



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

FEMISE ANNUAL REPORT
(JUNE 2021–NOVEMBER 2022)
and WORK PLAN
(DECEMBER 2022-DECEMBER 2023)

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Virtual meeting

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Part I: FEMISE Annual Report (July 2021– November 2022)

Introduction and Highlights

In the past year and half, the FEMISE network has started to implement the new strategy that was announced at the end of 2020, which is based on four major pillars: Institutional, Network, Financial and Communication.

First, on the institutional front, the network has achieved a major milestone that will ensure its sustainability and progress. In early 2022, the network has adopted the new Statutes of incorporation (Charter), which is bringing clarity, specifications and flexibilities to the association and prepares the network to embrace new challenges brought up by the ever-changing environment. It is worth mentioning that changes to the charter were first brought-up as early as 2015 (at the occasion of 10 years of the official establishment of the FEMISE association).

Other institutional achievements include securing the FEMISE office in 2020 and the appointment of the FEMISE new treasurer in 2021 (following the dissolution of IM in 2020 which was the co-founder, treasurer and northern coordinator of FEMISE and also hosted the FEMISE office).

In 2022, the Board elections were re-launched (after a pause that lasted for 2 years due to the COVID and the transition) and which saw half of the Board seats either renewed with the same member or welcoming new members. It is a great to see that all the FEMISE Board seats are now fulfilled (19 seats), after 2 years of having 1 or 2 empty seats. The next phase will see the other half of the Board seats on elections, which will bring stability as the mandate for Board members is now extended to 4 years. This should be followed by the establishment of FEMISE specialised committees, which will prepare the network for further engagement and activities.

On the network and partnerships front, FEMISE continued to be active in terms of engaging the network members and in forging new partnerships while maintaining existing ones, such as those with CMI and ANIMA. Partnerships are a way to secure new joint activities for the network, 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.

On the financial front, it is important to note that the funding is becoming more and more restrictive and the market is over-crowded (including a large number of private companies and



consultancy firms that emerged), which makes it harder to get funding. In the past period, FEMISE worked on its fundraising strategy. The network participated in a number of calls for projects and proposals as leader and as a partner in consortia. FEMISE has managed to secure 2 new projects with partners that will entail a large number of research activities, surveys, and events and will contribute to the policy making in the EU-MED region. In parallel, FEMISE progressed in its on-going projects providing the deliverables on a timely manner. These projects will also ensure the network presence through its communication and out-reach strategy. According to the “Financial health check indicator” that was implemented on FEMISE through the state of the art process called: Financial Innovation Resilience (FIRE)¹, FEMISE dependency ratio has dropped to 37% (getting close to the safe area) from 45% in 2021 and the earlier 63% in 2019.

Finally, the communication strategy of FEMISE has marked important progress as the network stepped-up its outreach products. FEMISE organised and participated in a large number of events and webinars and produced at least 10 policy briefs and 2 thematic reports during this past period. The social media platforms have been very active and engaging. For example, during the COP27 conference, FEMISE adopted a “one-tweet a day” plan, where new and existing work of the network was promoted every day of the 2 weeks conference, in line with the climate change conference.

Moving forward, FEMISE is progressing in the right direction in terms of completing its institutional 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 since July 2021 until November 2022.

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



I. NETWORK DEVELOPMENT

I.1. Network Consolidation

FEMISE continues to ensure that the network members are active and their information is updated. This is done through a continuous monitoring of the list of members and updating it to ensure that we have the right contacts for all members to facilitate their participation in the institutional and technical activities of the network.

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 putting inactive members in different categories based on whether they are active or inactive or that the focal person is not responding.

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

In December 2021, and following this process, the Board members accepted the recommendations of the Membership Committee to:

- withdraw the membership of four members who have not been active and have not been replying to the Bureau for a number of years. Most of these institutions no longer existed.
- terminate the membership of 2 other members if they don't respond by a certain date. One institute continued to not respond and the other requested to terminate their membership. So their membership was terminated as recommended by the membership committee.
- approve the membership of two new institutions that have applied to join the FEMISE network in 2021; Luxembourg Institute of Socio-Economic Research (LISER) and the University of IOANNINA

As of December 2021, FEMISE network reached 100 members' institutes representing the EU-Med region and it includes: 46 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.



In addition, the “**EU-MED Researchers Database**” platform that was put in place in 2018 is still receiving new entries that are added to the mailing list of FEMISE. This database allows researchers to have a free platform for their visibility. Members or non-members, all researchers are invited to fill in the questionnaire at the following link: <https://www.webpolsurveys.com/S/2A1CB176918D16D0.par>

I.2. Partnerships and Fundraising

As a 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.

FEMISE continued to be active in terms of engaging the 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.

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

1- Partnership with the Center for Mediterranean Integration (CMI)

Since 2020, FEMISE developed a strong collaboration with The Centre for Mediterranean integration (CMI). Following discussion with the management it was clear that the 2 institutes share a joint interest in the activities which led to the signature of a MoU between FEMISE and the Centre in October 2020 to formalise their wish to join forces and work together to address issues relevant to the EU-Med integration. This followed several joint work plans and activities. In July 2021, CMI changed its status and moved from under the World Bank to be under the umbrella of UNOPS (UN Office for Project Services), following the decision of their management. A new MoU has been signed in 2022 to continue the joint activities. A list of all the joint activities with CMI is presented below.

2- 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-August 2023.

3- New Partnership with ANIMA

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.

II. PROJECTS AND RESEARCH ACTIVITIES

During this year, FEMISE has continued its participation 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 collaboration with ANIMA continues with the implementation of the Euromed Clusters Forward project.

II.1. The Next Society Project (Completed) - (March 2017-June 2022)

In 2022, FEMISE successfully completed its activities within the framework of THE NEXT SOCIETY project launched by ANIMA Investment Network and co-funded by the European Union. THE NEXT SOCIETY is an open community of change makers engaged in innovation and economic development. It gathers entrepreneurs, investors, corporate, NGOs, public and private innovation, research and economic development hubs from Europe and the Mediterranean countries. Initially, NEXT SOCIETY had a four-year action plan (2017-2020), with the aim of mobilizing, promoting and strengthening innovation ecosystems and economic development in the MENA region. This four-year project covers 7 countries: Algeria, Egypt, Jordan, Lebanon, Morocco, Tunisia and Palestine. It assesses the national innovation systems of these countries with the aim of stimulating these systems and involving the different actors, whether policy makers, the private sector or different agencies. The analysis of this major project is done at three different levels: macro, meso and micro.

As THE NEXT SOCIETY was nearing its end, an extension phase was designed in order to capitalize on certain activities of the project that have produced impact and to build on the most structuring results of the project to generate possibilities of "exits" for the project that could be extended or taken up by EU delegations. FEMISE has implemented its designated activities through 3 phases.

- Phase 1: Research Activities within the initial contract (2017-2020)

FEMISE as the co-applicant, provided research analysis on the challenges of establishing innovation systems in the 7 targeted countries from different perspectives: institutional, legal, economic, firm-level and knowledge diffusion and innovative exports. In addition, FEMISE/IM

team provided a sectoral analysis on the sectors that have innovative components, identified the potential rising stars for each of these countries, by analysing the Trade data, the industry data and labour factor productive data (whenever available on these countries). These outputs were presented in several conferences and at the national advocacy panels organised by the Next society and received positive feedback.

