THE MEDITERRANEAN

In the framework of this integrated approach, tourism must contribute to the socio-economic and territorial development of the South, via a sustainable and inclusive tourism model with significant land planning. This is why IPEMED progressively broadened its works on tourism to other sectors, taking an interest on the quality of bathing water and on sanitation improvement

in the Mediterranean basin, with the support of the French Office for Environmental Education, an organisation in charge of Blue Flag management in France. Likewise, the Institute highlighted the synergies between tourism and agriculture, tourism and ICT, tourism and employment, etc.

The time when the UfM was launched, when IPEMED was created, was the time of the Euro-Mediterranean return, with the objective of implementing a North-South cooperation model adapted to contemporary geoeconomic issues. The financial crisis, conflicts as well as the migrants' crisis undermined this project. The tourism crisis in the region is a consequence of these tensions. Southern instability repels investors, frightened by political upheavals and terrorism;





MAIN PUBLICATIONS

Les Notes d'Ipemed, n°10

« Renouveler le tourisme euro-méditerranéen : le grand chantier » May 2010

IPEMED Le tourisme en Tunisie ARRECT START

IPEMED

Les Notes d'Ipemed, n°12

« Le tourisme en Tunisie. Les défis à l'heure de la transition démocratique » January 2012



Construire la Méditerranée

« Le rôle des firmes touristiques dans le développement du tourisme au Maroc » February 2013

Maxime Weigert Associate expert



while Northern and Southern

tourists are worried and turn

like Morocco and Jordan. Decline in tourism shows the isolationism gaining ground in both shores of the

Mediterranean. Even in this

context, IPEMED always kept

promoting trust. It did so via a major work of knowledge

acquisition -necessary to break pre-conceived ideas- and via the defence of the convergence of

economic interests and social

The current crisis will pass, but

the former regional balance will

never return. This is why one must continue to work towards a model based on socio-economic

equity, the preservation of the environment, a better sharing of progress and a shift of focus to the South. In this regard, the progressive insertion of Sub-

Saharan Africa in the regional space offers Southern countries

a great opportunity to act at the heart of the Euro-African economic organisation.

values on both shores.

away from these destinations.

Tourism is also slowing down in countries spared from the unrest,

The article of Maxime Weigert, published in IEMed's Annuaire de la Méditerranée, analyses the impact of Arab revolutions, revealing the obsolescence of tourism models based on social authoritarianism and on a disconnected territory offer. He proposes to implement innovative sectoral strategies intending to diversify investment, offer and employment and to better segment the market.











PUBLICATIONS

AN INTERNATIONAL NETWORK WITH A LARGE BASE OF SUBSCRIBERS AND PARTNERS



JL. Guigou, F. Zmokhol, MA. Moratinos, JM. Paintendre

Since 2007, thanks to the support of its French founding members, IPEMED has been working to broaden and internationalise its base of subscribers and partners, along three priority lines:

- creating a base of members in compliance with the main work subjects of our think tank;
- getting closer to local issues;
- broadening thematic and geographic horizons.

This approach is in keeping with IPEMED's missions: being an international Institute that respects North-South parity in order to represent at best the interests of Northern, Southern and Eastern Mediterranean countries.

ENRICHMENT OF THE THINK TANK WORKS THANKS TO THE EXPERTISE OF ITS MEMBERS

As soon as it was created, IPEMED identified key sectors of Euro-Mediterranean economic integration. Several works were carried out

with original members (Engie for energy, Suez for water and sanitation, Air France and SNCF for transports, etc.) who helped operationalise reports and communicate them to regional policy makers. As this synergy with economic actors was rather efficient, IPEMED looked for new members working in current or emerging IPEMED field studies:

- Crédit agricole du Maroc and the Groupe April (Sofiproteol) for the agro-food sector;
- Orange for the digital sector;
- Macif and Crédit coopératif for social and solidarity economy;
- Sanofi and Unimed for the health sector;
- Bpifrance, Safran and Al Badr for coproduction.

This cooperation with founding members involved:

- Reflection: participation to thematic work groups;
- Sharing of ideas: organisation of joint restitution seminars and conferences;

Promotion of the propositions to politicians: bilateral encounters, debates during the annual IPEMED forums, collaboration with the Political Steering Committee.

LOCAL ACTIONS FOR GLOBAL AMBITION

In order to identify and answer the needs of local economic actors, IPEMED adopted a bottom-up approach which led to:

- The arrival of new founding members from Northern, Southern and Eastern Mediterranean countries (Spain, Lebanon, Morocco, Mauritania, Tunisia);
- Partnership agreements with several regional organisations (Regional Councils, CCIR and development agencies);
- Memorandums of understanding with groups of economic decision makers (EMA in Germany, RDCL in Lebanon, CGEM in Morocco and IACE in Tunisia).

JL. Guigou, C. Wulff, 2015





Conference "SMBs and the arab world", 2014

PARTNERSHIPS FOR THE FUTURE

In order to take into account the multiple Mediterranean exchanges, be they social, cultural or political, and to broaden its field of study, IPEMED signed a partnership with the Union for the Mediterranean, an intergovernmental organisation gathering 43 States providing a unique forum to improve regional cooperation and dialogue in the region. Besides, IPEMED is the Vice-president of the MED Confederation, an associa-

tion created by Caixa Bank, one of IPEMED founding members, which intends to boost socio-economic co-operation by gathering several multi-sectorial institutions such as IEMed and TEPAV.

The African continent is emerging and the Middle East is diversifying its economy. Therefore, the Mediterranean, which has been focused on Europe for too long, must become again a great central region at the crossroads between Africa, the

Middle East and Europe. In order to support this desirable and inevitable movement, IPEMED broadened its geographic field of study with the project La Verticale. It also diversified its partnerships, with the Club Efficience, a reflection organisation gathering members of the Afro-French diaspora, and Arab Business Leaders, an independent organisation based in Dubai and created to promote economic relations between the Arab world and other regions in the world.























Disrupted by multiple crises, the Mediterranean unity can only come from an economic organisation reducing inequalities. Northern and Southern companies understood the synergies they can get from sustainable and fair partnerships.

This dynamic, conceptualised under the term coproduction, also ensures a fair sharing of added value as well as a better competitiveness of companies. Complementarities are also taking shape with Sub-Saharan Africa, a future key partner of a necessary vertical integration."

