Association "Plan Bleu pour l'environnement et le développement en Méditerranée"





"The objective of the Plan Bleu/RAC is to contribute to raising awareness of Mediterranean stakeholders and decision makers concerning environment and sustainable development issues in the region, by providing future scenarios to assist in decision-making. In this respect and through its dual functions as an observatory of the environment and sustainable development and a centre for systemic and prospective analysis, the Plan Bleu/RAC's mission is to provide the Contracting Parties with assessments of the state of the environment and development of the Mediterranean and a solid basis of environmental and sustainable development data, statistics, and indicators to support their action and decision making process."

Decision IG. 19/5 of the I6th Meeting of the Contracting Parties to the Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean (Marrakesh, 2009).

## Key events

Launching of the Regional Project Governance and Knowledge Generation" (ReGoKo) in Marseilles, Plan Bleu in charge

> Launching of the project "Policyoriented marine Environmental Research for the Southern European Seas" (PERSEUS) in Istanbul, Plan Bleu is responsible for the "Adaptive policies" work package

World Water Forum, sessions management and publications

Project meeting of "Climate Local Information in the Mediterranean region Responding to User Needs" (ClimRun), Plan Bleu in charge of the work package "climate services

Regional conference "Shifting to a green economy in the Mediterranean Region" in Marseilles

Side-event to the Session of the **General Fisheries** Commission for the Mediterranean

06

Project meeting of "People for Ecosystem-based Governance in Assessing Sustainable development of Ocean and coast" (PEGASO), Plan Bleu involved, among others, in participation and indicators

> Energy and Tourism programmes' finalization

"Mediterranean Ecological **Footprint** Trends" report & workshops in Venice. Plan Bleu in

> Marine Environment Steering Committee, Sophia-Antipolis

Sustainable Tourism workshop: "Towards a Sustainability Charter for tourism destinations in the Mediterranean region", Sophia-Antipolis

> Workshop on Climate change and cities, Cairo

Conference of the **Contracting Parties** to the Barcelona Convention in Paris (COP17)

> Working group on Green Economy in the Mediterranean organized as a side event to the COPI7

> > Inception workshop for the "Integration of climatic variability and change into national strategies to implement the ICZM protocol in the Mediterranean", Istanbul. Plan Bleu in charge of the development of Climagine and the access facilitation platform to climate information

Regional seminar "Challenges and opportunities for renewable energy development and energy efficiency in the Mediterranean" organized in Marrakesh

> Publication of "20 years of sustainable development in the Mediterranean" for Rio+20 conference

Climate change and tourism workshop, Tunis

07/08

Meeting of the project "Optimizing the production of goods and services by Mediterranean woodland ecosystems in a contact of global changes" in Rome, Plan Bleu involved in state of forests, local prospective approaches and economic studies

Session "economic assessment of Mediterranean Marine Protected Areas"during the Forum of Marine Protected Areas (MPAs) in the Mediterranean, Antalya

Intervention of Plan Bleu during the IIth FEMIP conference on sustainable tourism

Integrated coastal zone management Biodiversity

Sustainable production and consumption Climate change

## Plan Bleu, a bridge between two worlds

The decision taken by 21 Mediterranean Countries and the European Union and presented in this report gives Plan Bleu an interfacing role between scientists and decision-makers in the Mediterranean for issues concerning the environment and sustainable development. In order to play this interfacing role, Plan Bleu launched and coordinated regional prospective projects that led to major forecast publications in 1989 and 2005. The 2005 prospective exercise paved the way for the Mediterranean Strategy for Sustainable Development (MSSD). Since 2005, Plan Bleu has continued work focussed on the themes selected for the MSSD (water, energy, tourism, transport, etc.) This work (on data, indicators, studies, prospective scenarios, etc.) aims to shed light on decisions to be taken to implement the MSSD and the Barcelona Convention. It will also contribute to the revision of the MSSD that needs to be undertaken in order to take into account the results of Rio+20 and the key points of the final declaration, "The future we want". For Plan Bleu and the MAP, coordination between the future Sustainable Development Goals and the MSSD monitoring mechanism is crucial.