In June 2020, FEMISE completed the deliverables of the initial contract:

- 6 Country Profiles for Egypt, Jordan, Lebanon, Palestine, Morocco and Tunisia. The profiles provided a summary (using graphs, info graphs) of the research outputs that were undertaken to analyse the challenges of the Innovation Systems in the South med countries.
 - First Mediterranean Innovation Scoreboard, measuring the performance of innovation of the 7 countries using more 78 variables distributed according to the phases of innovation: input, process and output. The Scoreboard was published on the Next Society website <https://www.thenextsociety.co/i-data> and it has proved to be popular. Built on this scoreboard's basis, a digital and interactive tool has been developed by ANIMA to make the data simpler to read.
- Furthermore, FEMISE has undertaken an update of the data in 2019, 2020 and 2021
- Regional report focusing on the different components that can create a favorable environment for innovation in the region. It presents the positioning of the different countries in the global innovation map and reviews the innovation ecosystem and its different actors.

- **Phase 2: Extension phase of The Next Society Project (2021)**

The TNS project, received a first extension of the project from February 2021 to October 2021, with the aim to enhance the project impact and promote its outputs. Within this context, FEMISE was engaged in enhancing the outputs of the project by providing two main activities:

a) Updating the FEMISE research outputs

In order to continue with the sustainability of the products, in 2021 FEMISE provided some updates for the following products already produced in 2020:

- Update of the 6 country profiles highlighting the status of each country in terms of its innovation strategy, challenges and recommendations.
- Update of the regional report
- Update of the Scoreboard indicators (this means that the Innovation Scoreboard have three points of time: 2018, 2020 and 2021)

b) Policy impact tools

To contribute towards enlarging the impact of the outputs on enhancing the innovation systems

in the target countries, FEMISE conducted the following:

- Producing “**The Next Society Policy Briefs Series**” that aims to better understand the challenges faced by entrepreneurs in the south med region through a collaboration between the research community from one side and the entrepreneurs from another side. The Briefs addressed sectoral issues, which would be considered another value added to the project. Also the combination between the authors and the entrepreneurs brought a very interesting output. While the author addressed the issue from the research and knowledge point of view, the entrepreneurs have completed a questionnaire that allowed the author to collect their inputs and combine it into their work.

As of January 2022, FEMISE published 8 policy briefs as part of "The Next Society Policy Briefs" series and have engaged 21 entrepreneurs from different sectors such as health tech, biotech, green tech, etc.

- Producing “**TNS videos**” that aims to promote the PB, best-practices and recommendations in a short concise videos where both the authors of the Briefs (usually an academic) and the entrepreneurs would highlight the major challenges facing the sector and provide recommendations on how to address these challenges. These videos were considered unique as they combined both academic and the private sector on a sectoral basis. As of January 2022, FEMISE produced 8 videos.

More details on the published policy briefs and videos will be found in the third section of this report

- **Phase 3: The Next Society Capitalization Extension (2021-2022)**

In 2021, the partners of the project discussed a second extension with the DG-NEAR to capitalize on the results achieved by the project. Hence another extension was granted with the aim to capitalize on certain activities of the project that have produced impact and to build on the most structuring results of the project to generate possibilities of "exits" for the project that could be extended or taken up by EU delegations. This includes the organization of online capitalization events associating the Mediterranean innovation community to:

- Promote innovators and innovation public and private support organizations across the Mediterranean;
- Share tips and good practices, especially from TNS achievements and successes;
- Present replicable national policies, tech hub models and solutions developed by startups that contribute to improve innovation in key sectors.

In this context, FEMISE carried out 3 main activities:

a) Series of short online events: THE NEXT SOCIETY NOW AND LIVE

FEMISE organized 5 events with the aim of acting as a capitalization vehicle linking all consortium members. These events highlighted best practices for the innovation ecosystem that are being implemented at the macro level (including national policies, governments, etc.), meso level (including intermediary organizations) and micro level (including the private sector, start-ups and entrepreneurs), to promote innovation in key sectors and raise awareness among different stakeholders. It also provided a platform for dialogue between different stakeholders to stimulate innovation.

From March to June 2022, 5 events were held, addressing the key sectors of [agri-tech](#), [e-commerce](#), [health tech](#), [energy](#) and [green tech](#).

b) NOW AND LIVE Key Moments Videos

In order to increase the visibility of the NOW and LIVE events and to disseminate the key messages conveyed by our distinguished speakers, FEMISE has produced 5 short videos, featuring the key moments of each NOW and LIVE event.

1. "AgriTech: between dependence and opportunities, the future of a strategic sector for the Mediterranean" : [Key message video](#)
2. "Ecommerce: Keeping the growth momentum in post-COVID recovery": [Key message video](#)
3. "Health-Tech in the South Med:A transition with opportunities for entrepreneurship": [Key message video](#)
4. "Energy resources transition in the South Med:From conventional to renewable": [Key message video](#)
5. " Moving towards a healthier planet: Green Tech in the South Med": [Key message video](#)

c) NOW AND LIVE: Interviews

In line with the efforts to share relevant experiences and promote best practices in the EU-Med innovative sectors, FEMISE also conducted a series of interviews with key players from the region, including policy makers, private sector, civil society, academia and entrepreneurs, in the context of the NEXT SOCIETY project with the support of ANIMA.

The main objective of this series of interviews was to bring forward the experience of key players in the region on how to promote innovation within key sectors and to highlight issues related to the challenges these sectors are facing, the types of policy support that are needed and some of the national initiatives that have been taking place.

This series tackled the health tech, energy, green tech, education and e-commerce sectors and gathered experts from across the region:

1. [#NOWANLIVE Interview with Dr. Anas Doukkali on Health Tech in Morocco](#)
2. [#NOWANLIVE Interview with Ms. Ghada Darwish on Energy in Egypt](#)
3. [#NOWANLIVE Interview with Ms. Hend Ismail and Ms. Randa on Education in Egypt & Lebanon](#)
4. [#NOWANLIVE Interview with Dr. Rosabelle Chedid on Green Tech in Lebanon](#)
5. [#NOWANLIVE Interview with Mr. Mr. Mohamed Abbas on E-commerce in Egypt](#)
6. [#NOWANLIVE Interview with Mr. Karim Samra on Energy in Egypt](#)

II.2. Research Activities within the Context of the FEMISE-CMI partnership

In the context of its recent partnership with CMI, FEMISE launched 2 new research projects to address the Impact of the COVID on the EU-Med countries, as follows:

II.2.1. COVID-19 MED BRIEFS

A first product of the CMI-FEMISE collaboration is the joint series of Policy Briefs “COVID-19 MED BRIEFS” in 2020 which represented one of the first responses to the impact of the COVID-19 socio-economic crisis and its implications on the region, and identifies concrete policy actions pointing to solutions and ways forward.

