



Forum Euro-Méditerranéen des Instituts Economiques
www.femise.org

**FEMISE ANNUAL REPORT
(DECEMBER 2022–AUGUST 2023)
and WORK PLAN
(SEPTEMBER 2023-AUGUST 2024)**

**Presented to
FEMISE BOARD OF DIRECTORS
14th of September 2023
Virtual meeting**



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Part I: FEMISE Annual Report (December 2022– July 2023)

Introduction and Highlights

The year 2023 marks a new milestone for FEMISE as the efforts that have been put in the past 3 years to consolidate and sustain the network is clearly paying off. In 2021, FEMISE started the implementation of a new strategy that aims to strengthen the position of FEMISE in four main pillars: Institutional, Networking and Partnerships, Financial and Communication.

While last year was focusing mainly on building the institutional building block of the association which supports its transition, this year is all about building strategic partnerships, engaging in new activities and projects and raising our profile as one of the largest think-tanks in the EU-Med region.

The year is marked by 3 important achievements:

1. The participation of FEMISE in a number of projects in parallel, which enhanced the network's position within the region and allowed the association to produce a large number of outputs through different channels;
2. The launch of a new communication strategy that will take the network further in terms of visibility and reach-out this was helped by the large number of products that have been produced;
3. The organisation of the FEMISE annual conference 2023 which came after three years of absence due to the COVID and financial resources constraints of funding.

In more details with regards to the four pillars that constitute our strategy:

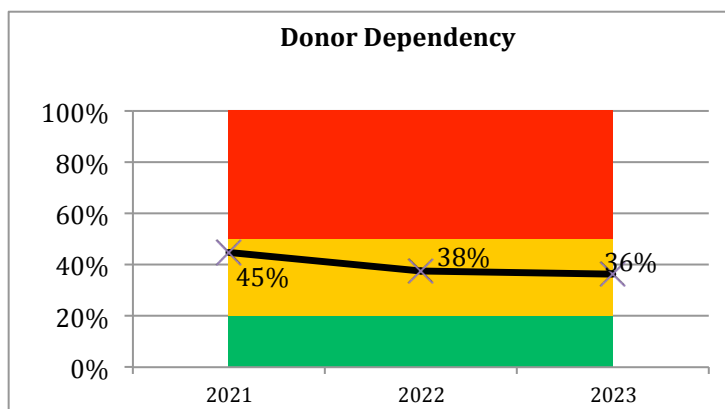
First, on the institutional front and following the successful modifications of the Statutes of incorporation (Charter), FEMISE has progressed in completing its governance plans. This includes the successful Board renewal that was done over 2 phases, the establishment of a number of committees including Governance Committee and the consolidation of the Membership committee. The next step would be to complete the establishment of other committees including the ethics committee and the scientific committee. This will bring further stability and continuity and will prepare the network for further engagement and activities.

On the network and partnerships front, FEMISE continues to be active in terms of engaging the network members and in forging new partnerships while maintaining existing ones. The 2023 witnessed an important strategic partnership with the Spanish Member IEMED which provided support for FEMISE to organising its annual conference and to help the network secure the

funding from the Spanish Development Agency. An important and strategic partnership that has allowed FEMISE to organise its conference this year and secured funding for next year’s conference in addition to a third event. This partnership will not only be restricted to the events’ organisation but will extend to include the publication of conference papers and production of joint Policy briefs. These types of Partnerships are essential to secure new joint activities, producing joint publications, organising joint events, this ensures creating ties with other institutions which brings mutual benefits of shared experience but it also ensures larger and wider communication and visibility. FEMISE will continue to seek further partners.

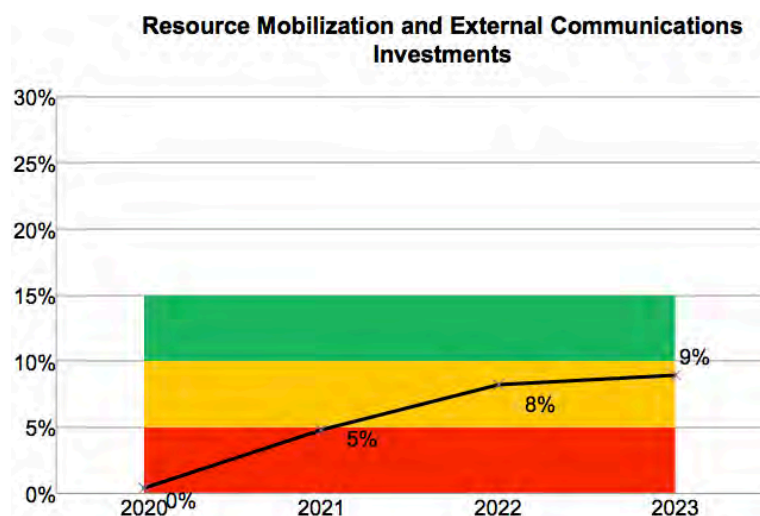
On the financial front, and thanks to the success of its strategy, FEMISE was able to receive grants from different donors, most of which are projects’ funding. In addition, the funding dedicated to the organization of the FEMISE annual conference over 2 years will further strengthen the financial position of FEMISE. This is an important achievement as funding is becoming more and more restrictive and the market is over-crowded. FEMISE will continue to work on its fundraising strategy and to participate in calls for projects and proposals as leader and as a partner in consortia.

According to the “Financial health check indicator” that was implemented on FEMISE through the state of the art process: Financial Innovation Resilience (FIRE)¹, FEMISE donor’ dependency ratio has dropped again this year to 36% (getting close to the safe area) from 45% in 2021 and the earlier 63% in 2019.



Finally, the communication strategy of FEMISE has been completed re-shaped with clear objectives, engagement strategy and provoke actions. The target audience has been identified and the channels of communication have been widely diversified. The new communication strategy aimed to re-shape the profile of FEMISE and unify its appearance to become easily recognised and to reach out to target groups including policy makers. Given the importance of the communication strategy in channelling and streamlining the outputs of the different products, FEMISE has been devoting human and financial resources to this strategy and the share of budget that is devoted to communication has increased from 5% in 2021 to now 9%.

¹ A training program received by the FEMISE management on how to achieve financial innovation Resilience (FIRE)



In brief, FEMISE is progressing in the right direction in terms of completing its transition, which will provide the necessary building block for a strong and resilient institution that can face external shocks. This will be complemented by insuring a resilient financial situation of the association while enhancing the fundraising strategy which aims to diversify financial resources to ensure its sustainability.

FEMISE Bureau, its Board and its Members, remain determined to continue its development, its visibility and its impact to be able to meet the future challenges.

This annual report will provide some details on some of the main activities that the FEMISE network has undertaken between December 2022 until August 2023.

I. NETWORK DEVELOPMENT

I.1. Network Consolidation

FEMISE continues to ensure that the network members are active and their information is updated. In 2020, FEMISE started a yearly process of reviewing the status of existing members in terms of their participation in FEMISE activities, including their response to General Assembly votes. This exercise result in creating inactive members' lists which were put in different categories based on whether they are active or inactive or that the focal person is not responding.

Following the review process, the Membership Committee presents its recommendations regarding inactive members to the Board of Directors for their action and approval.

In December 2022, and following this process, the Board members accepted the recommendations of the Membership Committee to:

- withdraw the membership of six members who have not been active and have not been replying to the Bureau for a number of years.
- approve the re-activation of the membership of two institutions.
- Approve the membership of a new institution that have applied to join the FEMISE network in 2022; Faculty of Economic and Administrative Sciences, Yildiz Technical University

Replacing the membership of the Centre for Economics Research on Mediterranean Countries (CERM), Akdaniz University by the Economic Department.

As of December 2022, FEMISE network reached 101 members' institutes representing the EU-Med region and it includes: 47 Members from the Mediterranean Partners countries and Turkey and 54 Members from the European Union Countries and the United Kingdom.

For the purpose of keeping the network interactive and constantly updated, FEMISE bureau will keep communicating with all its members to ensure that they receive our regular communications and for opportunities of collaborations.

The Membership committee continue to monitor the Entry and Exit criteria that was put in place in 2018. FEMISE is open for new candidates that wish to join.

I.2. Partnerships and Fundraising

FEMISE continues to seek engagement with network members and in forging new partnerships

while maintaining existing ones. Partnerships are a way to secure new joint activities for the network, producing joint publication, organising joint events, this ensures creating ties with other institutions which brings mutual benefits of shared experience but it also ensures larger and wider communication and visibility.

Hence and as part of its strategy, FEMISE has worked on scaling up collaborative initiatives with international community and civil society organizations in order to develop joint projects, increase funding opportunities, and have a greater impact.

In the past period, FEMISE has achieved the following in terms of partnerships

1. Partnership with the Royal Scientific Society (RSS), Jordan

In line with the FEMISE fundraising strategy and in order to diversify its resources, FEMISE has been engaged with a number of partners to submit proposals in response for calls. In 2021, a proposal submitted by the Royal Scientific Society (FEMISE member) and where FEMISE was a partner was successful. FEMISE signed a partnership agreement with the RSS in July 2021, following the success of this joint proposal submitted towards the ENI CBC MED Capitalization – WEF-CAP Project Sept 2021-September 2023.

2. A Renewed Partnership with ANIMA Investment Network

Along the same line, a proposal that was submitted by ANIMA and where FEMISE was partner was successful in 2022 in response for a call for proposals announced by the DG-Near. FEMISE made contributions to this proposal as it was considered as a continuation of the NEXT SOCIETY project. Following this success, FEMISE is signing a new Partnership agreement with ANIMA, following the success of this joint proposal submitted towards the DG-NEAR call – Euromed Clusters Forward Project (ECF) – April 2022-September 2026 FEMISE will continue to engage in these partnership to open new horizons for collaboration and potential projects, to increase its visibility and to diversify its resources and to ensure the continuity of its funding.

