4 YEARS BOOSTING BUSINESS IN THE EURO-MEDITERRANEAN REGION

EUROMED INVEST

Project funded by the EUROPEAN UNION
The MedAlliance consortium has been active since 2008 in building economic bridges and consolidating business networks between Europe and the Southern Mediterranean countries.

Created with the support of the European Commission, this alliance unifies major Euromed public and private business support organisations networks, and gathers over 2,500 organisations. As a consortium, it has implemented the Invest in Med project between 2008 and 2011, which was followed by the EUROMED Invest project between 2013 and 2017.

Under the coordination of ANIMA Investment Network, EUROMED Invest has been implemented in partnership with ASCAME, BUSINESSMED, EUROCHAMBRES, the EMDC Foundation, GACIC and the Euro-Arab Business Council (EABC).

EUROMED Invest was designed in response to an economic slowdown between Europe and Mediterranean partner countries, in order to strengthen the economic partnership between the two shores. Despite the strategic positioning and the potential of Mediterranean markets, recurrent unrest and some security incidents have obviously affected the image of Southern Mediterranean countries and the interest of European companies in these markets.

Even though a rather conducive business framework already exists in most Southern neighbouring countries, a lot more is expected by the private sector, yet recurrent government reshuffles and democratic transition processes have slowed down the reform agenda, with consequences on both national and foreign entrepreneurs’ confidence. At the same time, the challenge of wealth inequality, which is a major cause of political turmoil, creates high expectations and in a context of weak governmental capacities, the private sector is expected to take its responsibilities in this regard.

In this context, EUROMED Invest has been working on reactivating Euromed cooperation between BSOs in order to reassure European business support organisations about the Mediterranean market situation. The project also took special care in promoting EU support to economic partnership with the Southern Mediterranean, in order to show SMEs that they operate in the context of a political will and strategy. Finally, the project has acted strongly in promoting inclusive business projects and investments, as well as a balanced economic partnership between Mediterranean territories and the businesses they host.

After nearly four years of activity, the numbers displayed by EUROMED Invest are significant, and the context has now evolved in the Mediterranean. The strategy of leveraging on BSO networks and capacity to accelerate economic integration and business partnership across the Euromed countries is more valid than ever. Security issues are no longer a problem which can be opposed only to Southern Mediterranean markets, yet the challenge of these countries remains to continue increasing their competitiveness and attractiveness by improving the efficiency of their business support environment.
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A VISION FOR THE FUTURE IN THE MEDITERRANEAN

It has been almost 10 years that the MedAlliance consortium has been working together to improve business networking for investment promotion in the Mediterranean. It is therefore interesting to look back over the last decade and analyze the performance of these countries, in the light of the very special context of political changes in the region.

The performance of foreign direct investment (FDI) in the Mediterranean region over the last decade is mixed. On the one hand, the Mediterranean has confirmed over the past 10 years that it was for good on the map of international investors. Financial and economic crises, Arab Spring, Islamist terrorism and the cultural polarisation it tries to impose have not ruined the attractiveness of these economies. They keep attracting 2% of foreign investment in the world every year and a volume of approximately €30 bn.

On the other hand, this level of FDI remains below the performance that could be expected from the region, given the weight of its GDP or its population. In addition, all countries have made progress during this decade in favour of a pro-business climate liberalisation, privatisation, free trade agreements, infrastructure, reforms of institutions in charge of investment management, sectoral policies and development of technology centres.

Despite this resilience and the improvement of business climate, there is a lack of results. Domestic private investment does not increase much more than FDI, research and development remain in the public sector and disconnected from industry needs, free trade agreements between neighbouring countries are not always respected, the industry does not integrate enough value to penetrate export markets, and eventually the job market is unable to absorb an ever more qualified youth.

Attractiveness cannot be conceived as disconnected from the policies of education, industry, science and territorial development. On the contrary, attractiveness is rooted in the vision a territory can produce, and the strategy it develops to serve it. Obviously in some Mediterranean countries, coordination between these various policies has been flawed, and recent political transitions have not yet completely resulted in the design and promotion of such new economic and development vision.

Once their crises and transitions have been solved, Mediterranean countries will have the opportunity to propose a new model aligned with the challenges and hopes that drive our societies today. Such an approach is perfectly compatible with both contemporary Islam and the search for competitiveness, because it is based on sustainable development, social performance and local value creation. Business Support Organisations and entrepreneurs have the responsibility to take part in the construction of this vision, and develop the capacities to serve it.

It is in this perspective that the MedAlliance will keep working to improve the attractiveness of Mediterranean ecosystems and the performance of institutions in the service of both national and foreign companies.

“ATTRACTIVENESS CANNOT BE CONCEIVED AS DISCONNECTED FROM THE POLICIES OF EDUCATION, INDUSTRY, SCIENCE AND TERRITORIAL DEVELOPMENT”
Decentralised implementation:
79 affiliated organisations (including several members of the Enterprise Europe Network) from 26 different countries (of which 7 are Southern Mediterranean countries, 3 are EU candidate/potential candidate countries and 16 are EU countries) were mobilised to take part in the implementation of most project activities;

Monitoring committee: the MedAlliance has worked to establish special partnerships with associated partners in the project monitoring in order to develop synergies with their initiatives and networks: the technical unit of the Agadir Agreement, the Anna Lindh Foundation, EUNIC, OECD, OCEMO, UNIDO, AIDMO and the UfM Secretariat.

On 27 November 2015, the Union for the Mediterranean member states gathered in Barcelona unanimously endorsed the labelling of EUROMED Invest, which brought the UfM Secretariat into the EUROMED Invest Executive Committee in order to develop synergies with its initiatives.