The first round of call for Policy briefs was launched in May 2020 by FEMISE and CMI inviting researchers to submit their Policy briefs in this new joint Policy Brief series. This series of Policy Briefs aims to contribute to the policymaking process by addressing the economic, social and welfare effects of COVID-19 on the EU-Med and how Mediterranean integration can be reinforced in order to overcome the crisis and trigger further transformation in the region. Following the success of the first round, the two institutions decided to join forces again and launched a second round in December 2020. The second round focuses more on the policy debate to contribute to finding solutions to the negative impact and particularly the role of the EU-Med integration.

In the framework of the two rounds of the Med Brief series, FEMISE and CMI have produced 22 policy briefs.

More details on the published policy briefs will be found in the third section of this report.

II.2.2. Euromed Report on Post-COVID-19: opportunities for growth, regional value chains and Mediterranean integration.

In February 2022, FEMISE and the Center for Mediterranean Integration (CMI) published their joint analytical report on “Post Covid-19: Opportunities for Growth, Regional Value Chains and Mediterranean Integration”.

The report explores post-COVID opportunities for fostering growth and for deepening regional cooperation in the Mediterranean region, with a focus on five Southern and Eastern Mediterranean countries (Algeria, Egypt, Jordan, Morocco and Tunisia). In three thematic chapters, the report brings forward the analysis on how to deepen EU-Med integration by prioritizing regional value chains (RVCs), improving food security capacities, strengthening and digitalizing the health sector, and further developing the pharmaceutical sector.

The report was co-authored by experts from both FEMISE and CMI and is composed of 3 chapters as follows:

- Chapter 1. Food security in the Mediterranean during the COVID-19 health crisis
- Chapter 2. What new export opportunities for Med countries?
- Chapter 3. The Health Sector in the Mediterranean Region in the face of the Covid-19 Crisis: Challenges and Opportunities



The report was published in February 2022 and is considered part of the FEMISE Euromed report series (that started in 2006). Moreover, the report was launched officially during a special session that was organised by FEMISE at the ERF's 28th ANNUAL CONFERENCE, March 26, 2022 ensuring a broader and wider distribution and visibility for the report, where authors of the report presented their work and it was debated by experts from academia, policy makers and funding organisations (more details to come in part III of the report).

II.2.3. Series of CMI events

In addition to these outputs and part of the Partnership between FEMISE and CMI, FEMISE has been organising joint events and was also invited in a series of events and conferences organised by CMI during the past period. There was a particular interest from the CMI community of the work that FEMISE has been undertaken under the WEF-CAP project within the climate change theme. Details of which can be found under part III of this report.

II. 3 New Project: Water-Energy-Food Capitalisation Project (September 2021-August 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 31st of August 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 output, together with results of the survey conducted within WP5, will be primed for capitalization in two forms (1) 3 policy briefs and 3 White papers that will be transformed into (2) Journalistic Articles that will be widely distributed to raise awareness of the project outputs & ensuring the sustainability of the outcomes.

FEMISE took charge of the first phase of the project and successfully produced the following outputs:

- a) FEMISE produced **the first policy brief in the WEF-CAP project**, entitled: [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 existent knowledge in the literature about the WEF integrated approach and their benefits which was complemented by 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 EU-MPC region with the aim of providing replicability options.
- b) Within the framework of this project, FEMISE designed a survey-style questionnaire with feedback options aiming 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 and to collect knowledge about what policy recommendations could be put forward. The questionnaire is targeting the multi-stakeholders, including national policy makers, experts, academia, and civil society. The draft questionnaire was sent to the project teams, counsellors and Advisory for initial feedback and will be shared with the public.

- c) 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 who will receive this questionnaire. Moreover, to widen the scope of answers, it will be translated into French and will soon be launched with a mass campaign (& published on online platforms) for an open public consultation for 4-6 weeks. Responses/inputs including policy recommendations will eventually be gathered, analyzed & a report will be produced.
- d) Currently, the first white paper is ongoing and it will be focusing on Jordan. It 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 will soon be sent to all project partners and the Editorial Board for review. Once approved, it will be published following peer-review and transformed into journal-style article that is easily read by the general public.

II.4. New Project: Euromed Clusters Forward (ECF) (April 2022- Sept 2026)

In March 2021, FEMISE was approached by our Partner ANIMA to participate in the consortium to respond to the call by the European Commission on Clusters. As the regulations did not permit the participation of institutions from the north as Co-applicant, FEMISE suggested to include ERF as the lead regional institution as a co-applicant, while FEMISE has to be an Affiliate (being that FEMISE is a member of the ANIMA network).

The concept note was submitted in April 2021 and in May 2021 the project was shortlisted and the full application was then submitted at the end of June 2021. In September 2021, the project was selected for funding (under negotiations and verifications). The project was officially launched in April 2022 for 54 months.

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

ECF targets 7 South Med countries (Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine, and Tunisia). The project is led by ANIMA Investment Network, with the following organizations being the main project partners:

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

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

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

With the ERF, co-applicant of this project, FEMISE took charge of the first phase of the project and successfully produced the following outputs:

a) Mapping of South Neighborhood clusters

A first step in the process of identification supporting a conducive policy environment requires a stock taking of various cluster organisations 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.

b) Assessing the performance of South Med clusters

FEMISE and ERF team will conduct 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

Therefore, 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 will be launched in late 2022.

In addition, this survey will allow to:

- Study gaps and weaknesses that hinder the development of clusters.
- It will result in an 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.
- Will help to 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.

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

III. DIALOGUES, DISSEMINATION AND OUTREACH ACTIVITIES

FEMISE continues to implement 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 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 (July 2021- Nov 2022):

III.1. Webinars and events

In the past year and half, FEMISE organised and 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.1. 1. *Euromed Clusters Forward Summit (Malta, November 2022)*

Organised by ANIMA Investment Network and Malta Enterprise, the Euromed Clusters Forward summit was held on November 23-24, 2022 in Malta. The event brought together clusters, development organisations, government representatives and innovation actors to strengthen growth, economic diversification, sustainable development and employment in the Euro med region.



During the conference, FEMISE and ERF team presented the results of the south med cluster mapping and the national initiatives promoting and supporting clusters development in the region.

In addition, together with ERF, FEMISE organized a focus group session to share with the clusters representatives the main components of the "Clusters Performance Assessment" questionnaire, and to solicit their views and insights on issues covered in order to develop a narrative that incorporates their feedback, and to ensure that the clusters priorities are reflected in the results.



III.1. 2 Events in the context of THE NEXT SOCIETY Project

i. THE NEXT SOCIETY NOW AND LIVE Series of Events (Online, March – June 2022)

In the context of THE NEXT SOCIETY Capitalization Extension Phase, FEMISE and ANIMA, with the financial support of the European Union, hosted a series of short online events “THE NEXT SOCIETY: NOW AND LIVE!” addressing the key sectors of [agri-tech](#), [e-commerce](#), [health tech](#), [energy](#) and [green tech](#).