Martin Fleury
Founder of the consulting firm R.M.D.A.
Associate expert



Raising the issue of IPEMED is indirectly addressing the issue of the Mediterranean and of the role we want this Sea to play in the coming years.

Alternatively, an inner lake, a porous border and a place of transit, the Mediterranean generated on its shores three monotheist religions, many great and wealthy civilisations, a common culture and a lifestyle.

Today, it is a space of challenges, questions and opportunities. The result of a recent chaotic history and growing inequalities. Understanding these issues and offering alternatives and solutions, such is the mission of IPEMED. We need these institutions and organisations bridging the two shores, which are both close and distant, according to history and the geopolitical context. This is why I support the action IPEMED has been carrying out for ten years, an action aiming at better understanding the issues in this region and at bringing spirits and hearts together."

Bariza Khiari Senator



MEDITERRANEAN ACTORS IPEMED, WORKING ALONGSIDE

EVENTS TO FOSTER IDEAS

hese ten years of reflection have been a time of insightful exchanges among economic, political and scientific actors from both shores of the Mediterranean.

Whether in small work groups or in great forums, all the events organised by IPEMED serve the same purpose: intermingling ideas, sharing expertise and exchanging visions in order to establish shared diagnoses and offer relevant and adapted recommendations.

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GREAT FORUMS

The great forums (Entretiens de la Méditerranée, EMCC Forum, Annual Forums) gather, for one or two days, the key actors of the Mediterranean along with IPEMED's experts and ideas. These events enable to promote the Institute's productions, raise awareness in Mediterranean public authorities and drive the Mediterranean of tomorrow. They generally address issues at the heart of regional integration, such as coproduction or the Euro-Mediterranean convergence.

Tunis, 2010



6 GREAT FORUMS



Paris, 2012

SEMINARS OF THE MEDITERRANEAN WORLD

The Seminars of the Mediterranean World (SMM) were a very efficient tool to build a collective expertise. In these small high-level seminars, around forty selected participants exchanged for two days on an essential Mediterranean issue (water, food safety, energy and development). Contributors and participants mingled, shared ideas and made practical recommendations collected in an appeal.

SMM energy, 2010



150 PARTICIPANTS FROM 13 COUNTRIES



SMM agriculture, 2009



> SEMINARS AND SYMPOSIUMS

The seminars and symposiums are an opportunity to address sectorial issues, open the debate, deepen reflection and suggest new fields of studies. They are times for exchange fostering the construction of a common reflection.

2IM seminar, 2009



60 SYMPOSIUMS



Seminar PPP, 2011



MEDITERRANEAN BREAKFAST

For ten years already, the Mediterranean Breakfast Meetings have been regularly fuelling the debate. They always follow the same organisation: introduction by IPEMED's President, one Northern actor, one Southern actor and a publication by the Institute. IPEMED encourages lively and free exchanges, generally in relation with the region's economic and political situation.

An agricultural partnership, 2012



35 BREAKFASTS



The carbon constraint, 2012

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ANNUAL MEETING OF THE POLITICAL STEERING COMMITTEE

The annual meeting of the Political Steering Committee, along with the gala dinner, is one of the highlights of the Institute's institutional life. It is the opportunity to appeal to political decision makers of both shores of the Mediterranean regarding the need to implement proactive policies in favour of regional integration.

Paris, 2016



1 ANNUAL GALA DINNER



A. Juppé, P. Roumeliotis, F. Oualalou, A. Azoulay, H. Védrine, Paris, 2009



> POLITICAL BREAKFAST

The political breakfast meetings are a time of privileged exchanges between political figures - encouraged to offer their strategic and political vision of the Mediterranean - and managers of IPEMED founding companies.

MA. Morations, F. Zmokhol, N. Freem, Lebanon, 2015



10 POLITICAL BREAKFAST



We, company managers, are the driving force behind the economic integration promoted by IPEMED. We are the builders of a regional Euro-Mediterranean space in which complementarity, proximity and solidarity are undeniable competitiveness factors.

We support IPEMED, which has created a network of trust and skills, by promoting new foresight ideas, and offering policy makers propositions to improve the economic environment. Works on coproduction are representative of the "IPEMED method", by combining entrepreneurial and academic expertises and by formulating recommendations to solve issues of general interest.

As the General Manager of a Tunisian group established in several European countries, I support IPEMED's approach as well as its extension to the region Africa-Mediterranean-Europe via the creation of the international foundation La Verticale, which contributes to the regionalisation of the world economy. For North African countries and their business managers, this is a major opportunity to play a central role in the economic integration of this great region".

Abdesselem Ben Ayed President of the Groupe Al Badr Founding member



REGIONAL INTEGRATION IPEMED, ACTOR OF

IN THE MEDIA

or over ten years, IPEMED appeared many times in international media. The founding President, Jean-Louis Guigou, as well as other presidents, experts and project managers shared their vision and opinions in the international written press. The various reports published by the think tank, as well as the events it organised also benefited from media coverage.











Le Monde.fr

Point de vue

Les "quartiers d'orange" Nord-Sud, par Jean-Louis Guigou

pepuis la chute du mur de Berlin, les relations internationales se sont transformées. Avec l'échec des négociations de Doha en juillet 2006, cette évolution s'est accelèrée. Des 1990, les Etats-Unis ont compris la régionalisation de la mondialisation : plutôt que des délocalisations sauvages lointaines, ils ont petérée que ça se passe dans leur jardin, au Sud. Ainsi fiat crée, en 1994, l'Alena, une zone de libre-échange et de régulations multiples, qui associe le Canada, les Etats-Unis et le Mexique. Presque simultanément, en 1991, les Etats de l'Amérique du Sud ont créé le Mercosur. Ces deux structures s'égères, Alena et Mercosur, se concurrencent, mais il est admis par lous que c'est dans un cadre régional que le développement américain se fait désormais. Les Etats-Unis l'ent compris, qui consacrent à l'Amérique latine 18 % de leurs investissements directs à l'étranger (IDE). puis la chute du mur de Berlin, les relations internationales se sont transformées. Avec l'échec

Dans le même temps, le Japon, menacé de vicillissement et refusant toute immigration, s'est lancé dans une vaste opération de redistribution de son appareil de production en investissant en Chine, en Corée du Sud et dans les dragons du Sud-Est asiatique. Ainsi s'est constituée une deuxième reconnexion Nord-Sud puissante, puisque le Japon consacre lui aussi 18 % de ses IDE à cente zone.