Plan Bleu is not the only official information provider for Mediterranean decision-makers in terms of environment and sustainable development. It works in partnership with numerous national, regional and international institutions that are often academic in nature. Plan Bleu is doing all it can to ensure that all relevant information on environmental and sustainable development issues are summarised, analysed, commented on and made available for these decision-makers. The role of Plan Bleu as an interface between science and policy for the environment and sustainable development requires drawing on knowledge from various scientific disciplines to create summaries that are useful for decision-makers. In return, Plan Bleu translates some of the obstacles faced by Mediterranean decision-makers to implementing sustainable development into research issues. The current economic and political context of the Mediterranean makes this interface work even more necessary. As many Plan Bleu studies show, environmental matters are not disconnected from economic and social issues.

Plan Bleu is committed to developing and guaranteeing the quality of its permanent team's expertise and to seeking external support with other useful skills, when required. Plan Bleu's registered office is located in Sophia-Antipolis, and as early as 2008, Plan Bleu opened an annexe in Marseille to facilitate work with the various partners working on issues around the Mediterranean located in Marseille or nearby.

SD Stockholm **Earth Summit** Millenium **Johannesburg** Rio + 20 Milestones Conference Summit Summit Conference Conference **UNEP** creation Worldwide (MDG) 1992 2000 2002 2012 1994 2005 1975 1995 SD 1995: Barcelona Convention Mediterranean Milestones Barcelona Revision (MAP II): Extension of in the Strategy for SD Convention Conference: MAP scope to SD (MSSD) Mediterranean MAP creation **MED 21** 1996: Mediterranean Commission On SD creation (MCSD) 1990 2003 2008 Union for the Furo-Euro-Bilateral European Mediterranean 5 + 5 Mediterranean Mediterranean association Partnership: Dialogue (UfM) / Political agreements Policy (ENP) H2020 initiative Context 1973-1990 **Process** 

The political, economic and social situations of Mediterranean countries remained fragile in 2012 (troubled democratic transitions, economic and financial crises, mass unemployment, etc.) In this context, the Mediterranean Action Plan (MAP) continues to provide a framework for working together on environmental and sustainable development issues in the Mediterranean.

During the 17th Conference of the Contracting Parties to the Barcelona Convention on the protection of marine and coastal areas in the Mediterranean (Paris, February 2012), the Mediterranean countries committed to:

- Take all the necessary measures to make the Mediterranean a clean, healthy and productive sea with conserved biodiversity.
- Strengthen the integrated management of Mediterranean coastal zones.
- Actively participate in the United Conference on Sustainable Nations Development (Rio+20).
- Establish the conditions for transparent, effective and enhanced institutional governance in order to ensure Good Environmental Status for the Mediterranean sea.

For Rio+20, Plan Bleu published and distributed a report entitled "20 years of sustainable development in Mediterranean: review and outlook." report highlights the progress made and obstacles encountered in the implementation of sustainable development. There are now opportunities to boost Mediterranean cooperation for the environment and sustainable development.

Many studies, projects and scientific programmes on the Mediterranean focus on the environment and sustainable development - the assessments required are available. Plan Bleu can now start work on better consolidating the results of these studies, projects and programmes. Another regional systemic prospective work across the Mediterranean would help to achieve this consolidation since these studies, projects and programmes would each contribute to this prospective work. This project could be entitled Med 2050.

## Activities carried out in 2012

#### INTRODUCTION

The structure of this report follows the logical framework of the Mediterranean Action Plan (MAP) that was agreed by the 21 countries and the European Union during the Conference of the Contracting Parties to the Barcelona Convention in Marrakesh in 2009. This framework is shared by the coordinating unit based in Athens and the regional activity centres. It is sometimes difficult to classify activities in one of the 6 themes, as some activities relate to several themes. The cross-disciplinary nature of Plan Bleu is well illustrated by the fact that its activities are split across 5 themes. The sixth theme (prevention and control of marine pollution) is also taken into account by Plan Bleu as some activities (indicators, water) deal indirectly with this theme.

#### **GOVERNANCE**

This theme brings together the activities that contribute to better governance of the environment and sustainable development in the Mediterranean. In 2012, Plan Bleu concentrated its efforts specifically on indicators, the green economy and the launch of the regional "Governance and Knowledge Generation" project.

Plan Bleu's work is almost always based on indicators. Once an issue has been identified, they help to bring meaning to the multitude of data to which we have access (statistics, satellite data, onsite measurements, etc.) In order to facilitate the calculation of these indicators, Plan Bleu has continued to develop a Mediterranean Information System on Environment and Development (SIMEDD, http://simedd.planbleu.org/simedd). Plan Bleu is also leader for indicators in the development of a Shared Environmental Information System (SEIS) in the Southern Mediterranean. In partnership with the Global Footprint Network, Plan Bleu contributed to the Mediterranean report on the ecological footprint, and exploratory discussions on green economy indicators in the Mediterranean were launched. Previous work by Plan Bleu forms interesting elements in these discussions, such as work on the efficiency of water uses or on the employment impact of proactive policies for energy efficiency and the development of renewable energies.