The objectives of these webinars were threefold:

1. To share experiences of best practices in these sectors from three different angles: at the national and policy levels, at the intermediary level and at the entrepreneurial level.
2. To provide a vehicle of capitalization among the different partners and stakeholders of the project with the aim to stimulate innovation in these sectors
3. To showcase the role of entrepreneurship in promoting the transformation of these sectors

These events brought together policy makers, entrepreneurs, representatives of international organizations, public and private sector representatives and the Mediterranean innovation community to promote innovation and present replicable national policies, tech hub models and solutions developed by startups that contribute to improving innovation. For each of these webinars, FEMISE identified relevant policies or initiatives and communicate with relevant policy makers that can share the good practice within the selected sector either in terms of a policy, a government initiative or a partnership with the private sector. FEMISE with the partner ANIMA moderated these sessions in the form of interview questions, which kept the events active and concise.

From March to June 2022, 5 episodes and related key message videos have been produced as part of this series:

1. [“AgriTech: between dependence and opportunities, the future of a strategic sector for the Mediterranean” \(Key message video\), 31 March 2022](#)



2. ["Ecommerce: Keeping the growth momentum in post-COVID recovery" \(Key message video\), 19 April 2022](#)



3. ["Health-Tech in the South Med:A transition with opportunities for entrepreneurship" \(Key message video\), 17 May 2022](#)



4. ["Energy resources transition in the South Med: From conventional to renewable" \(Key message video\), 31 May 2022](#)



5. ” [Moving towards a healthier planet: Green Tech in the South Med](#)”(Key message video), 14 June 2022



ii. THE NEXT SOCIETY Impact Conference (Tunisia, June 2022)

THE NEXT SOCIETY Community met in Tunis on June 22, 2022 to share THE NEXT SOCIETY legacy after 5 years of intense collaboration for the innovation in the Euro Mediterranean region.

This event was organised by ANIMA with the support of CONECT as part of ANIMA annual conference which was held from June 21 to 24 at Ramada Plaza in Tunis. In addition to presenting the impact and best results of the project, this final event marked the launch of the ECF project.

The FEMISE team participated in the event and presented the outcomes of FEMISE's work in the framework of The next society project, the barriers to innovation and competitiveness of enterprises in the MENA region, and the main directions to be taken to accelerate technological upgrading, both at the policy level, and at the enterprise level, especially to make them more innovative and to strengthen their access to technology.



iii. ANIMA Annual Conference (Hybrid, 25-26 November 2021)

In the framework of the ANIMA annual conference, held in Marseille on November 25-26, 2021, the FEMISE team, as a partner of THE NEXT SOCIETY working on the strategic component of the program, discussed the rationale behind the Mediterranean-specific scorecard and how it better reflects the innovation performance of the Southern Mediterranean countries.



iv. THE NEXT SOCIETY Show case and Impact Conference (Online, November 2021)

The Next SOCIETY Impact Conference was held virtually on November 10th, 2021 with the aim to highlight the impact of THE NEXT SOCIETY and its beneficiaries through 3 different sessions:

- Renewed public strategies for innovation in the region
- "WE ARE THE NEXT SOCIETY" successes and partnerships created within the community
- Towards a new post-Covid Mediterranean model: new sectors and strategies for the region



FEMISE participate in this high-level conference in the session entitled: entitled: “Renewed public strategies for innovation in the region and way forward » and addressed the issue of the Role of the State in innovation and the importance of establishing an innovation ecosystem and a legal framework. Some good practices were also presented from the region.

III.1.3. Events in the context of FEMISE-CMI partnership

[i. Launch of the FEMISE-CMI report on: Post Covid-19 Opportunities for Growth, Regional Value Chains and Mediterranean Integration \(Online, March 2022\)](#)

In the context of ERF 28th Annual Conference under the theme of “Revisiting Macroeconomic Management in Times of Crisis and Beyond”, FEMISE and CMI launched their joint report “Post Covid-19 Opportunities for Growth, Regional Value Chains and Mediterranean Integration” during a parallel session that took place on 26 March 2022.



The aim of the session was to answer the following questions:

1. Now that we have identified the “niche” of potential integration” vs. a vs. the EU, how can the South Med countries capitalize on these opportunities following the re-designing of the Global Value Chain?
2. What could be the role of the EU in this context to support the South Med integration? And what impact of the AFCFTA in facilitating a ‘neighbours of neighbours’ relation?
3. How to better engage the private sector in the GVC? What policies are needed in this context? How can the sector enhance its innovation /digitalisation capacity to serve the regional needs?

Session Chair and Moderator



MARYSE LOUIS

General Manager - FEMISE & ERF

Panelist



BLANCA MORENO-DODSON

Director of the Center for Mediterranean Integration (CMI), UNOPS

Panelist



PATRICIA AUGIER

Professor, Aix-Marseille University (AMU)

Panelist



CONSTANTIN TSAKAS

Senior Programme Officer, CMI-UNOPS

Lead commentator



BERNARD HOEKMAN

Professor and Director, Global Economics at the Robert Schuman Centre for Advanced Studies, European University Institute & ERF

Lead commentator



RAED SAFADI

Executive Director of the Research and Policy Sector at Dubai's Department for Economic Development & ERF

Lead commentator



BERNARD ZILLER

Senior Advisory, the European Investment Bank

ii. Other Joint events with CMI

In addition to this and in the context of the agreement between the 2 institutes to share knowledge and increase visibility, FEMISE was invited in a number of events during that period. Most of them were focusing on issues related to the climate change and particularly the idea of the WEF Nexus and how can the region benefit from best practices.



- The CMI annual conference, June 2022- where FEMISE talked about our the CMI-FEMISE partnership is contributing to widen the scope of reach-out and to bring forward the outputs of the mutual work.
- “Water Security Nexus in North Africa: Catalyzing regional coordination around climate change, resilience and migration” (March, 2022)
- Water regional conference and where FEMISE addressed the issue of: “Water Scarcity: Opportunities for Regional Cooperation” (14-15 March 2022)

III.1.4 Other events for FEMISE

In addition to these events that were organised or attended in the context of existing projects or partnership, FEMISE was invited to contribute to other high-level national and international conferences, just to mention a few:

- International forum on Local Perspective of Water-Energy-Food Nexus” (Morocco 27-18 June 2022) organised by the regional Council of Tangier-Tetouan-Alhoceima in partnership with the Mediterranean climate House – where FEMISE presented the outputs of the WEF-CAP project to local and national authorities
- FEMISE was invited by CMI to be present at the EU organised sessions during the COP27 in Egypt. FEMISE addressed the issue of how to move to an integrated WEF approach as a solution to climate challenges.



III.2. Policy Outreach

III.2.1. Policy Briefs

Policy briefs are considered an essential tool to facilitate the dissemination and use of empirical research. They are short, concise notes written in simple, non-technical language that can be easily accessible to policymakers and the general public. Briefs can be based on existing research findings, best practices, or case studies and should contain practical recommendations. They develop a compelling argument that maintains the scientific credibility of the information, while emphasizing its relevance and urgency to policy issues.

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.

During this period FEMISE produced different series of Policy Briefs;

- A series of policy Briefs focused on the response to the COVID and its impact jointly with the CMI entitled **“COVID-19 MED BRIEFS”**.
- A series of policy Briefs produced in the context of the TNS project **“THE NEXT SOCIETY Policy Briefs Series”** which is more focused on the innovation and entrepreneurship.
- WEF CAP Policy Briefs- this is a new series that has been added this year in the context of the WEF-CAP project.

In addition to the FEMISE focused series on the EU-Med general themes.