3. New partnership with African Export-Import Bank (Afreximbank)

FEMISE was approached towards the end of 2022 by Afreximbank to prepare a contribution for the Bank's annual report about the Potentials of the Africa's value chain. This presented a great opportunity of FEMISE in two ways: first it has opened the door of partnerships with African institutions, which is something that FEMISE was trying to reach; and two is has allowed FEMISE to work more closely on subjects that relate to Africa and its potentials. Something that FEMISE has been building on since its Conference of 2018 about neighbours of neighbours. This partnership is an important step that will open the door for a number of new initiatives and partnerships and will put FEMISE in the map for African-EU-Med research.

4. Partnership with the European Institute of the Mediterranean (IEMed)

FEMISE has been working with IEMed since it became a member of the network, however towards the end of 2022 this collaboration took a new shape as IEMed expressed an interest in providing support to FEMISE to organise its annual conference for 2023 in its belief that the network brings a lot of great value added to the region. Since then, both FEMISE and IEMed management have been working closely together to make this happen. The effort paid off, when IEMed helped FEMISE to secure funding with the Spanish Development agency (AECID) that will allow FEMISE to organise its annual conference for 2023 and 2024 together with an additional event. This fruitful strategic partnership will allow FEMISE to engage the network in call for papers and joint publications and policy briefs.

II. PROJECTS AND RESEARCH ACTIVITIES

II.1 Projects

During this year, FEMISE has continued its progress in ongoing projects and has also been involved in new projects.

FEMISE has completed its activities in the framework of its collaboration with ANIMA Investment network within the Next Society in 2022 project. However, FEMISE continues its collaboration with ANIMA continues with the implementation of the Euromed Clusters Forward project.

II. 1.1 Water-Energy-Food Capitalisation Project (September 2021-September 2023)

Funded by the European Union under the ENI CBC MED Programme, with a total Budget of €1.1million, running from 1st of September 2021 to 30th of September 2023, the [WEF-CAP project](#) (THE TECHNOLOGY TRANSFER AND CAPITALIZATION OF WATER ENERGY FOOD NEXUS-Project no: WEF-CAPC_A.2.1_0069) was launched by the Royal Scientific Society with the aim of supporting sustainable & resilient agri-food production with improved energy & water efficiency by capitalizing WEF Nexus tools & methodologies used in best practices.

As a member of the Consortium of the WEF-CAP project bringing together RSS, ANPE, CRES, UNICT, UAB and ECITD, FEMISE (which is allocated a budget of 141.3K with an own contribution of 10% (14K)) is responsible to lead the **Work Package 5: Mainstreaming WEF NEXUS capitalization outcomes to ensure evidence-based policy development**. This WP aims to integrate the outputs of previous WPs employing different channels designed according to targeted stakeholders to reach unanimity among the different actors on the way forward. FEMISE contributes to turning outcomes/data into knowledge, making it accessible to TGs/FBs at regional/national levels to assimilate results/best practices, comprising those of identified

projects for synergies, and provides needed policy recommendations based on outputs. WP3-4 outputs, together with results of the survey conducted within WP5, should be primed for capitalization in two forms (1) 3 policy briefs and 3 White papers that will be translated into Arabic to be easily accessible and read by the national policy makers in the MPC, the media and the wider public and transformed into (2) Journalistic Articles that will be widely distributed to raise awareness of the project outputs & ensuring the sustainability of the outcomes.

Within the framework of this project, FEMISE successfully produced the following outputs:

1. WEF NEXUS capitalization policy briefs and white papers

- The **first policy brief (PB1) in the WEF-CAP project**, entitled: [WATER-ENERGY-FOOD NEXUS: The Way Forward for the Mediterranean Region in the Face of Insecurities](#) was published in November 2022 on the FEMISE and project websites.
- The **first white paper (WP1)** entitled [“Towards the Adoption of an Integrated Water-Energy-Food Nexus Approach in Jordan: Challenges & Opportunities”](#) was published July 2023 on the FEMISE and project websites.
- The **second white paper (WP2)** entitled [“Technology, Research and Development and Innovation: Towards the adoption of the Water-Energy-Food Nexus in Egypt”](#) was published in July 2023
- The **second policy brief (PB2)** entitled [“Opportunities for an Integrated Water-Energy-Food Nexus approach in the MENA region: Egypt, Jordan, Lebanon & Tunisia”](#) was published in August 2023 on the FEMISE website.
- FEMISE also produced the **first draft of white paper 3 (WP3)** entitled *“Towards the governance of the Water-Energy-Food Nexus in Tunisia in the face of insecurities”*. This white paper calls for the establishment of a WEFN committee under the aegis of the National Environmental Protection Agency (ANPE) in Tunisia that will be in charge of increasing policy coherence among the three sectors and climate change policies to provide integrated solutions aimed at mitigating nexus-related risks. The White paper is expected to be published in the coming week.

More details on the policy briefs and white papers are provided in section 3.

2. WEF-Cap Project Public Consultation in the Euro-Med Region

- As part of the project, FEMISE designed a **survey-style questionnaire** with feedback options targeting the multi-stakeholders, including national policy makers, experts, academia, and civil society to collect first-hand information about the awareness,

perception and expectations of the stakeholders with regards to the WEF nexus and the climate change challenges in general.

- In about 5 sections, the questionnaire includes statements and questions to validate the outputs gathered so far by the project in terms of mapping of WEF best practices (O3.1), replication scenarios (O3.2) and the observatory O.4, to Involve stakeholders and policy makers in the process of streamlining the evidence-based results and shaping up recommendations, and initiate debates among the relevant stakeholders at the national and regional levels by presenting results in workshops (accelerator workshops) and conferences (O5.3).
- In preparation for this questionnaire, the communication teams (and other partners) having shared the project’s contact database which was combined by FEMISE and where the FEMISE contact database was also added. This has created a database of more than 2400 contacts.
- The questionnaire has been translated into Arabic to broaden the scope of responses and put on an online platform for an open public consultation. Issues related to GDPR and Data protection have been carefully included.
- The public consultation was launched in March 2023 for a duration of 8 weeks and FEMISE collected 98 responses from relevant stakeholders in 15 countries across the EU-MPC region



- Moreover, FEMISE has designed a communication campaign through different channels to maximize responses and is currently analyzing all the inputs collected including policy recommendations on the basis of which the **third policy brief** will be produced. This policy brief will provide an overview of the findings gathered through this public consultation and evidence-based operational recommendations on how to



move forward and adopt the WEFN approach.

3. FEMISE participation in the WEF CAP project multi stakeholder events

- Within the framework of the project, FEMISE participated in a series of different types of workshops run in Egypt and Tunisia to present the project outputs, capitalization multi stakeholders events including all stakeholders around the region to debate on the different results and generate a consensus on a list of recommendations as the 'take-away' output.
- Moreover, FEMISE has engaged a large number of WEF counselors (19 counselors) from across the region to take part in the Multi-stakeholders events, this includes academia from the network, members of civil society, national organizations and entrepreneurs. These counselors have shown engagement during the events and provided important insights and value added to the streamlining of policies.
- WP3 has been presented in an accelerator workshop in Tunisia to mainstream a dialogue aimed at generating socially relevant evidence/knowledge that can inform decision-making regarding real NEXUS policies. Further developments on the brief are being applied to ensure that we are actively monitoring and responding to changes in the political, economic, and social landscape of Tunisia to ensure that the policies outlined in the paper remain relevant and effective.
- To better streamline knowledge and mainstream a continuous dialogue to generate socially relevant evidence/knowledge which can feed into decision making to real NEXUS policies, all policy briefs and white papers will be disseminated on the project's digital repository, called [WEF-CAP Observatory](#) platform which is considered a regional leading informative site, that enable experts, researchers and policy-makers to share, diffuse and transfer knowledge of the WEF Nexus capitalization and generate technical insights on best methodologies, practices of water, energy and food integration. This open source hub includes a network of stakeholders to promote the use of existing data, case studies and good practices to support decision-making and the formulation of evidence-based policies.

4. Journal-style articles: raising awareness and increasing visibility of policies' outputs



To raise awareness and increase visibility of the project outputs, all policy briefs and white papers should be transformed into journal-style articles (500-600 words) that are translated from French into English and Arabic to be easily read by the policy makers and the general public and eventually distributed in the EU-Med region and worldwide.

1. The [First article from PB1: Rethinking the Water-Energy-Food NEXUS in the Mediterranean](#) - published in March 2023 and available in [French](#) and [Arabic](#)
2. The [Second article from WP1: The WEF-CAP project advocates the creation of a Water-Energy-Food-Environment Nexus Council in Jordan](#) - published in July 2023 and available in [French](#) and [Arabic](#)
3. The [Third article from WP2: Egypt advocates an integrated Water-Energy-Food Nexus \(WEFN\) approach, Femise delivers its guidelines](#) - published in July 2023 and available in [French](#) and [Arabic](#)
4. The [Fourth article from PB2: FEMISE advocates an integrated approach to the Water-Energy-Food Nexus in the MENA region](#) - published in August 2023 and available in [French](#) and [Arabic](#)
5. [Two more articles for PB3 and WP3 are in progress and should be made available in the coming weeks.](#)

Furthermore, a **communication campaign is being implemented** by an EU-Med based e-journal within their 1 million followers to reach-out to different audiences (academia, private sector, international organizations, civil society, policy makers, general public etc.) and ensure a wider dissemination of the project outputs in the EU-Med region while increasing communication and visibility of the WEF-CAP project.

5. Expert Interviews: WEF best practices in the EU MED region



With the aim to share relevant experiences and promote effective WEFN implementation practices that could be adequate for replications in the Mediterranean region, FEMISE conducted a series of interviews with key players from the region, including practitioners, policy makers, private sector and academia, in the context of the WEF-CAP project with the financial support of the European Union under the ENI CBC MED Programme. More details are provided in section 3.