The Regional Governance and Knowledge Generation (ReGoKo) project was developed in order to promote the incorporation of environmental issues into sector and development policies in Egypt, Lebanon, Morocco, the Palestinian territories and Tunisia (beneficiaries), and also Algeria, Libya and Syria (potential beneficiaries). The project aims to meet this objective by generating innovative knowledge on environmental issues, primarily focussing on subjects relating to water (fresh, coastal and marine water resources), and by organising workshops, conferences, meetings and lectures that use this knowledge to strengthen the capacity of key stakeholders on a local, national and regional level. Plan Bleu is the agency responsible for implementation and manages all related funds and financial transactions. The World Bank is the executing agency. The project received US\$3 Million funding from the Global Environment Facility (GEF) and was launched in early 2012.

In terms of communication, Plan Bleu was asked, amongst other things, to participate as an expert in three 52-minute television documentaries on water in the Mediterranean (France 5, France 3 and Via Stella/RAI) and in radio interviews on the theme of the green economy (Chaine Inter; Morocco, Néoplanète). Requests are accepted if they serve to promote Plan

# MAP COMPONENTS R SOPIG-Antipolis SECRESCES GOING ARRIVO R Backers of City SOPIGE AND ARRIVO R CARRES ARRIVO R ARRIVO TR ARRIVO

#### SIMEDD http://simedd.planbleu.org/simedd



The Mediterranean Information System on Environment and Development

#### MÉDITERRANÉE AU CŒUR, FRANCE 3 CÔTE D'AZUR, SATURDAY 24 NOVEMBER 2012



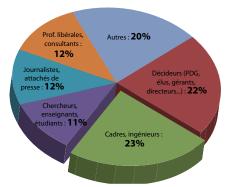
Bleu's work, to provide better understanding of key concepts (e.g. water demand management) and/or to reach audiences that Plan Bleu does not normally connect with. Plan Bleu's priority target remains decision-makers, i.e. people with an impact on decision processes associated with the environment and sustainable development (politicians, senior officials, company managers). Plan Bleu works in partnership with Econostrum (economics news website in the Mediterranean, http://www.econostrum.info) to share some of its work and activities with an audience interested in economic issues.

### INTEGRATED COASTAL ZONE MANAGEMENT (ICZM)

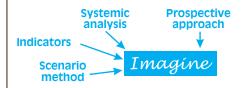
Within this theme, Plan Bleu works in close partnership with the Regional Activity Centre of the Priority Actions Programme (PAP/RAC) to provide support for Mediterranean countries in implementing the ICZM Protocol. In 2012, Plan Bleu implemented and led a governance platform for ICZM as part of the PEGASO project. In terms of regional outlook, Plan Bleu produced an inventory and a comparison of the different prospective exercises recently carried out for the Mediterranean. With regard to local outlook under ICZM, Plan Bleu continued its efforts to make the Imagine method accessible.

The MED project on the integration of climate change and variability into national strategies to implement the ICZM protocol was launched in May 2012. Plan Bleu is responsible, among other things, for developing a mechanism for facilitating access to climate information to help implement the ICZM protocol and for adapting the Imagine method to Mediterranean climate issues (Climagine).

#### Lectorat d'Econostrum.info



140,000 visits, 700,000 pages view per month, France: 55%, Anglo-Saxon: 12%, Maghreb: 14%, others (mostly Mediterranean countries) 19%.



#### **BIODIVERSITY**

Plan Bleu worked with the Regional Activity Centre for Specially Protected Areas (RAC/ SPA) to develop actions relating to the socio-economic aspects of biodiversity.