Producing different types of Briefs mean that we reach different types of Policy Makers at different levels.

1- FEMISE/CMI Policy Briefs **“COVID-19 MED BRIEFS”**

The recent coronavirus crisis threatens the health, economies and societies of all countries. In Southern and Eastern Mediterranean countries, the fight against the pandemic is even more complicated due to pre-existing structural rigidities. Cooperation and EU-Med strategies in key sectors are needed. Therefore, the Center for Mediterranean Integration (CMI) and FEMISE joined forces and launched their joint series of Policy Briefs called **“COVID-19 MED BRIEFS”**.



Following the success of the first round of FEMISE and The CMI Policy Brief series, which produced 13 by end of 2020, a second round was launched and 9 more Briefs were produced until end of 2021.

Below is the list of the 22 COVID-19 MED BRIEFS produced until June 2021 and their details:

- ["https://www.femise.org/en/slideshow-en/covid-19-med-brief-no-22-covid-related-financial-challenges-for-south-med-universities-the-way-forward"](https://www.femise.org/en/slideshow-en/covid-19-med-brief-no-22-covid-related-financial-challenges-for-south-med-universities-the-way-forward), by Wagdy Sawahel, National Research Center (Egypt), November 2021
- [COVID-19 MED BRIEF no.21: Exploring the impact of COVID-19 on the “livelihoods” of Syrian refugees in Jordan](#), by Reem AlHaddadin, West Asia – North Africa (WANA) institute, October 2021
- [COVID-19 MED BRIEF no.20: Unlocking the potential of returned migrants in South Mediterranean countries through a three-pillar strategy](#), by H el ene Syed Zwick, July 2021
- [COVID-19 MED BRIEF no.19: Designing Realistic Green Economic Recovery Plans after the COVID-19 Pandemic](#), by Theodoros Zachariadis (the Energy, Environment and Water Research Centre of the Cyprus Institute), June 2021
- [COVID-19 MED BRIEF no.18: Promoting data-driven processes in the response and recovery from the pandemic through regional collaboration and peer learning](#), by Rami Kanaan and Muna Shalan, April 2021
- [COVID-19 MED BRIEF no.17: Energy transition, sustainability, and labour market policies: Implications and recommendations for the South Mediterranean countries](#), by Stella Tsani (University of Ioannina), April 2021
- [COVID-19 MED BRIEF no.16: Promoting Virtual Exchange as a resilient way to strengthen academic internationalisation in the South Med](#), by Francesca Helm (University of Padova) and Fabio Nascimbeni (Mediterranean University Union), April 2021.
- [COVID-19 MED BRIEF no.15: Reducing Gender Inequality and Unemployment among Women in the Mediterranean](#), by Dilek G rsel (Sciences Po Paris), March 2021.
- [COVID-19 MED BRIEF no.14: COVID-19 and Women Employment in Mediterranean Countries](#), by Hussein Suleiman, Al-Ahram Center for Political and Strategic Studies, March 2021.
- [COVID-19 MED BRIEF no.13: Deterioration of Food \(In\)security in the South Mediterranean and MENA Region in Times of Covid-19](#), by Dilek G rsel (Sciences Po Paris), December 2020.
- [COVID-19 MED BRIEF no.12: COVID-19, distance education and the digital divide: What measures to be taken for Tunisia?](#), by Najeh Aissaoui (University of Carthage), December 2020.

- [COVID-19 MED BRIEF no.11: Evaluating the impacts of the COVID-19 pandemic on income distribution and poverty in Turkey](#), by Ayşe Aylin Bayar, Öner Günçavdı (Istanbul Technical University) and Haluk Levent (Istanbul Bilgi University), December 2020.
- [COVID-19 MED BRIEF no.10: Lebanon in the midst of multiple crises: Hope Born Out of Despair](#), by Refk Selmi, Jamal Bouoiyour and Amal Miftah (University of Pau), November 2020.
- [COVID-19 MED BRIEF no.9: Economic Policy Responses to COVID-19: the case of EU and non-EU Mediterranean Countries](#), by Gokce Basbug (Sungkyunkwan University) and Ceyhun Elgin (Bogazici University), November 2020
- [COVID-19 MED BRIEF no.8: Policy Responses to the Environmental Challenges of COVID-19 in the Southern Mediterranean Region in a Short- and Medium-run Perspective](#), by Vera Danilina (Aix-Marseille University), November 2020
- [COVID-19 MED BRIEF no.7: Socio-economic response to Covid-19: challenges and opportunities for selected North Africa countries](#), by Jamal Bouoiyour, Amal Miftah and Refk Selmi (University of Pau), November 2020.
- [COVID-19 MED BRIEF no.6: COVID-19, Challenges and Opportunities: The case of Tunisia](#), by Hajer El Ouardani (University of Tunis), October 2020.
- [COVID-19 MED BRIEF no.5: A Digital Financial Education to Support the «New Normal» in the Post-Pandemic Era](#), by Valeria Stefanelli, Vittorio Boscia & Marco Trinchera (University of Salento), October 2020.
- [COVID-19 MED BRIEF no.4: COVID-19 and Households in Egypt: Implications, Policy Response, and Recommendations](#), by Hussein Suleiman (Al-Ahram Center for Political and Strategic Studies), October 2020.
- [COVID-19 MED BRIEF no. 3: Financial reforms for more Resilient Societies in the Mediterranean](#), by Thomas Lagoarde-Segot & Luis Reyes-Ortiz (KEDGE Business School), October 2020.
- [COVID-19 MED BRIEF no. 2: Responsive Transportation-Oriented Policies for the MED Region in the Face of Covid-19](#), by Beste Şensöz, Armin Wagner & Linus Platzer (Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)), September 2020.
- [COVID-19 MED BRIEF no1 : Implications of the coronavirus crisis in the Mediterranean and in the Middle East](#), by Constantin Tsakas (FEMISE, IM), May 2020.

2. THE NEXT SOCIETY Policy Briefs Series

In March 2021, under an initiative from FEMISE to increase the impact of THE NEXT SOCIETY project, a new initiative to produce “**The Next Society Policy Briefs Series**” was launched. This initiative provides a new collaboration between the research community from one side and the entrepreneurs from another side. This series of briefs discusses the challenges faced by entrepreneurs, through the lens of the entrepreneurs themselves, and aims to provide tailor-

made operational policy recommendations.

As of January 2022, FEMISE published 8 policy briefs as part of "The Next Society Policy Briefs" series. Furthermore, in order to increase the visibility of the policy briefs and disseminate them to wider public, FEMISE has produced several videos which feature the author of each brief and the entrepreneur(s) sharing their experiences, highlighting challenges and providing recommendations and lessons learned.