1. [Interviews with Ms. **Maroua Oueslati**, Information and Project Manager at UT SEMIDE \(France\) & **Rafael Casielles**, R&D Senior Project Manager at BIOAZUL \(Spain\)](#)
2. [Interviews with Mr. **Stéphane Pouffary**, Chief Executive Officer & Founder at ENERGIES 2050 \(France\) & Prof. **Hanene Akrouf**, Laboratory of wastewaters and Environment at CERTE \(Tunisia\)](#)
3. [Interviews with **Eric Mino**, Executive Manager, Technical Unit at SEMIDE & **Mohamed Salah El Sobki**, Technical expert at the Federation of Egyptian European Business Associations \(CEEBA\) Egypt](#)

II.1.2 Euromed Clusters Forward (ECF) (April 2022- Sept 2026)

FEMISE continues to progress in its ongoing ECF project that is lead by ANMA and where FEMISE is an affiliate together with 3 other co-applicants:

- Economic Research Forum (ERF), Egypt
- Berytech, Lebanon
- Leader International, Jordan and Ramallah

Co-financed by the European Union, the Euromed Clusters Forward project aims to empower clusters in promoting inclusive innovation and competitiveness in the Euromed region with a view to enhancing growth, economic diversification, sustainable development, and employment. To achieve this aim, ECF focuses on 3 main pillars namely improving South Med country's cluster capacities, improving the regulatory framework of clusters and activating EuroMed value chains by supporting the creation of alliances of EU and Southern Mediterranean clusters in key regional value chains. ECF targets 7 South Med countries (Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine, and Tunisia).

The objectives of the project are threefold:

- Improve the clusters regulatory framework and the incentives to collaboration among the quintuple innovation helix to develop the member companies and their competitiveness.
- Improve the capacities of cluster organisations to elaborate prospective strategies and to provide quality services to their members, scaling-up their business performances, innovation capacity and job creation.
- Activate Euromed value chains by promoting prospective sector visions and support the creation of EU and South Med clusters alliances in key regional value chains

With an overall budget of 7,777,777 euros, the project activities will be implemented over 54 months, starting from April 2022.

FEMISE is participating in several work packages, particularly those related to developing the knowledge about the Clusters and Value chains (WP3 and WP5). FEMISE is also carrying research in these sectors and participated in launching a general public consultation among Med Clusters.

Across the year 2022/2023 and as part of the work package 3, ERF, co-applicant of this project and FEMISE took the lead in implementing 3 activities whose goal is to assess the performance of clusters and their members through the following activities:

1. Mapping of existing clusters in the 7 targeted countries

A first step in the process of identification supporting a conducive policy environment requires a stock taking of various cluster organizations active in the South Neighbourhood region and their respective performance, interests and needs

To this end, drawing on the literature, the i-maps of THE NEXT Society, FEMISE and ERF conducted an exhaustive mapping and compiled a list of qualified clusters in the region, with the support of affiliated entities. The mapping included the following:

- Clear Criteria & Definition of Clusters
- List of clusters in 7 targeted countries
- Graphic representation of the mapped clusters and sectors
- Updated Database of South Med Clusters

The results were presented during [Euro-Med Cluster Summit](#) organized on 23 November 2022 in Malta to various stakeholders including European Commission representatives, members of ECF consortium, and clusters representatives from the South Med region.



2. Assessing the clusters performance and their contribution to national economies.

FEMISE and ERF team conducted a survey to assess clusters performance at different levels:

- Management
- Contribution to the economic development of the territories and sectors (jobs, equity, patents, turnover)
- Implementation of national and international collaborative initiatives between clusters and their members
- Fundraising for members' projects
- Legal framework

A questionnaire was designed to cover these different aspects. In order to better capture the needs and priorities of clusters in the survey, FEMISE and ERF organized a focus group with

cluster representatives during the ECF summit held in Malta in November 2022 to discuss the first version of the questionnaire.

The questionnaire was revised based on feedback from managers and cluster representatives and the survey was launched in late 2022.

The main objectives of the survey are the following:

- Study gaps and weaknesses that hinder the development of clusters.
- In depth analysis of the crippling weaknesses: their roots, their stakeholders and their implications.
- Involve the respondents as practitioners in shaping recommendations on how to improve the environment around clusters' performance to encourage the establishment of clusters in a way to move economies towards skill-based innovative productivity.
- Provide tailor-made support programs that meet the priority needs of the clusters
- Better inform the policy debate about the necessary regulations that still need to be introduced in our South Med region to support the development of clusters.

3. Survey on Clusters' Contribution to skill-based innovative Productivity

Following the clusters' survey, a second questionnaire was designed on the firms to assess the performance of firms within the clusters who contributed to the clusters' survey, their integration in the value chain and the relationship of the firm with the cluster and the local economic and legal environment. The questionnaire was developed in 3 languages (AR, EN & FR) for maximum reach.

Following the data collection, a diagnostic report was drafted, providing a comprehensive assessment of clusters in the Middle East and North Africa (MENA) region, with a special focus on the seven targeted countries: Algeria, Egypt, Jordan, Lebanon, Morocco, Tunisia, and Palestine. The report presents the conceptual and theoretical framework of industrial clusters and their economic importance. In addition, it presents a full profile for each of the seven countries included in the survey. This is done by using the newly collected data at the clusters and firms' levels.

4. Benchmark study on relevant best practices at Mediterranean, European and global levels

In parallel to the diagnostic report on cluster performance, ERF and FEMISE conducted a benchmark study on South Neighborhood policies and frameworks for cluster creation and development and benchmarking relevant best practices at European and global levels.

The study aims at providing an in-depth analysis of policy issues related to the process of cluster formation and performance in selected countries, and the institutional infrastructure and the

policy framework. Within the framework of the benchmark study, the research team conducted the following:

- Extensive desk research
- Definition of benchmark methodology and scope
- Map-out the public sector entities and stakeholders with direct connection to cluster per country
- Assess all related business, labour, and cluster laws & regulations (if applicable)
- Conduct a simplified gap analysis in regard to the clusters need assessment

Moreover, together with ERF, FEMISE will be participating in, but not only:

- Conducting a series of 8 studies on regional value chains
- Regional high-level working groups to share visions on RVC and relocations

II.1.3 African Export-Import Bank (Afreximbank) Report: Export Manufacturing and Regional Value Chains in Africa Under a New World Order

FEMISE started a new partnership with the African Export-Import Bank (Afreximbank) in March 2023 to undertake a study on “Export Manufacturing and Regional Value Chains in Africa Under a New World Order”.

Within the context of this partnership, FEMISE is conducting the overview for the 2023 African Trade Report and a comprehensive report on **“Export Manufacturing and Regional Value Chains in Africa Under a New World Order”**, covering the following

- Globalization – the Rise of GVCs and Export-led Growth Manufacturing: An Overview and Marginalization of Africa
- Globalization and the Rise of the rest - Risks and Geopolitical Implications
- De-globalization and the New World Order
 - Trade war
 - Tech war
 - Redesign of global supply chains (GSCs) – realignment of GSCs and GVCs
 - Friend-shoring, nearshoring
- The New World Order: Opportunity to Accelerate the Development of RVCs for Manufacturing-led Growth in Africa
- Development of RVCs in Africa under the AfCFTA: Path for a Smooth Transition Towards Net-zero under the New World Order
- National Policies for the Emergence of Vibrant Export Manufacturing and RVCs in Africa
- The Role of Development Finance Institutions

- Importance of Regional Coordination for the Emergence of Robust RVCs and Successful Manufacturing-led Growth Model in Africa
- Importance of International Cooperation for a more Globally Integrated and Resilient Supply Chains

Following the submission of the overview draft, the team is currently working on implementing the final comments. The team is also finalizing their main contributions towards the report itself with the following time line:

End of September: sending the first draft to Afreximbank for comments and suggestions

30 September: sending the final draft

October: editing, page layout and production ready for the November event.

This report is meant to put FEMISE in the EU-MED-Africa research map and will open doors for further collaboration and research activities.

II.2 Research Activities

FEMISE Call for Papers towards its forthcoming Annual Conference 2023

In March 2023, FEMISE launched a “Call for Papers” ahead of its 2023 Annual Conference scheduled to take place on 27-28-29 September 2023 in Barcelona, Spain: “SHIFTING PARADIGMS: OPPORTUNITIES FOR A DEEPER EU-MEDITERRANEAN INTEGRATION IN A CHANGING WORLD”



Researchers working on socioeconomic issues in the Euro-Mediterranean were invited to submit their papers in the framework of the 2023 FEMISE Annual Conference, covering the following topics:

Topic 1: A BETTER INTEGRATED EURO-MEDITERRANEAN REGION

Topic 2: NEIGHBOURS OF NEIGHBOURS: POTENTIALS FOR AN EU-MED-AFRICAN RELATIONS

Topic 3: ECONOMICS OF THE EURO-MEDITERRANEAN GREEN TRANSITION

Topic 4: HOW TO ENHANCE A YOUTH-DRIVEN EURO-MEDITERRANEAN REGION

This call for papers was launched in collaboration and with the support of the European Institute of the Mediterranean (IEMed), host and co-organizer of the annual conference.

FEMISE received more than 50 proposals within the context of the call for papers, 12 papers

were selected by the reviewing committee. The first drafts of the papers will be presented during the conference

III. COMMUNICATION STRATEGY, DISSEMINATION AND OUTREACH ACTIVITIES

III.1. Communication Strategy

We started the year by assessing the communication activities to meet the strategic goals mentioned in the previous annual reports

- a) Increase FEMISE network engagement and participation in different activities
- b) Increase brand awareness and wider FEMISE visibility among key target audience, projects' partners, media and other different stakeholders.