In 2008, the MAP launched the EcAp (Ecosystem Approach) initiative with the long-term aim of achieving Good Environmental Status (GES) for Mediterranean marine and coastal ecosystems through ecosystem-based management. The initial assessment of the ecosystems and human activities that impact them is an essential pre-requisite for creating regional and national programmes of measures for reaching Good Environmental Status. This approach is consistent with that of the European Marine Strategy framework directive At the request of the MAP, Plan Bleu is responsible for the economic and social analysis of this initial assessment. Plan Bleu's activities are organised around three areas:

- 1. An analysis of the main economic activities that impact Mediterranean marine areas, using indicators such as production, added value and employment data, etc.
- 2. A guide to help conduct national analyses targeting the Mediterranean countries that are not part of the European Union,
- 3. Pilot studies in three countries (Lebanon, Morocco, Tunisia) will be carried out as part of the aforementioned ReGoKo project.

For the 1st area, in 2012, Plan Bleu worked particularly on the socio-economic impacts of five marine protected areas and on fishing. The results were presented in Antalya in November 2012 during the Forum of Marine Protected Areas in the Mediterranean, and in Marrakech in May 2012 on the fringe of the General Fisheries Commission for the Mediterranean respectively.

The European research project, PERSEUS (Policy Oriented Marine Environmental Research in the Southern European Seas) will also contribute to EcAp. Plan Bleu is responsible for the economic and social analysis of the development of adaptive management measures. The project was launched in early 2012 and will last 4 years.

#### IN ACCORD WITH THE SYSTEMIC APPROACH THAT IT ADVOCATES

Plan Bleu focusses on land-based biodiversity, particularly forests. This also allows for interesting methodological exchanges. The objectives are to: I. Optimise the production of goods and services by ecosystems; 2. Improve governing modes for forest ecosystems on a local level; 3. Strengthen Plan Bleu partnerships with stakeholders in regional cooperation.

Alongside the Silva Mediterranea FAO, Plan Bleu is participating in the "Optimising the production of goods and services by Mediterranean woodland ecosystems in a context of global change" project, financed by the FGEF (French Global Environment Facility). This project was launched in 2012 and provides resources for meeting the objectives above. In practice, it will, among other things, make it possible to publish a report on the state of Mediterranean forests, adapt the Imagine method (initially developed for coastal areas) to forest ecosystems (Forest Imagine) and assess ecosystem goods and services.

## SUSTAINABLE CONSUMPTION AND PRODUCTION

In order to help Mediterranean countries implement the MSSD, Plan Bleu has developed activities in the priority action fields identified by this strategy. In 2012, activities primarily focussed on water, energy and tourism.

For water, a highlight in 2012 was the organisation of the World Water Forum in Marseille. Plan Bleu took charge of preparing and leading sessions, in particular on water demand management, and distributed publications such as the paper "Treated Wastewater Reuse", produced in partnership with the Marseille Center for Mediterranean Integration (CMI), or the report produced with the Global Water Partnership (GWP) on Mediterranean experience in water demand management. National studies have been carried out on the economic approach to water and were discussed during national conferences in Croatia and Morocco. A work programme proposal for 2013-2015 on the theme of water has been produced and was presented during the Water steering committee meeting in November 2012 (see right-hand column for more details).

For energy and tourism, 2012 saw the end of activities scheduled for the 2009-2012 period. This involved numerous publications, participation in various events to promote the work carried out and the organisation of dedicated events.

For energy, numerous publications can be mentioned, including regional reports on a disruptive scenario for "infrastructure and sustainable energy development in the Mediterranean", energy efficiency in construction, the impact of rational use of energy on jobs and training, energy efficiency indicators and renewable energies, and also national reports on water - energy for Morocco and Syria. A general conference was organised in Marrakesh in April and another, more specifically dedicated to indicators was held in Cairo in November. As for tourism, Plan Bleu also published several documents in 2012 - a paper and studies on the sustainability profiles of tourist destinations, three documents summarising the programme's main messages and regional reports on air transport and cruises. Plan Bleu promoted this work by, for example, speaking at the 11th FEMIP conference which focussed on sustainable tourism organised in Marseille in November 2012. Workshops were also organised at Plan Bleu's registered office to work on a draft sustainability charter for Mediterranean tourist destinations.

#### **CLIMATE CHANGE**

The Mediterranean region is a recognised climate change hot spot. The work of the MAP and Plan Bleu focusses on adapting to climate change while ensuring consistency by reducing greenhouse gas emissions.

Plan Bleu facilitates communication between Mediterranean players facing climate change and climatologists. This is achieved by implementing climate services - mechanisms for producing comprehensible information from climate model results. In 2012, Plan Bleu continued its involvement in the CLIMRUN project (Climate Local Information in the Mediterranean region Responding to User Needs). It is responsible for the work package relating to the methodology for creating climate services.