Below is the list of the 8 policy briefs produced until January 2022 and their relevant videos:

- 1- **TNS/ FEMISE Policy Brief no.8: A window of opportunity for the South Med region to grow a thriving biotech economy through entrepreneurship**, January 2022
Video: [A window of opportunity for South Med region to grow a thriving biotech economy via entrepreneurship](#)
- 2- **TNS/ FEMISE Policy Brief no.7: Turning Energy and Water Crisis into opportunities: The creative inventions of Start-ups in South Med countries**, December 2021
Video: [Turning Energy & Water Crisis into opportunities](#)
- 3- **TNS/ FEMISE Policy Brief no.6: Embracing Digitalization: the future of startups in the South Med region**, December 2021
Video: [Embracing Digitalization: the future of startups in the South Med region](#)
- 4- **TNS/ FEMISE Policy Brief no.5: Green Tech Start-ups: Effective Solution to Sustainable Challenges in the South Med**, October 2021
Video: [Green Tech Start ups: Effective Solution to Sustainable Challenges in the South Med](#)
- 5- **TNS/ FEMISE Policy Brief no.4: Morocco's "No-Waste" Strategy: potentials for green entrepreneurs**, October 2021
Video: [Morocco's "No Waste" Strategy: Potentials for Green Entrepreneurs](#)
- 6- **TNS/ FEMISE Policy Brief no.3: Increasing Demand for E-learning in the Southern Mediterranean: An Opportunity for Entrepreneurs**, September 2021
Video: [Increasing demand for E-learning in the Southern Mediterranean: An opportunity for entrepreneurs](#)

7- **TNS/ FEMISE Policy Brief no.2: From Refugee to Restaurateur: A Syrian Entrepreneur’s Route to Success in Jordan**, August 2021

Video: [From Refugee to Restaurateur: A Syrian Entrepreneur's Route to Success in Jordan](#)

8- **TNS/ FEMISE Policy Brief no.1: E-health Start-ups, an Opportunity to Support the Transformation of South-Med Health Systems**, August 2021

Video: [E Health Start Ups, An Opportunity to Support the Transformation of South Med Health Systems](#)

3. WEF CAP Policy Briefs

This new series of PB is produced in the context of the WEF-CAP project. FEMISE produced the [first policy brief entitled: WEF-CAP PBno.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 EU-MPC region with the aim of providing replicability options.

III.2.2. 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.

FEMISE produced two series of videos; “**MED CHANGE MAKERS**” & “**FEMISE videos for International Days**”.

- 1- The **Med Change Makers** series (since 2017) has included dynamic researchers working on a variety of EU-Med topics, presenting the results of their research, in French or English, and illustrating how their work can be useful in the process of developing inclusive, sustainable and innovative policies in the Euro-Mediterranean region.

In the continuation of the production of this type of Youtube videos, FEMISE has produced a series of the videos in the **context of the TNS projects**:

- The first series of videos were linked to the Policy Briefs (please see the list in the previous section) where 8 videos (available on FEMISE Youtube channel) –it is worth noting that these videos have achieved so *far more than 640 views*. Upi can access the [FEMISE Youtube Channel here](#).
- The second series were interviews with policy makers, private sectors and national initiatives responsible within the context of the **TNS Now and Live phase**. – 6 Videos (Available on TNS youtube channel)

All episodes of the series are available on Youtube channel, as well as on the FEMISE website with an added bonus of a written version of the interviews in both french and english.

- 2- “**FEMISE videos for International Days**” are produced on the occasion of the “UN International days”. These “International days are designated by the United Nations General Assembly designates to mark 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.

We produced several videos, either in-house or with EcomNewsMed, that we release on a given day to highlight the contributions of FEMISE on a given theme. We have done so for Innovation Day, World Water Day, Cultural Diversity Day, Health Day etc...

On the occasion of International WOMEN Day, FEMISE released a video about the impact of climate change on women and how they are more affected by the negative impact and how to find solutions.

Check out our videos:

1. [FEMISE celebrates International WOMEN Day, March 2022](#)
2. [FEMISE celebrates World Refugee Day 2021](#)
3. [FEMISE celebrates World Health Day 2021](#)
4. [FEMISE celebrates World Health Day \(April 7th\) : Facing Covid-19 in the Mediterranean](#)
5. [FEMISE celebrates World Day of Social Justice \(Feb. 20th\)](#)
6. [FEMISE and partners during World Refugee Day](#)
7. [FEMISE au service de la diversité culturelle, richesse de la Méditerranée](#)
8. [Regard FEMISE: Journée mondiale des télécommunications et de la société de l'information](#)

III. 3. Visibility and Digital Communications

Other than the variety of publications, seminars and conferences organised 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. 3.1. FEMISE contacts’ 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.

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. 3.2. Media outreach: Articles and Communication partners

Articles are short and concise texts that are based on the output of research or interviews and general FEMISE news. During the past few years, FEMISE has elaborated partnerships with two prominent Mediterranean digital journals that are widely known across the Mediterranean for brining news, knowledge and analysis on priority issues in the Mediterranean. Econostrum (<https://en.econostrum.info/>) and EcomNews Med (<https://www.ecomnewsmed.com/>) have more than 2 million followers across the world combined. The partnership with these two journalists have proved very beneficiary for FEMISE in terms of increasing its visibility not only within the Mediterranean but across to the rest of the World.

Econostrum publishes the FEMISE outputs on their websites and the Ecomnews Med opts for creating small articles out of the reports produced by FEMISE, this way making is shorter and easy to access.

We signed a new partnership with Ecomnews Med in 2021 for the publication of TNS policy Briefs and related videos that was released in September, and other articles were released earlier in the year.

Below are examples of the Articles that were published by both websites:

a) List of articles published by Econostrum in 2020 – 2021

1. Promoting Virtual Exchange as a Resilient Way to Strengthen Academic Internationalization in the South Mediterranean Region _29/04/2021
2. Reducing Gender Inequality and Unemployment among Women in the Mediterranean: Post-Covid Responses and Areas for More Regional Cooperation _15/04/2021
3. COVID-19 and Women Employment in Mediterranean Countries: Impact and Policies for Reducing Gender Inequality in Work Med _15/04/2021
4. COVID-19, enseignement à distance et fracture numérique : Quelles mesures prendre pour la Tunisie? _ 19/01/2021
5. Deterioration of Food (In)security in the South Mediterranean and MENA Region in Times of Covid-19 _ 19/01/2021
6. COVID-19, Challenges and Opportunities: The case of Tunisia _ 19/01/2021

7. Socio-Economic Response to COVID-19: Challenges and Opportunities for Selected North Africa Countries _19/01/2021
8. Policy Responses to the Environmental Challenges of COVID-19 in the Southern Mediterranean Region in a Short- and Medium-run Perspective _19/01/2021
9. Economic Policy Responses to COVID-19: The Case of EU and Non-EU Mediterranean Countries _19/01/2021
10. Lebanon in the Midst of Multiple Crises: Hope Born Out of Despair _19/01/2021
11. Evaluating the Impacts of the COVID-19 Pandemic on Income Distribution and Poverty in Turkey _19/01/2021
12. Implications de la crise du coronavirus en Méditerranée et au Moyen-Orient 08/12/2020
13. Des réformes financières pour des sociétés plus résilientes en Méditerranée 08/12/2020
14. La coopération, facteur clé pour relancer le développement en Méditerranée 06/07/2020
15. Lancement d'un appel à contributions sur les effets socio-économiques de la Covid-19 en Méditerranée 02/06/2020
16. The Next Society lance le premier tableau de bord de l'innovation des pays du Sud de la Méditerranée 15/05/2020
17. Les économistes euroméditerranéens du Femise appellent à investir dans la santé 10/04/2020
18. En Jordanie et au Liban, les entrepreneurs sociaux tendent la main aux réfugiés 01/04/2020
19. Mohammad Abu-Zaineh : "l'impact économique de la crise Covid-19 risque de faire encore plus de victimes que le virus lui-même dans les pays méditerranéens" 24/03/2020
20. Préconisations du Femise pour réduire l'inadéquation des compétences au marché du travail au Maghreb 11/03/2020
21. L'impact à long terme des réfugiés syriens sur l'économie turque 28/02/2020
22. Les stratégies de développement des énergies renouvelables dans la région MENA 28/02/2020
23. Inadéquation de l'éducation en Afrique du Nord: déterminants et impact 28/02/2020
24. Migration, avantages comparatifs et diffusion des connaissances 21/02/2020
25. Réponses des entrepreneurs sociaux à la crise des réfugiés en Jordanie et au Liban 21/02/2020
26. Inégalités de genre sur le marché du travail en Afrique du Nord 21/02/2020