Hence, and in order to set-up an adequate communication strategy, the following activities took place:

- **Branding:**

- *One Unified Brand Name* "FEMISE- Forum Euro-Méditerranéen des Instituts de Sciences Economiques" on social media, Newsletters, communications emails with externals.
- *Branding Guideline:* A pamphlet of 33 pages that includes a summary about FEMISE, and FEMISE highlights, logos, primary & Secondary colours as well as the fonts in both English and Arabic was produced. Alos, the branded offline materials including, Letterhead & presentations designs and the online website, Social Media Posts & videos & animations layout. We are looking to enhance the logo to modern styles to leverage the visibility of FEMISE among our stakeholder.
- *Created Google Account for* FEMISE to benefit from google services like google business profile that marks our presence on the goggle map for more brand credibility and *visibility that reflects positively on indexing our pages and ranking-*
- *Unify Keywords, #Hashtags,* FEMISE Keywords across all FEMISE platforms and linking all social media platform with one unified G-mail including FEMISE - femiseteam@femise.org-

- **Social Media:**

- *Social platform optimization* by having a unified look and feel across platform. Moreover, adding FEMISE bios that includes, our unique values and achievements "competitive edge". Also, linking all platforms with each other

with the website that helps to rank higher in searches and build trust among those who might want to connect or follow us, therefore, drive traffic.

- Create *Social Media Calendar* that includes UN Days /Events/Project activities
- *Performance Tracking* in a quarter report that includes top posts, overview about audience. This tracking will help monitoring all increase in numbers but also drops in a way to maintain growing visibility. Throughout the numbers and analyses we understand better learn from this to set a plan afterward to Increase Brand Awareness, Increase Engagement /Followers by using different tactics
- Improved *social media (SEO)* including Keywords, #tags and link it with thematic topics we work on to connect with other organization in the topic search.
- Used *different creative format* Podcast, Videos, Infographs, Reels, polls, newsletters on LinkedIn and QR codes linked to website on campaigns visibility materials to increase reach and engagements.

- **Website**

- The existent website is put at its maximum including a 360 degrees' strategy linking all FEMISE communication tools. In order to respond better to the visitors needs, we are preparing to *revamp the website* and build it with a clear strategy based on publicizing our network activities, publications, events through different tools and formats to meet different segmentation to wider the visibility and building proper back linking to relevant websites.

Given the above overall communication strategy FEMISE continues to work on its dissemination strategy that is based on diversifying the tools to reach out to different audience from academics, policy makers and the general public and to enlarge as much as possible our reach-out activities.

More specifically, the dissemination strategy has the following objectives:

- (1) to provide platforms for “**policy dialogues**” in particular between researchers and policy makers from one hand and between the north and the south from other, through FEMISE policy seminars and conferences;
- (2) to target the **policy makers** and different stakeholders on the outputs and policy recommendations of the FEMISE research. This means that the recommendations need to be operational and practical for policy makers and,

(3) to expand the outreach to **wider audiences** while tailoring the different outputs to each audience, serving the different interests of those interested by FEMISE findings.

The following are details of the dissemination and out-reach activities that took place in the past period (December 2022- August 2023):

III.2. Conferences, Webinars and events

In the past year, FEMISE participated in a large number of conference and webinars. Events are one of the major dissemination activities of the network where a platform of dialogue is constructed to open debates on priority issues of the EU-Med region. In this context, the following are some of the major events that are either organised by FEMISE or where FEMISE had an important role to play.

III.2.1 Events related to the WEF CAP Project

- **Multi-stakeholder WEF NEXUS Capitalization Conference – Alexandria, May 2023**

FEMISE participated in the Multi-stakeholder WEF NEXUS Capitalization Conference held in Alexandria in May 2023, to promote evidence-based policy formation for innovation-driven growth in WEFNexus projects, together with the a number of counselors that FEMISE have engaged for this project.

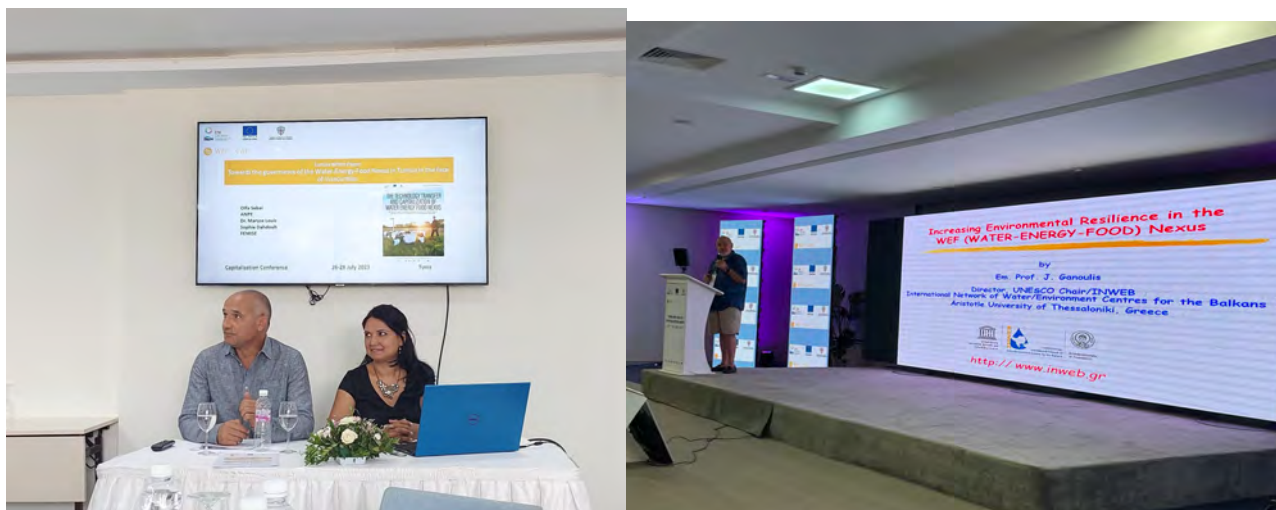


- **Tunis WEF-NEXUS Capitalization Week – Tunis, July 2023**

FEMISE experts participated in “Tunis WEF-NEXUS Capitalization Week: Fostering cooperation, tech-transfer, and evidence-based policy formation for innovation-driven growth in WEF Nexus Projects” held in Tunisia in July 2023.

The third white paper conducted by FEMISE within the WEF CAP project has been presented by

our project partners from the National Environmental Protection Agency in an accelerator workshop to mainstream a dialogue aimed at generating socially relevant evidence/knowledge that can inform decision-making regarding real NEXUS policies



III.2.2 Events related to the Euro Med Clusters forward Project

- ANIMA Investment Network Annual Conference - Cyprus, July 2023

FEMISE and ERF took part in the ANIMA annual conference held in Cyprus in July 2023. The team presented the results of the diagnostic report, drawing on new data collected at cluster and firm level.



III.2.3. THE FEMISE Annual conference 2023

The FEMISE started to prepare for its annual conference 2023 since February 2023 following the successful partnership with IEMED, this included the Conference theme, the drafting of the concept note, the call for papers. As mentioned earlier the Call for Papers was then launched in March 2023. Under the title **Shifting Paradigms: Opportunities for a Deeper Euro-Mediterranean Integration in a Changing World**, and hosted by IEMed in Barcelona (27-29 September 2023) the conference is considered a ‘come-back’ of FEMISE to the face to face activities and where members of the network and high level speakers and participants are expected to attend and interact. More details to follow in the work plan.

III.3. Policy Outreach

III.3.1. Policy Briefs

The Policy Briefs series is one of the main outputs of the FEMISE research that are directed towards the policy makers. They have potential to create evidence-accurate beliefs among policy-makers holding no prior beliefs on a theme (filling a knowledge gap). Policy-makers need to read and understand the evidence produced by research and have their beliefs evolve accordingly after reading if they are to change their policies/practices. Therefore, the briefs contain succinct, policy-oriented analysis of relevant EuroMed issues, presenting the views of FEMISE researchers and collaborators to policy-makers.

Over the past year FEMISE has produced a number of policy briefs and white papers as part of the WEF CAP project.

- **“WEF-CAP PB no. 1 : WATER-ENERGY-FOOD NEXUS: The Way Forward for the Mediterranean Region in the Face of Insecurities” – November 2022**

FEMISE produced the [first policy brief entitled: “WEF-CAP PB no. 1 : WATER-ENERGY-FOOD NEXUS: The Way Forward for the Mediterranean Region in the Face of Insecurities”](#). Following a peer review, it was published in November 2022 on the FEMISE and project websites. FEMISE designed this policy brief in terms of its contents, page layout (format) and the topics it addresses using as baseline the outcomes derived from the identified projects to establish synergies. This policy brief is fed by the outputs generated from WP3 (O3.1- O3.2) and the priorities that were set in this WP and comprises data collected from literature about WEF (FEMISE and others) and country status of WEF (including WEF index). It provides a summary of the major



environmental challenges facing the MPCs with the objective to provide evidence-based recommendations on how to address these challenges through adopting a WEFN approach. The brief also presents the WEF-CAP project, its objectives and provides details about the mapping exercise that was undertaken on WEFN best practices from several countries in the EU-MPC region with the aim of providing replicability options. PB1 has been translated into [Arabic](#) to be easily accessible and read by the national policy makers in the MPC, the media and the wider public.

- ***“WEF-CAP WP no. 1: Towards the Adoption of an Integrated Water-Energy-Food Nexus Approach in Jordan: Challenges & Opportunities” - July 2023***

FEMISE published the [first white paper](#) entitled [“WEF-CAP WP no. 1: Towards the Adoption of an Integrated Water-Energy-Food Nexus Approach in Jordan: Challenges & Opportunities”](#) in July 2023 on the FEMISE and project websites. This white paper which has been translated into [Arabic](#) to be easily accessible provides a concise document identifying bottlenecks and suggesting solutions to help policy makers in Jordan implementing the WEF-CAP and drawing national strategies to be mobilized for outputs 5.2 and 5.3. It calls for the establishment of a national Water-Energy-Food-Environment Nexus (WEFEN) council in the country that will be responsible for: strengthening understanding of the overall scope of WEFN as an integrated approach to stimulate sustainable development; deliberating on the opportunities and challenges of embracing a nexus approach; supporting integrated natural resource management; raising awareness with regards to the approach among practitioners and the general public; and encouraging regional initiatives, projects and partnerships that support the MENA region on the WEFN.