In partnership with national meteorological services, Plan Bleu organised workshops in Tunis and Cairo on "climate change and tourism" and "climate change and cities" respectively. These workshops helped to define a common language between climatologists and tourism or urban planning professionals.

The lessons drawn from these activities and those relating to the MED project on the integration of climate change and variability into national strategies to implement the ICZM protocol helped to provide an initial framework for a Mediterranean climate information platform - MedICIP (Mediterranean Integrated Climate Information Platform).

#### **REVIEW AND OUTLOOK FOR THE** WATER PROGRAMME

Plan Bleu's "Water" steering committee met on Thursday 8 November 2012 in Sophia-Antipolis to review the activities carried out by Plan Bleu on this theme and to discuss the "Water" programme for the next three years (2013-2015). This meeting brought together around thirty participants, including representatives of eight Mediterranean countries (Algeria, Croatia, Egypt, France, Israel, Jordan, Tunisia, Turkey), the main Mediterranean networks (Marseille Center for Mediterranean Integration (CMI), Mediterranean Water Institute (IME), Global Water Partnership Mediterranean (GWP-Med), Euro-Mediterranean Water Information System (EM-WIS), Union for the Mediterranean (UfM)) and other Plan Bleu partners.

Discussions focussed on activities, and centred on the 5 following strategic areas:

- Facilitating information exchange and data collection
- Promoting integrated water resource management, in particular water demand management
- Contributing to the definition and implementation of climate adaptation strategies
- Water and food security
  Better protection and improvement of water quality.

Members of the steering committee showed a particular interest in projects concerning the development of a regional water information system, the economic approach and cost-benefit studies on various options for water demand management, and also for prospective studies for 2050 on water demand and resources in the Mediterranean in light of climate change.

#### WATER AND CLIMATE CHANGE

Plan Bleu also worked specifically on the relationships between water and climate change, in particular as part of a thesis produced in partnership with Montpellier HydroSciences laboratory, entitled "Impacts of global changes on water resources in the Mediterranean" which was presented in November 2012.

## **Publications** and ressources

#### **ENERGY**

-Energy efficiency indicators in the Southern and Eastern Mediterranean countries. Plan Bleu, RCREEE, MED-ENEC, October 2012. French - English

Towards A Breakdown Energy Scenario in the Mediterranean? ALLAL BEN JANNET Houda, COSTES Ferdinand, GUARRERA Lisa. July 2012. French – English

Energy conservation indicators in Southern Mediterranean countries. National reports : Algeria, Egypt, Lebanon, Palestinian territories, Tunisia, Morocco, Jordan, Yemen, Syria, Libya. Plan Bleu, June 2012. French – English

#### **GREEN ECONOMY**

2012 MED Report: Toward green growth in Mediterranean countries. Center for Mediterranean Integration (CMI), the European Investment Bank (EIB), the French Development Agency (AFD), the Forum Euro-Méditerranéen des Instituts de Sciences Economiques (Femise) and Plan Bleu, October 2012. English

#### MARINE ENVIRONMENT

State of the Mediterranean Marine and Coastal Environment. UNEP/MAP, January 2013. English Analysis of Mediterranean marine environment protection: the case of the Pelagos Sanctuary. Plan Bleu, April 2012. Plan Bleu Notes n°20. French - English

#### **URBAN AREA**

Urban waste and material flow analysis outline in the Mediterranean . Summary of the Plan Bleu's programme of work 2009-2012. Plan Bleu, July 2012. French - English

Towards a Euro-Mediterranean sustainable urban strategy EMSUS within the framework of the Union for the Mediterranean. Plan Bleu, January 2012. French - English

#### **TOURISM**

Tourism in the Mediterranean: a driving force for sustainable development? Plan Bleu, November 2012. Plan Bleu Notes n°24. French – English

Towards an observatory and a «Quality label» of tourism sustainability in the Mediterranean. loannis Spilanis, Julien Le Tellier. Plan Bleu, June 2012. Plan Bleu Papers n° 12. French - English

Seaside tourism and urbanisation: environmental impact and land issues. Plan Bleu, May 2012. Plan Bleu Notes n°21. French – English

#### TRANSPORT

Air transport and carbon dependency. Plan Bleu, April 2012. Plan Bleu Boten°19. French - English

#### WATER

In light of climatic and anthropogenic changes, will water demands still be met in the Mediterranean basin by the 2050 horizon? Plan Bleu, December 2012. Plan Bleu Notes n°25. French - English