b) List of articles published by ECOMNEWS in 2020 -2022

1. [Post-Covid-19, what are the growth opportunities for Mediterranean countries?](#)
2. [Digitalisation, the future of start-ups in South Mediterranean?](#)

3. [A window of opportunity for the South Med region to grow a thriving biotech economy through entrepreneurship](#)
4. [GreenTech start-ups: An effective solution to the challenges of sustainable development in the Southern Mediterranean](#)
5. [Morocco's "No-Waste" strategy: a potential for green entrepreneurs](#)
6. [Increasing demand for e-learning in the southern Mediterranean : An opportunity for entrepreneurs ?](#)
7. [Les « GreenTech start-up »: Une solution efficace aux défis du développement durable dans le Sud de la Méditerranée](#)
9. [La stratégie "No-Waste" du Maroc : un potentiel pour les entrepreneurs verts](#)
10. [Méditerranée : La demande croissante d'Elearning, une opportunité pour les entrepreneurs ?](#)
11. [De réfugié à restaurateur : La voie du succès d'un entrepreneur syrien en Jordanie](#)
12. [Les start-up de la santé numérique, une opportunité pour soutenir la transformation des systèmes de santé dans le sud de la Méditerranée ?](#)
13. [Comment les enjeux de la transition énergétique pour les pays méditerranéens sont-ils réévalués du fait de la pandémie de Covid-19?](#)
14. [Comment le statut des femmes en Méditerranée évolue-t-il ? Interview de Maryse Louis, directrice générale du FEMISE](#)
15. [Le FEMISE et le Centre pour l'intégration en Méditerranée \(CMI\) se mobilisent pour renforcer le dialogue méditerranéen](#)

III. 3.3. Media outreach: INSIDE FEMISE

Communicating the FEMISE products to the Contacts is a main activity of outreach strategy and is essential for the research activities. FEMISE keeps in touch with its members and contacts periodically to provide them with the latest research, updates, up to date information related to the EU Med region in general, to the FEMISE activities, announcements and competitions. On a regular basis, FEMISE sends to all its contacts "INSIDE FEMISE" updates which is combination of a newsletter and updates about recent events.

These updates are short and concise to facilitate the reading, all details and documents are available

by clicking on news itself for more information. Since September 2021, FEMISE has published 4



OCTOBER 2021



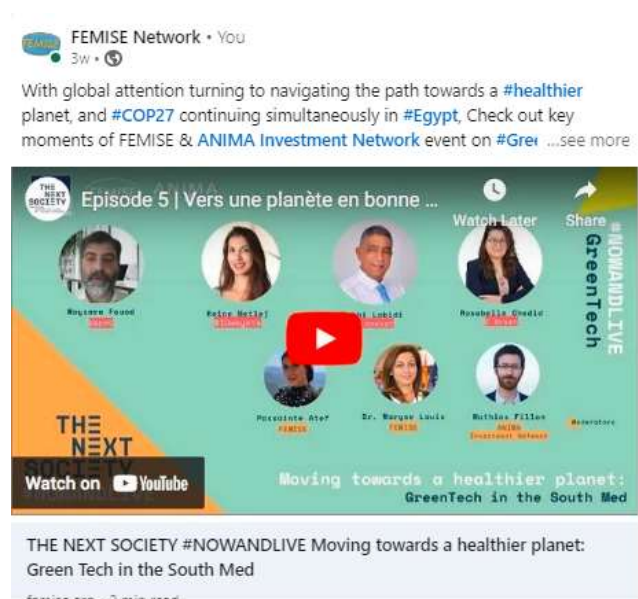
editions of "INSIDE FEMISE", which have been shared with all FEMISE database contacts:

- 09/05/2022- [INSIDE FEMISE - SEPTEMBER 2022 ISSUE No.1](#)
- 02/15/2022 - [INSIDE FEMISE - FEBRUARY 2022 EDITION](#)
- 12/06/2021 - [INSIDE FEMISE - SPECIAL EDITION, DECEMBER 2021](#)
- 10/27/2021 - [INSIDE FEMISE - OCTOBER EDITION](#)

III. 3.4. Twitter and LinkedIn

Twitter and LinkedIn are must-have communication tools for any business, as they intensify social reach. All stakeholders can be easily reached and these tools are extremely effective in creating impact through short posts. Impact means that people can remember and associate with the "brand" and what it offers for a long time through continuous engagement. As such, we have been using social media platforms heavily since late 2017.

FEMISE systematically promotes its work on its social media platforms for greater exposure. In addition, FEMISE also leverages special international events to promote its outputs; during the COP27 conference, FEMISE adopted a “one-tweet a day” plan, where new and existing work of the network was promoted every single day, in line with the climate change conference.



In 2021 and 2022, we reached about 120,000 people (“tweet impressions”) through the FEMISE twitter and LinkedIn pages.

FEMISE's social media presence and network engagement has also increased significantly this year compared to last year, as shown below.

Figure 1. Number of posts in 2021 and 2022

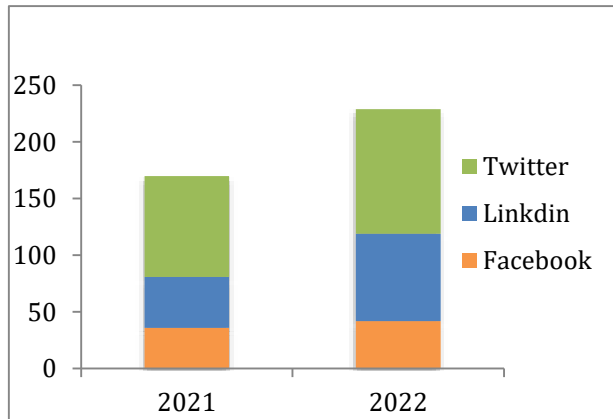
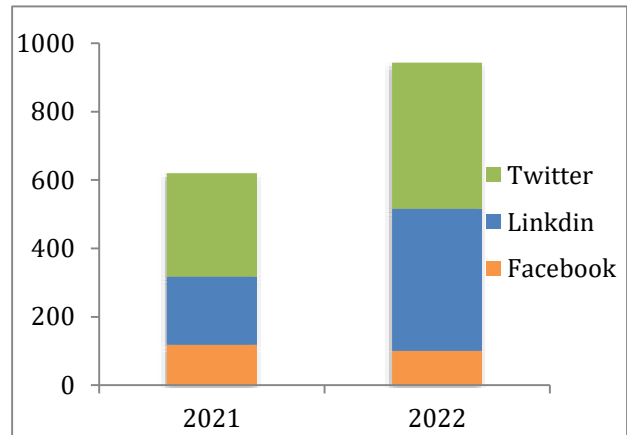


Figure 2. Number of likes in 2021 and 2022



FEMISE will continue to increase its visibility progress across the different media platforms and the website.