Aims naissent des "quartiers d'orange", des bloes de systèmes industriels, commerciaux et financiers intégrés Nord-Sud qui avancent à la même heure, insérés entre deux ou trois fuseaux horaires.

Le monde des années 1950 n'associait (OCDE) ou n'opposait (confirt Est-Ouest) que les pays du Nord. Ce monde est bien fini. Depuis, l'Europe a fait la moine du chemin et poursuivi son clargissement de 6 à 27 Etats membres. Il lui faut maintenant se tourner vers son Sud, vers les pays arabes et ceux d'Afrique.

L'avenir de l'Europe, du monde arabe, d'Israèl et de la Turquie se joue en Méditerranée. La proximité géographique et la complémentarité joucet dans les deux sens : l'Europe a besoin du dynamisme démographique et des marchés émergents de la rive méridionale ; le Sud a besoin du savoir-faire de l'Europe et d'une Europe solidaire pour affronter le choc de l'ouverture commerciale, le défi des emplois à créer et des réformes politiques et sociétales que la modernité exige. L'alternative pour les deux rives est claire : s'associer et devenir une des régions majeures du globe, ou être éclatées, donc restrainables de la configuration de la confi

La proximité géographique, en rédaisant les coires de transport, explique que les trois quarts des échanges se font avec les voisins. Elle joue aussi un rôle déterminant pour l'apprentissage de l'internationalisation des PME-PMI qui ne peuvent affronter les marchés lointains comme les grandes entreprises. A l'évidence, les PME algériennes, africaines, marocaines, mais aussi françaises ou danoises ont besoin d'un espace régional régulé pour ne pas laisser la Chine devenir la seule usine du monde, le Brésil la seule ferme du monde et les États-Unis le seul quartier général.

Le deuxième argument de la régionalisation est celui de la régulation de la mondialisation. A l'échelle de ces quartiers d'orange Nord-Sud, il est plus réaliste qu'à l'échelle mondiale d'établis des accords commerciaux pour enciencher le développement ; plus facile, aussi, de serveiller les normes environnementales, d'aborder les questions de protection des travailleurs, d'assurer la reconnaissace mutuelle des diplômes pour faciliter les mobilités de la main-d'ocuvre. Les quartiers d'orange régulés, maltrisés, peuvent ainssi devenir de vrais districts industriels, où la solidatité et le destin commun imposent des règles de protection visé-àvis de l'extérieur, des circuits cours, traçables, de qualité, une gestion équilibrée entre sécurité et mobilinés.

Le Huffington Post - Le 26/10/2015 - 07h04



Quand la Chine s'enrhume...

INTERNATIONAL - Il est trop tôt pour mesurer la portée de la crise économique en Chine, trop tôt pour savoir si elle est structurelle ou ponctuelle, trop tôt pour savoir si les fragilités de ses marchés financiers, de son système bancaire, de son marché immobilier et de sa démographie ("papy-boom") pourraient se conjuguer en un ralentissement durable. Mais on peut d'ores et déjà tirer un enseignement : la Chine ne peut plus être la locomotive de la croissance mondiale. D'une manière générale, l'Europe, qui semble promise à de faibles taux de croissance pour la décennie qui vient, ne peut s'en remettre au dynamisme de quelques grands acteurs globaux - Chine, Etats-Unis, Inde, Brésil...

Bien entendu, ces grands acteurs globaux de la mondialisation ont un rôle essentiel. Mais il est indispensable de prendre conscience du rôle clé de l'autre grande transformation de l'économie internationale : la régionalisation, c'est-à-dire la constitution de grands ensembles de pays que leur complémentarité et leur proximité rassemblent. Du reste ne voir dans la Chine qu'un acteur global serait un contresens. En même temps qu'elle transformait son système économique interne, la Chine a, dès les années 1990, modifié radicalement sa stratégie régionale en jouant le jeu de l'intégration Est asiatique (accords "Ascan+3" c'est-à-dire Asean + Chine + Japon + Corée du Sud). Même si les relations y sont complexes, notamment avec le Japon, c'est bien la stratégie chinoise d'intégration Est asiatique qui lui a donné la base nécessaire pour conquérir les marchés mondiaux. L'OMC ne cesse d'expliquer qu'une grande partie des exportations chinoises sont faites d'assemblage de sous-ensembles conçus au Japon et produits en Malaisse, à Taiwan, en Coréc... Dans les années 1980 seul un ters des exportations des pays d'Asic orientale se destinasent à d'autres pays de la région ; aujourd'hui on approche les deux-tiers. Lorsque les Japonais, non pas "délocalisent" comme on dit encore trop souvent, mais "relocalisent" leur appareil produciri à l'étranger, c'est le plus souvent dans les pays émergens de leur région qu'ils le font. Autrement dit, l'opinion publique a bien vu le train de la globalisation mais elle a mal vu celui de la régionalisation. Ces deux grandes tendances de l'économie mondiale se conjuguent, la dialectique globalisation-régionalisation est la clé des transformations à l'œuvre.

Les pays européens ont été les précurseurs de la régionalisation. Pour toutes sortes de raisons économiques (trop faible R&D) et institutionnelles (trop faible fédéralisation), l'Europe ne peut, seule, faire face à la montée en puissance asiatique et à la colonisation technologique

ÉCONOMIE

La Banque méditerranéenne de développement, un projet en gestation qui pourrait bénéficier au Liban

ATEM | vendredi, juin 17, 2011



Le projet de création d'une banque méditerranéenne pour le développement a été au cœur d'une Le projet de création d'une banque méditerranéenne pour le développement à été au cœur d'une conférence organisée mercredi à l'École supérieure des affaires (ESA). À cette occasion, les participants ont souligné que ce projet d'envergure pourrait permettre au Libém de se libémir des rousges politiques intermes pour concrétieur ses grands projets d'infrastructure. L'Institut de prospective économique du monde méditerranéen ((permed) et l'association des l'unes extraoposius. Bédie out amanéels épaceat une conféseros à l'Étole supédieure des affaires.

l'Economiste

L'AGRICULTURE EN MÉDITERRANÉE :