- ***WEF-CAP WP no. 2: Technology, Research and Development and Innovation: Towards the adoption of the Water-Energy-Food Nexus in Egypt”-July 2023***

FEMISE produced the [second white paper](#) entitled [“WEF-CAP WP no. 2: Technology, Research and Development and Innovation: Towards the adoption of the Water-Energy-Food Nexus in Egypt”](#) which was published in July 2023 on the FEMISE and project websites. This white paper aims to stimulate an enabling environment for technology, research and development and innovation in the field of WEFN in Egypt in its pursuit of ambitious climate action. It calls for the need to carry out legal reforms related to knowledge and innovation, to develop and restructure



the knowledge and innovation system in Egypt and to adopt a comprehensive program to foster an innovation and knowledge culture and stimulate innovation activities by small and medium-sized enterprises in the field of WEFN which will require strengthening the partnership between the public and private sectors to increase the volume of investment in innovation. WP2 PB1 has been translated into [Arabic](#) to be easily accessible and read by the national policy makers in the MPC, the media and the wider public.

- ***“WEF-CAP PB no. 2: Opportunities for an Integrated Water-Energy-Food Nexus approach in the MENA region: Egypt, Jordan, Lebanon & Tunisia” - August 2023***

FEMISE published the [second policy brief](#) entitled *“WEF-CAP PB no. 2: Opportunities for an Integrated Water-Energy-Food Nexus approach in the MENA region: Egypt, Jordan, Lebanon & Tunisia”* in August 2023 on the FEMISE website. FEMISE designed this policy brief in terms of its contents, format & the topics it addresses using as baseline the existent knowledge focusing on countries initiatives and WEF Status. This policy brief is fed by the outputs generated from WP3-4 and the priorities that were set in these WPs. The idea of a series of WEF Country Profiles is explored as a way to showcase the different findings and tailor-made recommendations for Egypt, Jordan, Lebanon and Tunisia. This policy brief first presents an overview of the Water-Energy-Food Challenges in the South Mediterranean region, then examines the challenges and opportunities for the adoption of an Integrated WEFN approach in the 4 studied countries to provide some insights on the enterprise of future nexus projects in the region and for integrated governance. The brief finally provides evidence-based recommendations on ways to move forward and adopt the WEFN approach.



III.3.2. FEMISE videos and Youtube Channel marking special occasions and International Days

Strengthening its outreach strategy, FEMISE created its youtube channel in September 2017. The videos produced by FEMISE help increase the impact of its products and further engage its members. They also serve as a channel for better dissemination of knowledge and information.

A. WEF-CAP short video interview series: Towards the implementation of the WEFN integrated approach in the Mediterranean

With the aim to share relevant experiences and promote effective WEFN implementation practices that could be adequate for replications in the Mediterranean region, FEMISE conducted a series of interviews with key players from the region, including practitioners, policy

makers, private sector and academia, in the context of the WEF-CAP project with the financial support of the European Union under the ENI CBC MED Programme.

The main objective of this series of interviews is to highlight EU-MPC best practices, which reflect actions aimed at providing solutions to current and future threats derived from climate change following a WEFN approach, the types of policy support needed for advancing this approach in the Mediterranean as an innovative and efficient solution in the face of increasing demands for the limited natural resources and some of the national initiatives that have been taking place.

This series tackles the **water, energy, and food sectors** in an integrated approach and brings experts from the 2 shores of the Mediterranean including **Spain, France, Greece, Tunisia, Lebanon, Jordan and Egypt**. **6 video interviews (4-5 mins) and 6 short related articles are being produced**, 3 of which are conducted with experts on WEF best practices in the EU MED region and 3 others with policy makers based on the outputs of FEMISE WP5 (to be published soon).

1. [Interviews with Ms. Maroua Oueslati, Information and Project Manager at UT SEMIDE \(France\) & Rafael Casielles, R&D Senior Project Manager at BIOAZUL \(Spain\)](#)



2. [Interviews with Mr. Stéphane Pouffary, Chief Executive Officer & Founder at ENERGIES 2050 \(France\) & Prof. Hanene Akrouf, Laboratory of wastewaters and Environment at CERTE \(Tunisia\)](#)

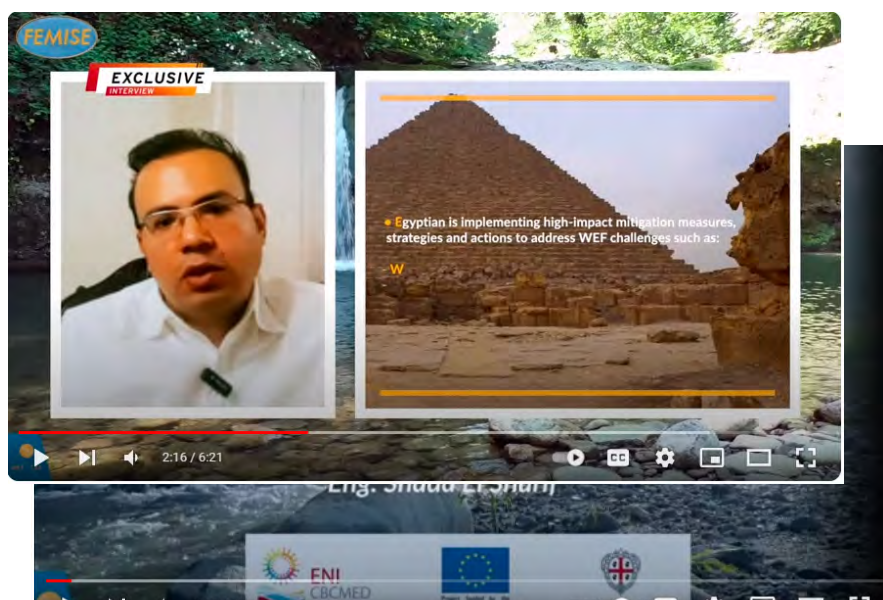


3. [Interviews with Eric Mino, Executive Manager, Technical Unit at SEMIDE & Mohamed Salah El Sobki, Technical expert at the Federation of Egyptian European Business](#)



[Associations \(CEEBA\) Egypt](#)

4. [Policy Maker Interview: Adoption Of Integrated WEFNexus Approach In Jordan:Challenges& Opportunities](#)
5. [Policy Maker Interview: Technology, Research, Development: Towards adoption of WEF Nexus in Egypt](#)



B. FEMISE Videos for UN International Days

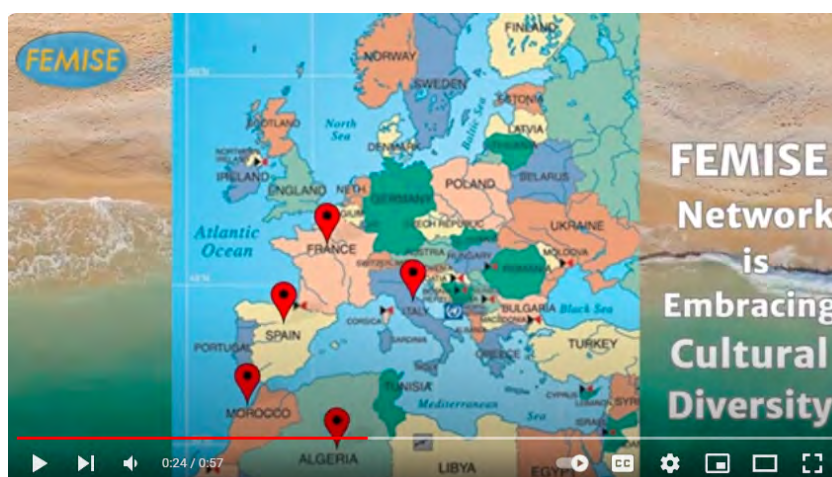
In a way for FEMISE to stay relevant and engaging to addressing issues and priorities in the region, it continues to produce relevant campaigns to coincide with the United Nations "International Days" marking important aspects of human life and history. Each international day offers many actors the opportunity to organize activities related to the theme of the day. Organizations and offices of the United Nations system, and most importantly, governments, civil society, the public and private sectors, schools, universities and, more generally, citizens, make an international day a springboard for awareness-raising actions.

In the past year, FEMISE produce several videos, that we release on a given day to highlight the contributions of FEMISE on a given theme. Below is a list of the videos that have been produced during the past year. For a more detailed list with the Social media campaign check Annex 1

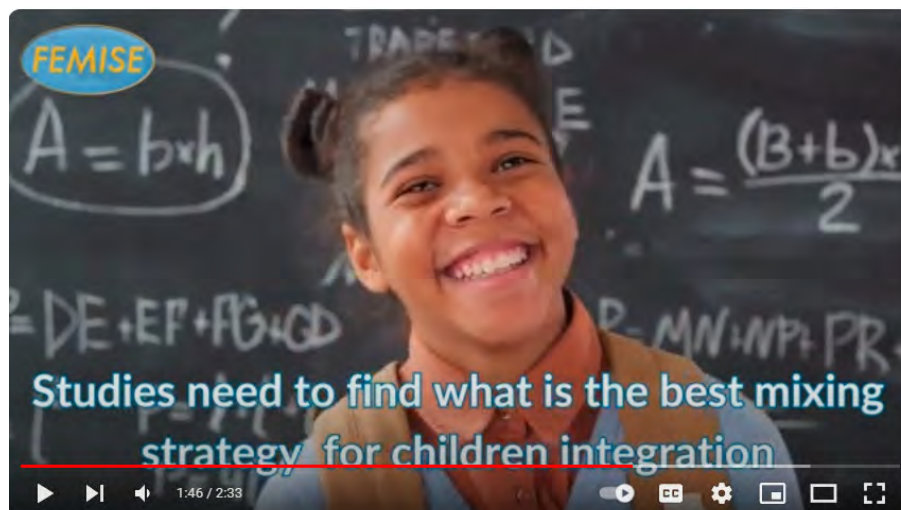
- [FEMISE celebrates International Women's Day, 2023.](#)



- [FEMISE is celebrating WorldCulturalDiversityDay 2023!](#)



- [Refugee day 2023, FEMISE advocate for people who have been forced to flee.](#)



- World Youth Skills Day, 2023



Did you Know? More than half EU-Med population are below 30 years & 1 in 3 people under 25 years, according to the Union for the...