Water and climate change: which adaptation strategy for the Mediterranean? Plan Bleu, September 2012. Plan Bleu Notes n°23. French -

Water demand management: the Mediterranean experience. Plan Bleu, Global Water Partnership, 2012. French - English

Treated wastewater reuse in the Mediterranean. CONDOM Nicolas, LEFEBVRE Marianne, VANDOME Laurent. Plan Bleu, March 2012. Plan Bleu papers n° I. French - English

#### SUSTAINABLE DEVELOPMENT

20 years of sustainable development in the Mediterranean: review and outlook. Plan Bleu, June 2012 Plan Bleu Notes n°22. French - English

#### In 2012, the total revenues were around 2 M€.

Plan Bleu mobilized substantial inkind contributions amounting to some 770,000€, of which 690,000€ in the form of staff and premises provision and 80,000€ in the form of volunteers contribution (members of the Bureau).

Source of funds in cash			
Year 2012			
MAP	567,646€	32%	
FRANCE	694,530€	39%	
OTHERS *	507,540€	29%	

<sup>\*</sup> other multilateral and bilateral partners

Resources used in cash and in-kind amount to a total of 2.5 M€ and are divided as follow:

Use of resources			
Year 2012			
ACTIVITIES	1,954,937€	77%	
ADMINISTRATIVE STAFF	307,503€	12%	
FUNCTIONING	261,693€	11%	

**WATER EFFICIENCY** 

More details are available in the financial report.

# A new website and a new logo

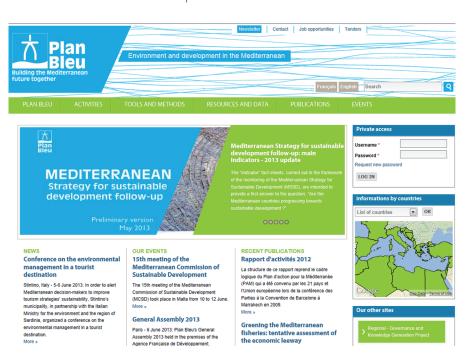
IN ORDER TO CONSOLIDATE ITS IDENTITY AND IMAGE, PLAN BLEU HAS ESTABLISHED A NEW COMMUNICATION CHARTER. THIS MEANS A CHANGE OF LOGO AND A NEW WEBSITE.

The new logo is based on a symbol from Linear B, an ideographic script used in Crete between the second half of the 3rd millennium and the end of the 2nd millennium BC, and places man at the heart of sustainable development issues. It has been used for several months in Plan Bleu publications.

The use of this ideogram in the logo highlights Plan Bleu's ability to give meaning to data from various sources. The issues surrounding the environment and sustainable development are difficult to grasp and Plan Bleu's role is to facilitate the understanding of these issues using indicators, maps and/or diverse scientific disciplines.



Now the website is getting a makeover - it has been entirely redesigned and improved with the aim of better meeting the needs of web users interested in the issues surrounding the environment and sustainable development in the Mediterranean.



#### PLAN BLEU TEAM

#### **Management board**

Hugues Ravenel, Director
Patrick Bovis, Head of administrtive, financial
and support unit

Dominique Legros, Head of thematic unit

#### Sophia Antipolis premises

Christiane Bourdeau, Secretariat

Marion Briens, Forest ecosystems, biodiversity

Céline Dubreuil, Water

Marion Duclercq, Forest ecosystems, biodiversity

Sandra Dulbecco, Secretariat

Jean-Pierre Giraud, Indicators and information systems

Isabelle Jöhr, Executive assistant
Antoine Lafitte, Integrated coastal zone
management (ICZM)
Marinne Milano, Water

Aurélia Olinger, Accounting Claire Petit, Tourism

Nathalie Rousset, Climate change and economics Hélène Rousseaux, Website and library resources Sylvain Thieblemont, Statistics, indicators and information systems

#### **Marseille premises**

Julien Le Tellier, Territorial approach
Carla Virto Murciano, Socio-economic assessment
of ecosystem approach
Didier Sauzade, Sea, ecosystem approach
Lina Tode, Governance and water

#### **BUREAU MEMBERS**

Lucien Chabason, Chairman Jean de Montgolfier, Secretary-General and Treasurer Christian Avérous, Vice-Chairman Thierry Lavoux, Vice-Chairman Sandrine Maljean-Dubois, Vice-Chairman

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