Pour la mise en place d'alliances stratégiques basées sur la coproduction



Pay Xavier Beulin, President de Solignotéol, President d'EMCC* 2/12/2014 à 1/K38

As dela de la recherche de biendes et de la coqualité de nouveaux marchies, commerci impliquer les entreprase dans la constitución d'une rispon indepte donomissament en Middersenée ? La quastion est d'autant plus d'exhabite que les pays de la rese not de la Middersenée à convert de sabilité seun do dons et du participation de la rese not de la side Middersenée à covere de sabilité seun doconnes et que les pays de la rese not d'autantique d'avant de la rese not de la rese not d'autantique de la research de la research desse des des la research depuis 2006. Par la research de la research de la research de la research la research de la research d

Le acclour agrocie et agrocimentaire permet fout particulairement de mettre à profit les complémentairés qui existent emire pays de Nord et fout de la Méditerraine. En effet, le desto de la billacce agrocie des PIEES (Plys No. Sud et de 1ES de la Méditerraine en la billacce agrocie des PIEES (Plys No. Sud et de 1ES de la Méditerraine hen hors Trusper, état creacé de 0% séques 1906, absignant 20 millants de doitaire pour feramentée des PIEES et 2011, le défect des 1806 de 1906 de 19

Les entreprises européennes gagnoraient à construire des alliances atratégiques, tant comm avec les PSEM

L'aubtsuffisance allimentaire n'étant pas envisageatier à moyen tierne dans les PSEM, le moours au marché international s'avère indispensable. De plus en plus, les pays niveraires de la mer Nose, l'Australe, le Caracto, le Bielet, l'Augentine devisancent les faur l'anseum des PSEM. L'incre augentenes et le continent américain (Sud et hiord réune) assurent plus des deux tiers de l'approvisionnement et se disputent le leadent ho en Middamanile.

nigum Europe -Méditerrande, à loquelle il flaudist ajouber l'Abbque, consiliue polentialement une région géostitulegique avec augmenté essentiels de la provente, de la complementante et de la solidate l'evitte de la possente géographique et des réplamentante de productions est une opportunité pour les enfrequeses appoisée et agrodificantairaise surpoisement, se particul

Les enthignities poursient jouer un rôle plonner dans la construction de cette grander région Europe-Modifierranée-Afrique en m plant la produsion d'alliances stratégiques inde-entreprises pour permettre la mutualisation des inspure et le partige de la chi-de valeur, collamente mais non exclusivement, desse la ecclaire apposé.

fer, une action politique commune des entreprises du Nord et du Sud dans le cadre d'un incurvement transmeditentense e celui d'ENOC lancé par IPEMED, pourrait permittre l'avtrement d'un partenarial agriccie et agroaimentaire surs-eu

NUMEROUS MEDIA PARTNERSHIPS

Be it during the Mediterranean breakfasts, great forums, the Mediterranean Economic Week, or even the COP21, IPEMED has always implemented media partnerships in order to maximise the communication of its ideas and contents, and to reach the largest audience possible of economic and political actors.





ince its creation in 2006, IPEMED has been considered as a source of expertise in the Euro-Mediterranean economic world. Be it via its President, founding members or experts, IPEMED takes part in various political debates in international media, in order to shed light on the situation and provide a new vision.



Radio Aligre FM, « Liberté sur paroles », November 2013, interview of Macarena Nuño, project officer.



Radio 2M (Morocco), July 2014, talk about the report on innovative funding.



RFI « Éco d'ici, éco d'ailleurs », November 2014, interview of Radhi Meddeb, president of IPEMED.



Future TV Network (Lebanon), "Bussines Mag", April 2015, interview of Miguel Angel Moratinos, PSC president.



France 24 « L'invité du jour », May 2015, interview of Amal Chevreau, Director of studies.



BFM Business "Tech&Co", November 2015, participation of Alain Ducass, ICT associate expert.

y launching, in 2015, its innovative project La Verticale, IPEMED also aroused the interest of many media around the world.



Süddeutsche Zeitung THEMEN DES TAGES

Mittwoch, 4, November 2015 Bavern, Deutschland, München Seite 2

AUSSENANSICHT

Rendezvous der Kontinente

Wenn Afrika und Europa wirtschaftlich enger zusammenarbeiten, stärkt das beide. Amerika und Asien machen es vor. Von Miguel Ángel Moratinos

e, das heißt: ökonomische Gründe



ON THE WEB

ver the last ten years, the world of communication went through major transformations and IPEMED managed to adapt by modernising its website and via its presence on social media such as Facebook, Twitter and Linkedln. The think tank also has its own YouTube channel and produced over 300 videos.

Followed by thousands of people in Europe, the Middle East and Africa, our think tank publishes information daily and expresses its views on the news by bringing its expertise on various key issues in favour of regional integration.



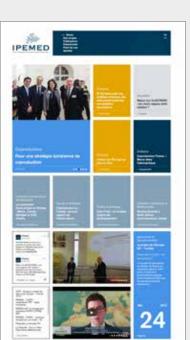
Twitter account



Facebook account



n 2015, IPEMED launched a new modern website, more focused on sectoral works, analyses and publications. It is the showcase of the Institute. It also provides information on IPEMED key events and relevant analyses of leading political figures and key actors in the region. It is an open platform towards the Mediterranean.

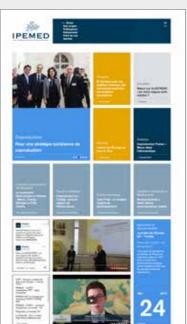




PEMED e-newsletter regularly keeps subscribers informed of the Institute's latest news. It plays an important part in the communication strategy of the Institute since they are addressed to over 23,000 key economic and political actors, from both shores of the Mediterranean.







VIA ITS PUBLICATIONS



Producing a shared reflection as well as new ideas and ensuring their communication in the North and in the South of the Mediterranean has always been at the heart of IPEMED's action of communication, promotion and awareness.

To do so, the Institute developed two great collections. The books "Construire la Méditerranée" (Building the Mediterranean) offer detailed situation reviews and deep analyses approved by the Institute's Scientific Committee.