#WorldYouthSkillsDay: 5 Ways to empower youth to lead #SocialInnovation change In Euro-Med region! #Youth policies hel...

III. 4. Visibility and Digital Communications

Other than the variety of publications, visibility events and videos produced by FEMISE, the dissemination strategy includes a “Policy outreach communication plan”. This plan includes the following components, which have achieved important progress in the past year: The growing FEMISE database of contacts, the media outreach tools such as the Newsletters and Articles and the FEMISE website.

III. 4.1. FEMISE Database

The FEMISE contacts' database is continuously revised to ensure that all contacts are updated. Contacts are put in different categories with a special focus on policy makers, International organisations in addition to large number of researchers. The database is continuously growing with valuable new contacts. The database includes growing number of different stakeholders from policy-makers, academics, EU representatives, members of the civil society from both shores.

More precisely, about 80% of the database contacts are policy-makers with about 60% of which come from the South Med countries), while the rest is shared between the EU and other regions.

In the past period, FEMISE has increased its database by about 30% thanks to the events that FEMISE has organised in the past periods, the new projects, partners and the participation in workshops and events. As mentioned earlier within the WEF-CAP project, FEMISE collected a large number of new contacts from partners that are specialised on climate change related issue, this database alone has reached about 2400 contacts. It is to note that *117 new contacts were added in the category of "social entrepreneur"* among North Africa and Lebanon, Jordan. However, to be more targeted we need to *segment the database to customize the message upon target audience need*.

FEMISE is continuing its efforts to update and enlarge its database by acquiring contact details of highly ranked policy-makers and people from Central Banks, public sectors, private sectors and other administrative authorities.

III. 4.2. Digital Campaigns

Content is the king of any promotional activity, the way we craft the message fuels marketing funnel starting from *Building Brand presence*, what stories and how will present on our channels. *Awareness*, produce/share contents depends on the audience segmentation and creating the content that meets their needs. *Consideration*, selecting the best tool and format to reach out our followers. *Evaluation & Intent*, the way we leverage all the resources to keep spreading of our content. finally, we reach the end of the funnel, *Action* how we can build on the above steps to generate advocacy and partnerships.

- *International UN Days Promotion*: On a monthly basis we raise awareness of FEMISE production, Branding FEMISE to drive attention on various thematic areas we are working by using the UN day hashtags to link our content with other organizations interested and working on these themes. This quality of the content is a potential tactic on building long-term with partners. And below list of the international (See Annex 1 for more details)

- *Using Different content formats:* in order to reach out to different segments, we convert the content to different formats, like Infographs, tailed Video Production, Reels, Podcasts, designed article customized newsletter on social media etc. “and accordingly using different platforms Facebook, YouTube, LinkedIn upon our users traffic.
- *Launched 4 big campaigns:* These targeted campaigns “Advocate for issues, promoting and showcase FEMISE activities that leads mobilize and involve people. pressurize decision-makers, educate the public and change behavior. We launched the campaigns shown below:
 - [#FEMISE_AC2023](#): This is an online and offline campaign promoting “Opportunities for Euro-Med integration to discuss Rebalancing Geopolitical Landscape Building a resilient region to shocks EU-MED Green transition and Young Change Makers shape the Mediterranean.
 - *WEF-CAP-FEMISE production:* online campaign promoting policy briefs, whitepapers, videos (WEF Experts Interviews & Policy makers Interviews,) articles in English, French & Arabic.
 - [#Call4papers](#) Theme: “Shifting paradigms to create new opportunities for deeper EU-Med integration in a world that’s ever-changing”
 - [#WEFNexusSurvey](#): Assess WEF best practices in the EU-Med region conducted by WEF Cap project 1st phase. WEF- CAP Public consultation using different content.
- *Customized Exclusive Newsletters* Editions (Public Consultation -Call4papers- FEMISE Annual Conference as mass mail to our database and LinkedIn newsletters to reach out to different audience not on our database. *Inside FEMISE Quarter Newsletter* Edition sent out to our database (For more details check Annex 2)
- *Social Media Paid Campaign:* In the framework of the WEF-Cap project, FEMISE started social media paid ads to promote FEMISE production to include policymaker’s videos Interviews, WEF NEXUS Experts vlog interviews across the region. This tactic not only promotes WEF-Cap production, but it is the best tactics to reach out to new visitor’s partners in the region, increase the network engagement. Reaching out to the qualified leads similar to our existing target audience.

III. 4.3. Marketing Communication Performance

A. Measure SM Performance

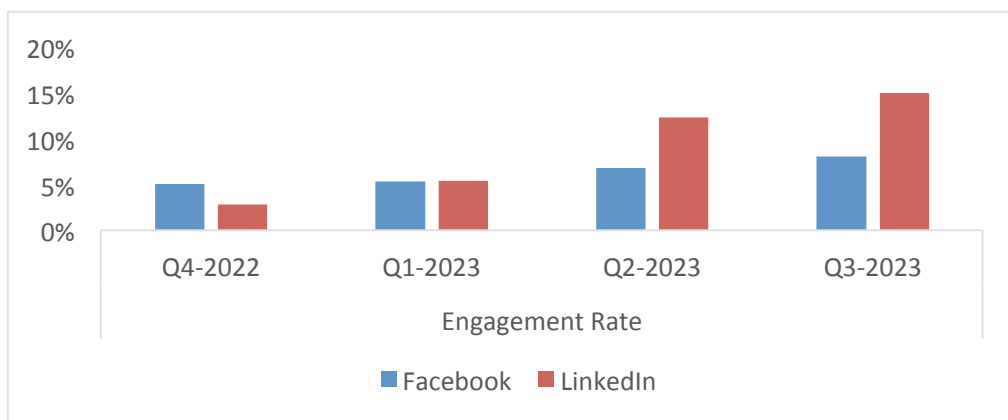
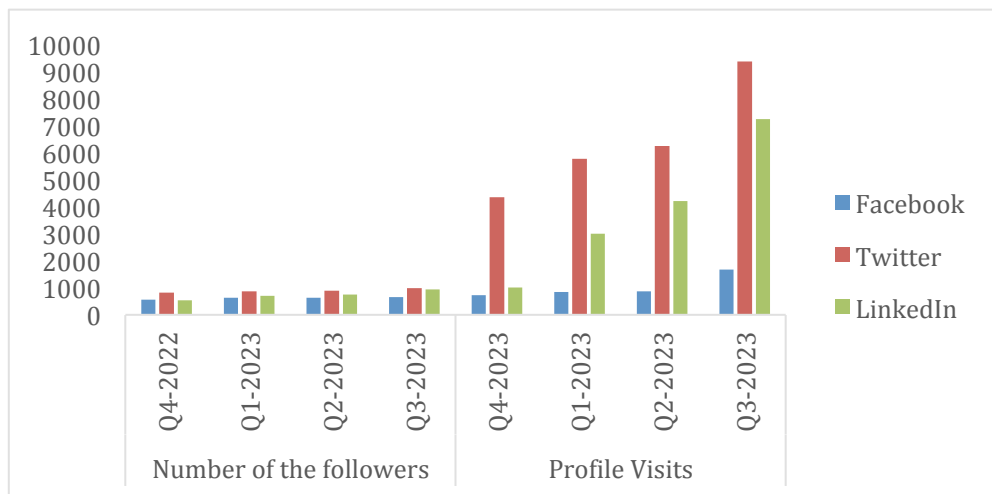
Measuring the effectiveness is an ongoing process that requires planning, execution, analysis,

and optimization to achieve goals. Moreover, it is a way to align content with the goals, optimize the content for the audience and channels, and analyzing the data to improve the tactics. Reference to the below table:

- *Number of the followers have increased* as well pages' visitors (Figure 3 below)
- Our social media platforms attain *new profile visits*
- The *engagement rate in getting higher*, a high-quality metric for audience analysis and an indicator of the value your content. On a side note we cannot trigger Twitter engagement rate due to instability of twitter insights tool.

Hence, some new tactics has been used were the reason to boost the below numbers, LinkedIn newsletters on LinkedIn, Sharing different content formats like videos and infographs, short reels and some stories. Setting a clear calendar with periodical posting on specific schedules.

Figure 3 and 4. Social Media Performance from Q4,2022 to Q3,2023: Numbers of Followers & Profile Visits & Engagement Rate



Regarding *FEMISE YouTube channel*, we *optimized the channel* to include playlists of videos and Podcast, *more views goes to podcasts* that will encourage us to open podcast platform like Spotify, Google Podcast.

B. Measure Website Performance

The above mentioned actions have improved the position of FEMISE in google search. According to google analytics and google console, there is *an observed increased Q3 2023 compared Q4 2022 in FEMISE ranking on Web page*, Images, Videos, Articles. This means that FEMISE web content started to appear in page 2 on google search instead of page 3.