Part II: FEMISE Work Plan (December 2022- December 2023)

The forthcoming period will witness the completion of the FEMISE transition in terms of the 4 main pillars that are the basis of the strategy: Institutional, network, financial and communication.

First, following the institutional achievements of the past year, FEMISE will focus in the next period on **consolidating this institutional progress** and strengthen it 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, 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 a 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 work further to enhance its **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 FEMISE strategy to diversify its resources and engage with the new partners, the next phase will be focused on developing strategic partnerships that will allow the network to expand its activities while collaborating in different projects. 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:

<https://www.webpolsurveys.com/S/2A1CB176918D16D0.par>

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)

In the coming year and during the remaining time of the WEF-CAP project, FEMISE will carry out the following tasks/activities (from December to the end of August):

- a) FEMISE will produce 2 additional policy briefs & 3 white papers based on outputs of other Work packages as an important policy tool directed to national policy makers and disseminated through events.
- b) These 6 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;
- c) FEMISE will produce 4-6 videos (4-5 mins) based on interviews with relevant stakeholders (questions and contacts organized by FEMISE) with regards to these documentations and other project's best practices (to be identified by FEMISE and partners). These videos will be delivered in an accessible form that is publishable on social media and YouTube channels;
- d) FEMISE will implement 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;
- e) FEMISE will participate in a series of different types of workshops that will be run in Egypt, Jordan and Tunisia to present the project outputs, capitalisation multi stakeholders events including all stakeholders around the region to debate on the different results and list of recommendations and a final multinational conference to finalize and generate a consensus on a list of recommendations as the 'take-away' output.

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:

- Launch the South Med Clusters Performance Assessment Survey, targeting clusters managers
- Launch a second survey targeting firms within the clusters
- Drafting a report on clusters assessment that will allow to study gaps and weaknesses that hinder the development of clusters
- Benchmark study on South Neighbourhood policies and frameworks for clusters
- Conduct a series of 8 studies on regional value chains
- Organize regional high-level working groups to share visions on RVC and relocations

II.3. New activities in the context of the Partnership with CMI

Following the success of the FEMISE-CMI collaboration in the past year, FEMISE will continue to elaborate further its joint activities with CMI. The following activities are expected in the coming period:

- 1- Due to the success of the Policy Briefs in the past 2 years, the 2 institutions will launch a new round of the Policy Briefs on a theme that will be decided.
- 2- FEMISE and CMI will be launching a new report that is entitled ***“Trade Liberalization and Jobs in the Mediterranean: Towards a New Generation of Trade Agreements”*** the new report is drafted by a number of high level economists and experts from both institutions and it will address:
 - The first chapter is about understanding the nature of trade agreements and trade reforms, and the associated expectations in terms of results.
 - The second chapter is about understanding why the expected results did not fully manifest themselves in the four SEMCs and what factors affecting trade could have undermined the effects of trade liberalization.
 - The third chapter discusses new trends and the challenges and opportunities they bring, together with the need to review trade agreements in order to promote growth and job creation.
 - The fourth chapter focuses on recommendations. Specific attention is given to the need to upgrade the region’s “absorption capacity”, improve labour market conditions, and rethink regional cooperation on trade, investment and jobs, especially given current trends and new realities worldwide.
- 3- A series of webinars will be organised jointly between the two institutions, this includes a launch Seminar for the Trade and Jobs report that is expected in early 2023.
- 4- A new initiative is in the process of being launched by the CMI at the end of 2022 that will see the elaboration of concrete policy recommendations from stakeholders on how to renew the relationship in the EU-Med region and particularly with the EU. FEMISE and ERF are invited to join this process which will witness two specific deliverables:
 - a. A series of consultations where different stakeholders from academia, policy makers, private sector, civil society are invited to highlight the recommendations

for each of the identified themes; an

- b. The production of a white paper on “A Renewed Policy Approach to Mediterranean Integration. Views from the South”, reflecting the suggestions coming from the South Med countries about the type of regional integration they would like to seek within the region and with the European Union.

FEMISE together with ERF are invited to coordinate the participation of the Academia in these webinars, which would be a great opportunity to engage the network

FEMISE and CMI are continuing to nurture their partnership with many activities and joint events that will benefit the region.

In addition to these three specific planned project/partner related activities, FEMISE has been engaged in a number of submitted proposals in the past months. Given the high competition that exists in these open calls, the rate of success could be quite low. While some of the submitted proposals were not successful, FEMISE is still waiting responses of other proposals in the context of Interreg programmes.

III. DIALOGUES, 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. Policy Seminars/dialogues

Following a slow start following the COVID pandemic, FEMISE believes, despite the benefits of online events (more participants, lower expenses and less harm to the environment), it is clear that face to face events bring different types of social exchanges that is not possible with the virtual ones. In this sense, the coming period will be witnessing the return of the face to face events, however while taking into consideration the costs and the environmental impact. Whenever possible FEMISE will introduce the hybrid style which can bring the benefits of the two types.

In all cases, it is clear that the forthcoming period will witness an increase in the number of events organised by FEMISE. As mentioned above, 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**, which will be taking place in Egypt, Tunisia and Jordan, these will include new types of events such as: accelerator workshops, Capitalization nights, network cafés and Interactive TEDx events, in addition to a final conference at the end of the project.
- 2-**Events related to the CMI joint activities**: this includes a series of webinars to launch the new report, to engage in the new consultation initiatives, as well as other joint events
- 3-**Events related to the ECF project**, these will include dissemination events, training workshops, etc.

III.2. FEMISE annual conference 2023.

After three years, of what could be considered as a pause, FEMISE is pleased to be working towards hopefully organising 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.

To this end, FEMISE is currently working with a valued network member, who offered to provide support and host the FEMISE annual conference next year. This will be a great opportunity for FEMISE to bring together back again its network members, and to provide a platform of debates and dialogues among the different stakeholders.

More information about this will be available soon.

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. **Policy Briefs**: As described above and within the context of the on-going project/partnerships, FEMISE will be producing a number of Policy Briefs. More specifically within the WEF-Cap project and in partnership with CMI. In addition, the FEMISE own EU-Med briefs will be launched for a new round.
2. **Thematic Report**: FEMISE will be launching in early 2023, the new joint report with CMI on *Trade Liberalization and Jobs in the Mediterranean: Towards a New Generation of Trade Agreements*
3. **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.
4. **The Articles produced in journalistic styles** will continue, either in the context of the new projects or to disseminate the different FEMISE outputs.
5. **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.

6. **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.

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