The collection "Studies and analyses" gathered, throughout these ten years of work, several types of publications ("Les Notes d'IPEMED", "Les Palimpsestes", "Les projets pour la Méditerranée" [Projects for the Mediterranean], "Observatoire de la coproduction en Méditerranée" [Mediterranean Coproduction Observatory]). These publications evolved to better adapt to the objective of the Institute: offering targeted analyses, in relation with current events in the region, and highlighting successful examples of regional cooperation and innovative mechanisms.

All IPEMED publications are available for free on our website **www.ipemed.coop**

2008

CNRS Strates, « Enjeux, objectifs et instruments d'une intégration régionale agroalimentaire méditerranéenne », livraison « UE et Voisinages : la quête d'une intégration régionale »

2009



Construire la Méditerranée, « La Méditerranée face aux enjeux géopolitiques du 21^{ème} siècle. Une région Nord-Sud

commune, laboratoire d'une internationalisation réussie »

Construire la Méditerranée, « Méditerranée 2030. Panorama et enjeux géostratégiques, humains et économiques » Construire la Méditerranée, « Eau et assainissement des villes et pays riverains de la Méditerranée »

Les Notes d'Ipemed, n°1, « Migrants et migrations dans le bassin de la Méditerranée »

Les Notes d'Ipemed, n°2, « L'énergie en Méditerranée situation, perspectives, contraintes et enjeux »

Les Notes d'Ipemed, n°3, « L'espace financier euroméditerranéen »

Les Notes d'Ipemed, n°4, « Un pacte agroalimentaire et rural pour l'intégration régionale euroméditerranéenne »

Les Notes d'Ipemed, n°5, « Convergence en Méditerranée »

Construire la Méditerranée, « Région méditerranéenne et changement climatique : une nécessaire anticipation »

2010

L'Harmattan, « L'eau en Méditerranée : fonder une stratégie commune. Services de l'eau, climat et sécurité »

Les Notes d'Ipemed, n°6, « Sécurité alimentaire en Méditerranée, un enjeu géostratégique majeur »

Les Notes d'Ipemed, n°7, « Les autoroutes de la mer, des perspectives prometteuses en Méditerranée »

Les Notes d'Ipemed n°8, « Énergies renouvelables en Méditerranée »

Les Notes d'Ipemed n°9, « Le défi énergétique en Méditerranée »

Projets pour la Méditerranée, « Pour un avenir commun en Méditerranée »

Projects for the Mediterranean, "For a common future in the Mediterranean" Projets pour la Méditerranée, « La Méditerranée en 2030 : les voies d'un avenir meilleur »

Projects for the Mediterranean, "The Mediterranean in 2030: routes to a better future"

Projets pour la Méditerranée, « Faire de l'énergie la première politique euro-méditerranéenne commune »

Projects for the Mediterranean, "Make energy the first common Euro-Mediterranean policy"

Projets pour la Méditerranée, « Une Agence méditerranéenne de l'eau pour passer de la stratégie à

l'action »

Projects for the Mediterranean,
"A Mediterranean water agency to
move from strategy to action"

Projets pour la Méditerranée, « Sécurité alimentaire et droit à l'alimentation en Méditerranée »

Projects for the Mediterranean, "Food security and the right to food in the Mediterranean"

Projets pour la Méditerranée, « Pour une meilleure intégration de l'espace financier »

Projects for the Mediterranean, "Working towards better integration in the Mediterranean financial area"

Projets pour la Méditerranée, « Faire l'Union par les hommes : une CECA migratoire »

Projects for the Mediterranean, "Make the Union, through its people: a migratory ECSC"

Projets pour la Méditerranée, « Faire la Méditerranée des territoires, des villes et des régions » Projects for the Mediterranean, "Make a Mediterranean area of territories, town and regions"

Projets pour la Méditerranée, « Les réseaux économiques professionnels transméditerranéens »

Projects for the Mediterranean, "Trans-Mediterranean professional economic networks"

Les Notes d'Ipemed, n°10, « Renouveler le tourisme euroméditerranéen : le grand chantier »

Les Notes d'Ipemed, n°11, « La boucle électrique et le marché euroméditerranéen de l'électricité »

Construire la Méditerranée,

« Convergence en Méditerranée »

Études et analyses, collection 2iM, « Mesures pour favoriser et garantir l'investissement en Méditerranée »

Études et analyses, collection 2iM, "Measures to enhance and guarantee investment in the Mediterranean"

Études et analyses, « La Mauritanie, acteur-clé de la régionalisation euroméditerranéenne »

Études et analyses, "Mauritania : a key player in Euro-Mediterranean regionalization"

2011

Palimpsestes d'Ipemed, n°1, « Les réseaux professionnels transméditerranéens »

Palimpsestes d'Ipemed, n°2, « L'industrie allemande dans les Peco. Une intégration fondée sur la proximité, la complémentarité et la solidarité » Palimpsestes d'Ipemed, n°3, « Un état des lieux du financement par l'UE du développement en Méditerranée »

Palimpsestes d'Ipemed, n°4, « Pour une réelle coopération énergétique en Méditerranée »

Construire la Méditerranée, « Méditerranée : passer des migrations aux mobilités »

Palimpsestes d'Ipemed, n°5, « La formation en Méditerranée dans l'énergie et le développement durable »

Palimpsestes d'Ipemed, n°6, « La contrainte carbone dans la région euroméditerranéenne »

Palimpsestes d'Ipemed, n°7, « La confiance dans la société numérique méditerranéenne. Vers un espace .med »

Palimpsestes d'Ipemed, n°7, "Confidence in the Mediterranean digital society. Steps towards a med.area"

Palimpsestes d'Ipemed, n°8, « Partenariats public-privé en Méditerranée. État des lieux et recommandations pour le déploiement d'une pratique harmonieuse »

Palimpseste d'Ipemed, n°8, "Public-private partnerships in the Mediterranean. Overview and recommendations for consistent practice".