Content Ranking on Google Search including Web pages, Images, Videos and News

		Total Clicks	Total Impressions	Average Position
Q4-2022	Web pages	2.46K	215k	22.7
Q3-2023		5.9k	300K	19.8
Q4-2022	Image	118	66.1K	56.5
Q3-2023		168	85.9K	56.1
Q4-2022	Videos	0	0	0
Q3-2023		48	2.35K	25
Q4-2022	News/Articles	0	0	0
Q3-2023		0	4	26.5

Reference to the global update to Google Analytics 4², the below data retrieved starting from April, 2023 till September1,2023. It provides a snapshot of the different indicators of the website including total users 1.3K and the new users represents 1.2K of the total and average time web site had focus in the browser 1min & 15seconds. The number of times users triggered an event is 9,938. The number of web pages the users saw and repeated views of a single page are counted by 4.554K and average number of events per user 7.9.

² due the recent upgrade by Google analytics previous website data was not available.

The below data reflects the quality of content is producing and number of session new users are keen to explore the website. however, we are trying to retain the returning users that requires technical enhancement on the user experience, having a responsive version applicable to mobile and tablet users. Also, having a bolded call to action button of page “download file” better than relying on hyperlinks.

No of Visitors	No of New Visitors	Average Engagement Time	Page Views	User engagement	File Download
1.3K	1.2k	1m 16S	4.554K	2,216K	217

The top pages (most viewed) are FEMISE annual conference call for paper announcement as a result of the successful campaign launched on our social media. Followed with “About FEMISE” page that reflects the new visitor’s behavior on the website to grab more information about FEMISE. Followed with main page of FEMISE publications, which reflects that the campaign drives qualified leads, and the visitors are interest in the content FEMISE is producing.

Almost 70% of the users reach FEMISE website via Referrals, our partners web sites or campaigns. Followed with 30% of the users land on the website from the organic search, this reflects the SEO actions and optimizing the qualified keywords reflects on the ranking and website traffic. Followed with direct search (Loyal users) that type directly our brand FEMISE on the search engines.

It is clear that some more work needs to be done to boost the website visits, this will be the main target of FEMISE in the next phase and it will require the revamping of the website which become a necessity.

III. 4.4. Other Activities

- **Media Relation:** we started to build the data base and their profiles and rate cards of Media outlets include newspapers, magazines, and web sites, academia media offices to publish our production on external sites and outreach different segments across the EU-Med region.
- **Media Services:** We started to build our media agencies, suppliers to be capable to execute different communication activities requests from the projects’ donor.

Annexes
Annex 1. Social media Campaign for UN international days

Month	UN Day	Link	Creative Format
March	International women day	https://web.facebook.com/FemiseNetwork/photos/a.2403204436674435/3390759877918881/	Infographics Photo
		https://web.facebook.com/FemiseNetwork/photos/a.2403204436674435/3390810844580451/	
		https://web.facebook.com/FemiseNetwork/photos/a.2403204436674435/3390861354575400/	
		https://web.facebook.com/FemiseNetwork/videos/209718898394529	Video
	World Water Day	https://web.facebook.com/FemiseNetwork/photos/a.2403204436674435/3401104516884417/	Infographics Photo
May	World Health Day	https://web.facebook.com/FemiseNetwork/photos/a.2403204436674435/3410945225900346/	Infographics Photo
		https://web.facebook.com/FemiseNetwork/photos/a.2403204436674435/3410992489228953/	
	World Creativity day	https://web.facebook.com/FemiseNetwork/photos/a.2403204436674435/3419901918338010/	Infographics Photo
		https://web.facebook.com/FemiseNetwork/photos/a.2403204436674435/3419951134999755/	

	World Telecommunication and Information Society Day	https://web.facebook.com/photo/?fbid=3437478306580371&set=pcb.3437478383247030	Infographics Photo
		https://web.facebook.com/FemiseNetwork/photos/a.2403204436674435/3437506376577564/	Infographics Photo
		https://web.facebook.com/FemiseNetwork/photos/a.2403204436674435/3437570156571186/	Infographics Photo
June	World Culture day	https://web.facebook.com/reel/1963823160639390	Video
	World Refugee Day	https://web.facebook.com/photo/?fbid=647057227463948&set=a.466668875502785	Infographics Photo
		https://www.youtube.com/watch?v=aBeRJoXBJ7k&fbclid=IwAR3m3Ckh7mR4n3dJp8A50ZehzbvYXvz0aZHh7_MS M7JwLrpL3xzed_lu6k	Video
		https://www.youtube.com/watch?v=AhbISXK7g3E	Video
July	World Youth Skills Day	https://web.facebook.com/FemiseNetwork/videos/930256311369051	Infographics Video
		https://web.facebook.com/FemiseNetwork/videos/623308349582607	Infographics Video
August	Youth Day	https://web.facebook.com/FemiseNetwork/videos/803926788137708	Animated Video

Annex 2 List of launched campaign in 2023

Campaign/Date	Subject	Link
March “WEF-Cap Public Consultation Campaign”	<i>Now Open! Public Consultation on Evaluation of WEF Nexus best practices for replication in the Mediterranean region</i>	https://share.sender.net/campaigns/5nLi/now-open-public-consultation-on-evaluation-of-wef-nexus-best-practices-for-replication-in-the-mediterranean-region
April Inside FEMISE	<i>Inside FEMISE Newsletter- April Edition</i>	https://share.sender.net/campaigns/5sEb/inside-femise-newsletter-april-edition
April Call4paper campaign	<i>Call For Papers Toward FEMISE Annual Conference</i>	https://share.sender.net/campaigns/5zmq/-call-for-papers-toward-femise-annual-conference-
August WEF-Cap project Exclusive Edition	<i>Exclusive Edition: FEMISE in the WEF-CAP Project Deliver Bold Solutions For a Sustainable Future in EU-Med!</i>	https://share.sender.net/campaigns/6eBZ/exclusive-edition-femise-in-the-wef-cap-project-deliver-bold-solutions-for-a-sustainable-future-in-eu-med
September FEMISE Annual conference Edition	<i>You are Invited! FEMISE Annual Conference in Barcelona- September 27th -29th,2023</i>	

Annex 3: Events coverage

Event/ Date	Date/Location	Link
Euromed Clusters summit in Malta enterprise with Anima Network presenting our #clusters mapping outputs, national initiatives of #clusters development and major challenges in the South Med region	November,2022 Malta	https://twitter.com/EuromedClusters/status/1595376472243724288/photo/1
Discussing FEMISE and CMI report about “Trade Liberalization and Jobs in the Mediterranean”	February,2023 Virtual Event	https://www.linkedin.com/feed/update/urn:li:activity:703601932229534721
The Multi-stakeholder WEF NEXUS Capitalization Conference, to promote evidence-based policy formation for innovation-driven growth in WEF Nexus projects.	Alexandria May ,2023	https://www.linkedin.com/feed/update/urn:li:activity:7061263001655349248 https://www.linkedin.com/feed/update/urn:li:activity:7061359258650460160
ANIMA Investment Network Annual Conference, #Euromed Clusters Forward.: FEMISE and ERF presented assessment of clusters in MENA region, preliminary findings of the diagnostic report includes full profile of 7 countries Algeria, Egypt , Jordan, Lebanon , Morocco, Tunisia and Palestine . The new data is collected by ERF & FEMISE	Cyprus July,2023	https://www.linkedin.com/feed/update/urn:li:activity:7084509156778401792

<p>The Tunis WEF-NEXUS Capitalization Week to Foster cooperation, tech-transfer, and evidence-based policy formation for innovation-driven growth in WEF Nexus Projects.</p>	<p>Tunisia July,2023</p>	<p>https://www.linkedin.com/feed/update/urn:li:activity:7090636233206378496</p> <p>https://www.linkedin.com/feed/update/urn:li:activity:7089907365633830912</p>
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Part II: FEMISE Work Plan (September 2023- August 2024)

FEMISE will continue to strive to achieve its objectives and ensure its sustainability by consolidating the success achieved in the past year and bringing more success for the coming year.

First, following the institutional achievements of the past year, FEMISE will focus in the next period strengthening its position by completing its institutional transition. This will be done through the support of its Board members and the new Committees that will be established to help sustain this progress. This will ensure that the network is resilient to any shocks and will ensure its relevance particularly in an environment where priorities have changed.

Second, FEMISE will continue to **consolidate its network** and ensure their participation in the different activities and to enlarge the network. Due to the positive results achieved through the partnerships, FEMISE will continue to engage **with new strategic partnerships** that will bring benefits to the network in terms of visibility and outreach. In addition, thanks to the establishment of the FEMISE Scientific Committee, FEMISE will update its **research agenda** and will prioritise issues that have become eminent and pressing for the region, among which issues related climate change and related environment issues, finding innovative solution through digitalization and technology; and issues related to the value chains, near shoring, etc.

Third, the network will continue to progress on **sustaining its financial position** through further diversifying of its financial resources by developing new fundraising strategy that aims to engage in more project proposals, but also to approach potential strategic funding partners. This will ensure that the progress achieved in lowering its dependency on one donor could be sustained (as calculated by the financial health check indicators). In addition, FEMISE will keep seeking funding opportunities either through responding to Calls for projects, or by developing new proposals and approaching new donors.

Fourth, in order to disseminate these results, FEMISE will continue to work on its newly established **Communication strategy** and will update its existing tools and create new ones to match the ever changing needs and the revolution in social media and digital outputs.

The following will highlight some of the network activities in for the forthcoming period.

I. NETWORK DEVELOPMENT

I.1. Membership in FEMISE network

FEMISE will continue the monitoring of its actual members ensuring their active participation and that their information is updated regularly. The network will continue to be open for new members wishing to join the network. New members that are covering a multi-disciplinary work or are located in a county that is not well represented in the network, such as Libya or potentially Syria, will be strongly encouraged.