Palimpsestes d'Ipemed, n°9, « La situation céréalière en Méditerranée »

Palimpsestes d'Ipemed, n°10, « Les partenariats énergétiques entre l'UE et ses voisins du Sud et de l'Est »

Études et analyses, « Tunisie : 9 propositions pour relancer le développement économique »

Études et analyses, "Tunisia, 9 propositions for boosting economic development"

Construire la Méditerranée, « Demain la Méditerranée »

Construire la Méditerranée, "Tomorrow, the Mediterranean"

Études et analyses, « Rapport stratégique. 2012-2017 : agir ensemble pour la région »

Construire la Méditerranée, « Régulations régionales de la mondialisation. Quelles recommandations pour la Méditerranée »

Palimpsestes d'Ipemed, n°11, « La Méditerranée en 2030 : les voies d'un avenir meilleur »

Palimpsestes d'Ipemed, n°11, "The Mediterranean in 2030 : routes to a better future"

2012

Les Notes d'Ipemed, n°12, « Le tourisme en Tunisie : les défis à l'heure de la transition démocratique »

Construire la Méditerranée, « Partenariats public-privé en Méditerranée »

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Construire la Méditerranée, "Towards a Euro-Mediterranean Energy community"

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Construire la Méditerranée, « Les banques postales et les services financiers dans les pays du Maghreb »

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Études et analyses, « Les transports ferroviaires au Maghreb »

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VIA ITS NETWORK OF EXPERTS

Combining intelligence and passion, sharing visions, gathering expertise from various geographic and thematic backgrounds in order to shape the Mediterranean world of tomorrow: such is the innovative method deployed by IPEMED since its creation.

For ten years, IPEMED has been mobilising a large number of experts, acknowledged in their fields, which enabled us to foster new ideas and implement successful North-South dynamics.



FORESIGHT

Pierre Beckouche, University Professor, Paris I Panthéon Sorbonne

Akram Belkaïd, journalist, essay writer

Frédéric Blanc, former Director General of Femise

Sidi Mohammed Cheiger, founder of CID International, a Mauritanian consulting company

Michel David, consultant
Christian Deblock, economist,
Research Director at the Centre
for the Study of Integration and
Globalization

Vincent Dollé, agricultural engineer, associate Professor at IAMM of Montpellier

Gül Ertan Özgüzer, assistant Professor at Izmir University of Economics

Larabi Jaidi, Professor of Economics at University Mohammed V of Rabat Cécile Jolly, project manager "employment sectoral projections" at France stratégie Agnès Levallois, consultant

Agnès Levallois, consultant specialised in the Middle East and Mediterranean issues

Françoise Nicolas, Researcher at IFRI (French Institute of international relations)

Jacques Ould Aoudia, economist, President of "Migrations & development"

Carmen Romero, European deputy Jean-Marc Sorel, Professor at the University Paris 1 Panthéon-Sorbonne, Director of Cerdin (French research centre in international law)



COPRODUCTION

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Guillaume Mortelier, Director of strategy and development at BPI France

Jean-Philippe Payet, Founder and Associate at Afrikafounders Paulette Pommier, consultant in public policies, Director of PPP Consulting



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Moncef Ben Abdallah, consultant, former Tunisian Minister of Industry and Energy

Louis Boisgibault, Professor and Researcher, Sorbonne Universities, Paris Sorbonne, ENEC

Marjorie Cessac, journalist
Madjid Chaker, consultant
Caroline Chevasson, advisor in
Public Strategies to the Director of
the Atomic Energy Commission

Mustapha K. Faïd, senior consultant, former President of SPTEC Conseil

Franck Galland, CEO.

Environmental Emergency & Security Services

Francis Ghilès, Associate Senior Researcher at CIDOB

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Abdelnour Keramane, Publication
Director at Medenergie, former
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Jacques Percebois, Director of CREDEN (Research Centre on Energy Economics and Law)

Morad Preure, President of Emergy – international strategic consulting, former advisor in charge of strategy

former advisor in charge of strategy to Sonatrach CEO

Sadok Rabah, international consultant, former Tunisian Minister Samuel Somot, Researcher at CNRM (National Centre for Meteorological Research)
Stéphane Hallegatte, Senior

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Fadi Comair, Honorary Chairman of REMOB, General Manager of Water and Electric Resources at the Lebanese Ministry of Energy and Water.

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Claude Martinand, Honorary General Engineer in Water and **Forests**

Eric Mino, Manager and Coordinator of the technical unit of EMWIS (Euro-Mediterranean Information System on Know-How in the Water Sector)

Morgan Mozas, former project manager at IPEMED

Caroline Orjebin-Yousfaoui, former project manager at IPEMED Alexandre Taithe, in charge of research at the Foundation for strategic research

Jean-Claude Tourret, Former General Director of the Institute for the Mediterranean

Vincent Wallaert, Head of Europe Department at Aix Marcheille Métropole



Edward Aoun, former project manager at IPEMED

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Nahid Mohavedi, PhD in Business Administration, economist specialised in the rural and agrifood sectors

Jean-Louis Rastoin, UNESCO chair in World Food Systems, Montpellier SupAgro

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Nicolas Beaussé, Director of Mensia Conseil

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Zied Ouelhazi, consultant at NABES



Ali Bensaad, geographer, research associate at Iremam

Philippe Fargues, Director of the Migration Policy Centre at the European University Institute of Florence

Hervé Le Bras, Researcher Emeritus at INED. Head of Studies at the School of Advanced Studies in Social Sciences and Director of the Historical Demography Laboratory (EHESS)

Jean-François Nallet, Former Executive Director of AFPA (French association of training for adults) in charge of pedagogy, tools, resources and the evolution of training and counselling systems Macarena Nuño, project manager at IPEMED

Farida Souiah, Post-doctoral Researcher at the chair "Religions, migrations, diasporas" at the Institute for Social Sciences of Contemporary Religions (ISSRC), University of Lausanne



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Inspector pharmacist at the Moroccan Ministry of Health



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Pierre Musso, Professor at Télécom Paris Tech, Chair holder "Establishment of imaginary models, innovation and creation"



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VIA ITS NETWORK OF MEMBER COMPANIES

Without the support of its member companies and partners, IPEMED could not exist. We thank them all very much.



AFD





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Liban Post (Lebanon)







MACIF

In Mediterranean societies, the development of a fair and solidarity-based healthcare policy is considered as a fundamental basis for social inclusion. This is why IPEMED, with its groups of reflection, identified health as a priority work area.

Health systems in SEMCs are in crisis. Physicians, users and decision-makers all agree on the inefficiency of current policies but none of them seems to be able to find solutions. Besides, the future is not so bright as studies have shown that current demographic and epidemiological transitions will change patients' needs and require the mobilisation of human, infrastructure and financial means that no Southern country can afford.

Following these observations, IPEMED carried out a first reflection intending to provide a state of the art and propose necessary structural reforms to face the serious challenges these countries must take up. This task was entrusted to North African experts, considering that they know the subject better and that they are key to choose relevant solutions for their countries. Taking into account the highly strategic character of this sector, the second reflection was about pharmaceuticals. Both groups published a report on their works.

Then, the IPEMED "health group" worked to raise awareness in public authorities to carry on the reflection at the institutional level (in the framework of the 5+5 Dialogue) and to implement the necessary legal and political devices for its success. In this regard, in 2013, the Ministers of Foreign Affairs of the "5+5" made of Health a priority cooperation issue of this group.

It is now necessary to organise a meeting of the Ministries of Health of the ten countries to work on a health cooperation policy, taking into account the works of IPEMED. In spite of an unfavourable political situation, IPEMED remains convinced that this North-South policy in favour of populations' health will become the necessary basis of a fair and solidarity-based cooperation"

Pr Farid Chaoui Health co-project manager



THE THINK TANK

AN INNOVATIVE AND PARTICIPATORY INSTITUTE

Created in 2006, IPEMED is an independent and international think tank of general interest that respect North-South parity. It focused its action on the economy.

▶ IPEMED HAS THREE MAIN FUNCTIONS:

- producing forward-looking ideas and solutions in order to anticipate evolutions and implement long-term policies;
- **influencing political spheres** so that they implement public policies boosting North-South and South-South exchanges and facilitating regional integration;
- open up ad interweave ideas in order to enlighten and convince the greatest number of decision-makers as well as opinion leaders of the benefits of a Euro-Mediterranean rapprochement.

Strong beliefs drive the action of our Institute and lead us to consider a deep regional integration. They are the following:

- Mediterranean countries need to work together to carry weight in globalisation;
- Regional integration involves coproduction and the optimisation of the value chain between the two shores;
- Northern and Southern business leaders are the driving forces of regional integration.

These convictions are combined with our unique method based on three approaches:

- prospective, that is to say, favouring a long term approach and the analysis of heavy trends;
- general interest, to recommend a deep regional integration meeting the needs of Southern populations;
- and the capital logic, as companies lie at the heart of this North-South partnership model called coproduction.

In order to establish shared diagnoses and develop relevant and innovative propositions, IPEMED acts as an interface between three great types of key actors that it regularly mobilises:

- the corporate world, as companies are strategic actors of the Euro-Mediterranean integration and cooperation;
- Northern and Southern experts to analyse, assess and develop practical projects;
- political leaders to transform projects into collective actions and legislations.

A RESULT:

CONFIDENCE IN A

COMMON FUTURE

IPEMED IS:

A METHOD: **PARTNERSHIP** A CONCEPT: A STRENGTH: AND TAKING COPRODUCTION A NETWORK INTO ACCOUNT AND SHARING OF OF EXPERTS **SOUTHERN NEEDS** ADDED VALUE AND POLITICAL **INFLUENCE** A VISION: **NORTH-SOUTH** INTEGRATION



IPEMED team, 2016

▶ IPEMED IS ALSO AN INTERNATIONAL PERMANENT TEAM - MEN AND WOMEN WHO WORK HARD TO BUILD THIS MEDITERRANEAN WORLD OF TOMORROW. IN 2016, THEY ARE:

Jean-Louis Guigou, President
Farzan Bakaoollah, Head of administration and finance
Mickaël Burlot, Project manager attached to the President
Marie Dupuy, Assistant to the President
Thibault Fabre, Economic studies Research Manager
Macarena Nuño, Project officer in charge of international projects
Kelly Robin, Economic studies Research Manager

Stéphanie Baz, Advisor on Communication and Press relations **Inès Guignard,** President's Advisor **Jean-Marie Paintendre,** Advisor on International Affairs

JOINT BODIES FOR A PLURAL GOVERNANCE

The composition of IPEMED governance and advisory bodies exemplify the values of North-South parity and political independence defended by the Institute.

THE BOARD OF DIRECTORS

is the association's direction and steering statutory body. It is composed of three constituencies: experts, elected by and among the contributing members and benefactors; founders, elected by founding companies, and qualified persons designated by the members of the two former constituencies.

THE SCIENTIFIC COMMITTEE

is an advisory body invested of two major missions: submitting the annual research program to the Board of Directors and approving IPEMED scientific works. The Board of Directors can consult the Scientific Committee on any question regarding the scientific dimension of the association's work programs. It gathers scientific experts from both shores of the Mediterranean, according to the principle of parity, which is the foundation of IPEMED.

THE SUPERVISORY BOARD

gathers the Institute's founding members. It has permanent control over the management of IPEMED, approves the budget and takes part in the definition of the major work themes of the Institute.

THE POLITICAL STEERING COMMITTEE

is a joint, advisory and non-partisan body. It comprises political personnalities and people from the civil society. It promotes IPEMED's actions and defends its ideas in the international political sphere. It gathers once a year in order to discuss the challenges and issues involving both shores of the Mediterranean. During this meeting, the Committee appeals to the political leaders of both shores of the Mediterranean in order for them to implement active policies in favour of regional integration. It also intends to establish a relationship based on friendship, trust and mutual respect to favour freedom of speech, as none of its members is involved in governmental responsibilities.

COMPOSITION ON 30TH JANUARY 2016

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As showed the study carried out by IPEMED on compared migration policies in Europe, the United States and Canada, these countries are clearly looking for demographic increase, active population growth, skill attraction and global influence via migrations. The study showed the mutual benefits of increased mobility by making of migrants, actors of development here and there as well as powerful factors of regional integration.

The implementation of the project at the scale of La Verticale Africa-Mediterranean-Europe would raise the migration issue to a more adapted level. It would enable the creation of mutually beneficial approaches at the scale at which people are currently migrating."

Jacques Ould Aoudia
Member of the Scientific Committee



FROM A MARGINAL TO A CENTRAL MEDITERRANEAN: YEAR 1 OF LA VERTICALE

LA VERTICALE AME







THE FUTURE OF THE MEDITERRANEAN LIES IN THE SOUTH

THE END OF A EURO-MEDITERRANEAN CYCLE

The announcement in 2015 of the revision of the EU neighbourhood policy seemed to end a cycle initiated in 1995 by the Barcelona process. Including more and more Eastern neighbours via the ENP, the European Union marginalised the Mediterranean region.