I.2. Developing Strategic Partnerships

Given the success of establishing new Strategic Partnership in 2023, FEMISE work on nurturing this new partnership with the IEMED and will look into more engagements with new partners. Strategic Partners will allow the network to develop and increase its visibility and presence. It is also believed that having joint products with partners bring extended benefits in terms of enlarging the reach-out communities, addressing multi-disciplinary subjects and potentials bringing new partners, members and donors.

I.3. Keep growing the Researchers Database

The researchers' database that was created by FEMISE has multiple benefits for FEMISE, for the researchers and for the whole EU-Med researchers' community. From the one hand it will help connect these researchers with research opportunities and from the other will help those seeking specialised researchers to have access to a wide and detail database.

The forthcoming phase will witness two important updates:

- A review of the existing database, to ensure that all the information is up to date and correct; and
- A new campaign to include new researchers that might be interested in joining the database.

All FEMISE members are invited to circulate the registration link to their researchers.

This initiative will be an important additional demonstration as to the network's value added towards current and future stakeholders, partners and donors.

II. RESEARCH ACTIVITIES

In the coming year, FEMISE will continue to initiate and produce quality research through its different research activities with the support of its network members.

FEMISE is expecting to participate in at least three research projects. These projects are led by FEMISE partners and/or members and where FEMISE is a member of the Consortium.

II.1. WEF CAP Project (Sept 2021- Sept 2023)

During the remaining time of the WEF-CAP project, FEMISE will carry out the following

tasks/activities:

- FEMISE will publish 1 additional policy brief & 1 white paper based on outputs of other Work packages as an important policy tool directed to national policy makers and disseminated through events;
- These 2 policy notes will be transformed into journal-style articles (500-600 words) that are easily read by the policy makers and the general public and eventually distributed in the EU-Med region and worldwide to raise awareness and increase visibility of policies' outputs;
- FEMISE will publish the 1 remaining video interview (4-5 mins) with policy makers based on the Tunisian white paper. This video will complement the series of videos that was produced previously and they aim to be delivered in an accessible form that is publishable on social media and YouTube channels;
- FEMISE is implementing a multi-channel communication campaign of the outputs of WP5 that aims to reach-out to different audiences (academia, private sector, international organizations, civil society, policy makers, general public etc.) and creating new opportunities to ensure a wider dissemination of the project outputs in the EU-Med region while increasing communication and visibility of the WEF-CAP project;

II.2. Euromed Clusters Forward (ECF) (April 2022- September 2026)

EuroMed Cluster Forward is an EU-funded project that started in April 2022 and which aims to empower clusters in promoting inclusive innovation and competitiveness in the EuroMed region with a view to enhancing growth, economic diversification, sustainable development, and employment.

FEMISE will continue the implementation of its activities in this project which is led by ANIMA Investment Network, and to work with the co-applicants: Economic Research Forum (ERF), Berytech and Leaders International (Qeiadat) and the 8 affiliates from the Mediterranean region. More precisely, during the upcoming period, together with ERF, FEMISE will carry out the following deliverables:

- Conduct a series of 8 studies on regional value chains. This includes a series of 7 country cases studies to highlight sectors with strong comparative advantages and collaboration potential in the EuroMed region. The selection guidance criteria will address, among other dimensions:
 - Export potential, technological content, local added value
 - High demand potential in the context of post COVID-19 and relocation potential.

- Finally, a comparative regional study highlighting sectors across the region will be conducted.

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III. COMMUNICATION STRATEGY, DISSEMINATION AND OUTREACH ACTIVITIES

A special attention will be given in the coming period to the Communication strategy of FEMISE. It will be important in the coming phase to bring forward the uniqueness of FEMISE in terms of its network, being one of the largest thanks to its valued and active members, but also in terms of the value added its outputs, either in terms of research, or policy recommendations.

Given this, FEMISE will use all possible communication channels to increase its presence and visibility. Some of these channels in the coming period will include:

III.1. Conferences, Policy Seminars/dialogues

There are a number of project related events that are expected in the coming year, such as:

1. Events related to the WEF-CAP project, FEMISE will participate in a final multinational conference, including all stakeholders around the region, that will be run in Jordan to present the project outputs, debate on the different results and generate a consensus on a list of recommendations as the 'take-away' output.

In preparation for this conference, FEMISE nominated 17 counsellors from the EU-MPC given their expertise and knowledge in the field of WEFN to contribute suggestions and ideas to be implemented within the future Metacluster to face WEFN challenges, identify key problems for evidence-based policy prioritization to address regional NEXUS challenges, and provide insights for the development of a framework for a comprehensive and coherent approach to cooperation.

2. Events related to the ECF project, these will include events to disseminate main knowledge (on value chains or clusters experiences and transfer best practices (such as successful experience on innovative SMEs), or policy recommendations.

3. Organization of a conference focused on sustainable entrepreneurship in the Southern Neighborhood of the EU. Thanks to the funding from AECID the conference will be organed in a southern country and will be seeking to capitalize on the results of the INVESTMED project ("Innovative Sustainable start-ups for the Mediterranean"), financed by the ENI cross-border cooperation program CBC MED concluded in December 2023. These workshops in a Southern Neighborhood country will include discussion panels with experts and successful entrepreneurs from the project, as well as workshops and practical activities to address training issues and access to financing. The event is

expected to take place in Southern Med country in Spring 2024.

III.2. FEMISE annual conferences

III.2.1. FEMISE Annual Conference 2023.



The banner for the FEMISE 2023 Annual Conference features a blue background. At the top left, the text 'FEMISE ANNUAL CONFERENCE 2023' is displayed in white. To the right, the dates '27-28-29 September' and the location 'Barcelona' are listed. The central theme, 'SHIFTING PARADIGMS: Opportunities for a deeper EU-Mediterranean integration in a changing world', is written in white over a photograph of a large audience. The bottom of the banner contains logos for FEMISE, Economic Research Forum, IEMed, and various supporting organizations including the Spanish Ministry of Foreign Affairs and U23.

After three years, of what could be considered as a pause, FEMISE is pleased to be working towards its annual conference in 2023. The last face-to-face conference was organised in Brussels in June 2019, this was followed by 3 years of pandemic and slow return of face-to-face events.

This year's FEMISE annual conference will be held under the theme "**Shifting Paradigms: Opportunities for a Deeper Euro-Mediterranean Integration in a Changing World**" where speakers and participants will explore ways through which the envisaged deeper EuroMediterranean integration, with enhanced trade and investments, could lead to greater resilience to shocks and better opportunities for the youth, particularly in an environment marked by major geopolitical and economic paradigm shifts.

The conference will be taking place in Barcelona, Spain from the 27th to the 29th of September 2023. The conference is co-organised and hosted by FEMISE partner, the European Institute of the Mediterranean ([IEMed](#)), at its premises in Barcelona.

III.2.2. FEMISE Annual Conference 2024.

FEMISE will also organise its annual conference in 2024 (thanks to funding from AECID), the theme and venue of the conference is yet to be decided. The 2024 will be structured similarly to the 2023 which includes call for papers, plenary sessions .

III.3. Publications and outreach

FEMISE publication plan will continue to include both the traditional publications but also the new creative products that FEMISE produced in the last year:

1. **Research Papers:** The research papers that were selected for both the 2023 and 2024 will be published as joint publication FEMISE-IEMED this will be around 24 papers (12 papers for each conference). This is following the peer reviewing (during and after the conference) and finalising the drafts. This will represent a new series of research papers.
2. **Policy Briefs:** FEMISE will continue to produce Policy Briefs. These will include:
 - a. Project related Policy briefs (WEF-CAP and ECF projects)
 - b. Policy brief resulting from the 2023 and 2024 Conference Call for papers jointly with IEMED
 - c. Joint policy Briefs with new partners (in progress)
3. **The Afreximabank** will publish the contribution of FEMISE research team in two high level publication: 1. The Afreximabank trade report which will be distributed across the African countries and copies sent to high level officials including Presidents. Also a dedicated report that will contain the fully fledged research undertaken by the FEMISE team will be published by the Bank and is expected to be highly impactful.
4. **INSIDE FEMISE UPDATES: FEMISE will continue to produce** The INSIDE FEMISE updates on a regular basis to communicate with our members, partners and contacts and on the most recent outputs, events and news about the EU-Med region.
5. **The Articles produced in journalistic styles** will continue, either in the context of the new projects or to disseminate the different FEMISE outputs.
6. **The FEMIE Youtube Channel:** FEMISE will continue to celebrate the United Nations International Days and other Special occasions that relate to the EU-Med and to involve its researchers and experts from the region by having them participate in its videos where they share their expertise and call for action or by presenting their relevant research.

7. **Social media** FEMISE is planning to step-up even further its social media strategy. These platforms are essential for sharing our outputs and research while allowing ongoing interaction between FEMISE and its followers. FEMISE understands the importance of disseminating research results to the audiences they are intended to influence by adopting all possible means of dissemination.

III.4. Communication Strategy

- **Branding**
 - Finalizing FEMISE New logo
 - Producing branding guidelines
 - Templates Materials like Printings Flyers, Business Cards

- **Website**
 - Communciation with different agencies have been launched and looking for website vendors for revamping
 - Website strategy/Sitemap /wireframes for revamping

- **Campaigning**
 - COP28 Campaign “presenting WEF-Cap policy brief 3 and other WEF-Cap publications
 - FEMISE Awareness Campaign presenting why is unique in the partnership with FEMISE, and what are the thematic area FEMISE is working on and the introduce the network and showcase of our publications and productions.

- **Data Base-Segmentation**
 - Working on segmentation per "Profession/Thematic/Youth or senior

Finally, we will work on content marketing and campaigning in three parallel lines, first using our own website and social media (*Owned Media*). second, produce qualified shareable content (*Earned Media*) third, outreach to publicize our content on external media outlets, academia media, project media (*Paid Media*). And we keep measuring and assessing our communication platforms and tactics performance to accomplish the strategic objectives.

These represent some of the main activities of FEMISE in the coming year, more activities could be undertaken given the needs of the region.