Nevertheless, in the current unstable situation, thinking and building the Euro-Mediterranean region is crucial. This is what IPEMED, a foresight institute, kept doing over the last decade. Mediterranean countries undoubtedly have interests in common, but they also share challenges exceeding the national framework. It is the case of migration flows, ecological and climate constraints, youth unemployment and terrorist threats. The notions of proximity and complementarity also lie at the heart of this region and increasingly define the economic relations among businesses.

However, this space is no longer sufficient to face globalisation and lead development policies. Several reasons can explain this situation:

- Economic forces are at work. As mobility and e changes of goods, capitals and information are going to grow significantly in the EMA region (Europe-Mediterranean-Africa), major international companies are increasingly adopting an operational territorial division of this region;
- Political actors are also involved in large-scale cooperations and understand the importance of partnerships and cooperations with close neighbours and neighbours' neighbours.

This transformation in the behaviour of public and private actors follows a heavy trend: the regionalisation of the global economy.

ARRIUE MEUTERBRIÉE EUROPE LA VERTICALE Pour un avenir commun

REGIONALISATION OF GLOBALISATION

Globalisation compelled companies to broaden their field of action and favour all-out free-trade agreements. After thirty years following this trend, globalisation is increasingly replaced by regionalisation, another process of economic internationalisation favouring proximity and complementarity.

This is why coproduction makes sense, with the deployment of value chains and the sharing of added value. Indeed, great regions such as ASEAN and NAFTA ensure industrials investment security, norm standardisation and network interconnection. If the "crescent" Europe-Mediterranean-Africa wants to carry weight in globalisation, it must start building its own great global region.

It is now time for a shared, sustainable and inclusive growth between an ageing Europe and a dynamic African continent.



Today, one must build on the Mediterranean region in order to mobilise a larger regional space and head South.

Instead of thinking in terms of horizontality, neighbourhood or periphery, IPEMED chose the vertical integration logic, via the construction of a great region Africa-Mediterranean-Europe. These three political and economic areas feature substantial proximity and complementarity, with the Mediterranean as their point of gravity.

The project of international foundation La Verticale Africa-Mediterranean-Europe (AME) was initiated in this context. Both shores of the Mediterranean share this concept. It is based on the works of ECLAC and ERIA, two organisations respectively linked to NAFTA and ASEAN. In this regard, it intends to implement a network of laboratories with a common programme and chart.

The project of La Verticale is ready. It is now time to implement it. After collecting political support (with the Arab League, the African Union and the European Union), the following step is institutional.

It is now time for Europeans to shift from conquest to sharing and for Africans to take action. Together, with their Mediterranean partners, they are ready to build this great region.



A NEW VISION OF AFRICA : TESTIMONIES OF ACTORS

IPEMED commits to the future with the project La Verticale Africa-Mediterranean-Europe. The foundation will be structured around several entities:

- implementation of a network of think tanks with several entities. The political and intellectual body of the foundation, it will shed light on the ongoing heavy trends and favour those supporting integration;
- the coordination of an international forum for business managers enabling them to talk to political decision-makers with one voice;
- creation of a joint body gathering political personalities recognised in the three spaces. It will ensure the operational political support;
- organisation of regular thematic seminars, taking advantage of IPEMED's experience, to "intermingle" public, private and associative decision-makers;
- implementation of a platform of references of Africa-Mediterranean-Europe economic integration enabling to share strategic information. The portal will also release the main results of the Foundation's works.

I would like [...] to express all my support for this initiative. The observation of the economic and social evolution of both continents shows how closely linked they are and how much a permanent strategic reflection framework is necessary to drive this evolution."

Majhamadou Issoufou President of the Republic of Niger

IPEMED has become a significant European actor focusing its efforts on a practical partnership approach towards the South of Europe, which has long been neglected by European policies. The Institute mostly focuses on the Mediterranean, a European "mare nostrum" just like the North Sea or the Baltic Sea, but it also focuses on Africa. These two regions are essential neighbours to Europe - a real neighbourhood policy should be implemented for these two areas, just like Europe did with its Eastern neighbours!

Hence, the urgent call of IPEMED to the European institutions to draw up and implement without delay a practical partnership programme and policy with Southern Mediterranean countries that are being threatened by politicoreligious extremism.

Hence, my wish that IPEMED will also start reflecting upon a deep recast of the European development policy towards a coordinated, and even integrated, policy.

IPEMED must progressively become a European representative, integrating its German neighbours in its reflections and approaches."

Joachim Bitterlich
Ret. ambassador
Former European, diplomatic and external security advisor to the Chancellor Helmut Kohl,
Affiliate Professor at ESCP Europe Paris
Member of the PSC

As we have seen over the last few years, the construction of great economic regions is a positive element of the increasing interconnection among peoples and States. The historic examples of the European Union and other great regional organisations are proof. First, because they foster the development of communities inclusive and respectful of individuals, so long as the States and their institutions make sure to regulate and harmonise this development. Then, because by favouring the exchange of goods and services, they reject ideological religious obscurantisms that remain the most serious threats of the common good.

This is why the Parliamentary Assembly of Francophonie (APF), involved for almost fifty years in the encounters between people via the encounter of their legitimate representatives, believes that there is a real convergence of interests between Northern and Southern Mediterranean countries.

Of course there are political interests, as history keeps showing us. But there are also great economic and commercial interests. The Mediterranean World Economic Foresight Institute (IPEMED) is not only willing to remind us of these interests, but also to support them via practical initiatives such as the co-development of agricultural sectors, or the implementation of an integrated financial system. Therefore, the partnership between AFP and IPEMED was natural and profitable.

This partnership is relevant because it could strengthen one the of most ambitious programmes of IPEMED, La Verticale Africa-Mediterranean-Europe (AME) via parliamentarism. Mr Jean-Louis Guigou managed to gather within the same project and for the same purpose, various partners working towards synergy and complementarity.

La Verticale AME relies on strong and innovative ideas of endogenous and inclusive development, land planning, promotion of social and solidarity economy on the one hand, and on practical actions having consequences on the daily life of the concerned populations on the other hand. APF can and wants to contribute to the implementation of consistent and profitable initiatives for the good of the populations of the francophone space, and of African, Mediterranean and European peoples."

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