EUROMED Invest combined a centralised management with a mostly decentralised implementation. Firstly, centralised management ensured that activities were implemented uniformly: regardless of their size, scale or location, all activities followed the same format, organisation and financial rules. Secondly, the proposed approach made it easier to the partners’ and associates’ network to get involved and have ownership. The MedAlliance forms a public-private alliance that includes the main networks of business associations and economic development organisations in the Euromed zone, under the following structure:

- Executive Committee (co-applicants): ANIMA Investment Network – as promoter, ASCAME, BUSINESSMED, EUROCHAMBRES, EMDC Foundation, Euro-Arab Business Council, German-Arab Chamber of Industry and Commerce, representing around 500 full member organisations;
- Decentralised implementation: 79 affiliated organisations (including several members of the Enterprise Europe Network) from 26 different countries (of which 7 are Southern Mediterranean countries, 3 are EU candidate/potential candidate countries and 16 are EU countries) were mobilised to take part in the implementation of most project activities;
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36 and 17 operations were respectively selected following the first and the second calls for proposals involving consortia composed of four organisations per activity on average.

For the second call for proposals, a geographic and a sectoral focus were specified in order to cover countries and sectors that were not tackled in the first call.
The EUROMED Invest project aimed at developing long-lasting business relations, investments and business partnerships between the two shores of the Mediterranean. From December 2013 to December 2017, a hundred field operations brought together the main economic actors of the 28 European Union member States and their partners in the Southern Mediterranean countries: Algeria, Egypt, Israel, Jordan, Morocco, Palestine, Lebanon and Tunisia. These operations included networking events (business meetings, workshops and conferences), capacity building operations (mentorship missions), trainings (workshops and masterclasses), business matchmaking events and sectoral studies (guides, economic intelligence, brochures, etc.). In order to maximise its impact, the programme has implemented 6 instruments and selected a certain number of high potential niches, as well as interdisciplinary fields such as reinforcing women entrepreneurs and diaspora networks.

EUROMED Invest intended to create a new model of inclusive development in the Southern Mediterranean, and to give Europe its leadership role back as a historical partner and main source of foreign direct investments in these countries. The specific objective of the project was to empower Euro-Mediterranean business and investment networks to implement targeted strategies supporting the creation and the international development of micro, small and medium-sized enterprises in order to boost private business and investment within the Euro-Mediterranean area.

TARGET GROUPS, BENEFICIARIES AND SECTORS

The target groups of the project were a combination of private and public sector organisations as well as business associations from the EU, Southern Mediterranean countries, and potential EU candidates: investment promotion agencies, SME development agencies, chambers of commerce and industry, business support organisations, private sector associations, private & public investors, diaspora networks, women entrepreneur networks, etc. The final beneficiaries were the 40 million MSMEs, as well as new and young entrepreneurs from the European Union and the 10 Southern Mediterranean countries of the European Neighbourhood Instrument.

EUROMED Invest targeted the most promising sectors for job creation and economic spillovers, in which Southern Mediterranean countries have a strong potential in terms of resources (renewable energies, agrifood) or specific assets (tourism, 30% of global container traffic in the Mediterranean, etc.). As well as important challenges to address (agrifood dependence, management of water resources, urban development, sustainable tourism, etc.): Agrifood, Transport and Logistics, Cultural and Creative Industries, Renewable Energies and Tourism.

INSTRUMENTS OF THE PROJECT

1. **Mentorship programme for entrepreneurs**
   - This programme was a permanent service for BDSs that aimed at developing sustainable partnerships with other similar entities. The scope of the programme was the improvement of services provided to SMEs (internationalisation, FDI promotion, young entrepreneurs, etc.).

2. **Business Support Organisations (BSOs)**
   - This programme was a permanent service for all entrepreneurs that aimed at developing sustainable partnerships in the phase of execution.

3. **Mentorship programme for Business Support Organisations**
   - These events aimed at promoting one particular Southern Mediterranean country at a time. Organising roadshows in the South allowed to improve the image of the hosting country in the eyes of both European and Southern Mediterranean businesses. It also increased business partnership streams between the host and European countries, as well as South-South relations in terms of foreign direct investment (FDI).

4. **Business Roadshows in Europe**
   - This programme was a permanent service for BDSs that aimed at developing sustainable partnerships in the phase of execution.

5. **Business Roadshows in Southern Mediterranean countries**
   - Ideally organised on the sidelines of the most important commercial shows in Europe, these events aimed at promoting all Southern Mediterranean countries by emphasising the economic opportunities they offer in the five sectors targeted by the project.

6. **EUROMED Invest Academies**
   - The Masterclasses aimed at developing enterprise culture in Southern Mediterranean countries. These trainings were meant for a selected group of young entrepreneurs to increase their capacity to outline and develop their own business projects. The presence of experienced and successful trainers from the Southern Mediterranean (women entrepreneurs and talented professionals from the diaspora in Europe) ensured both theoretical and practical learning.

EUROMED Invest Academies

The EUROMED Invest Academies were training and experience-sharing seminars between BDSs. These workshops aimed at maximising their exchanges in order to improve business support services in the different steps of an SME lifecycle (start-up, growth and development, internationalisation) as well as in the marketing field.

THE EUROMED-MEDITERRANEAN MATCHMAKING PLATFORM: TAKING BUSINESS MATCHMAKING TO THE NEXT LEVEL

The Euromed-Mediterranean Matchmaking platform is the business opportunities portal for Europe and the MENA region businesses developed within the EUROMED Invest project. The platform acted as a catalogue for business cooperation focused on the Euro-Mediterranean region, and gathered more than 2500 profiles of companies from 44 different countries: entrepreneurs, SMEs, business innovation clusters, investors and research centres, seeking to develop new projects and find their right partner to access new markets.

The platform allowed companies from the Euro-Mediterranean region to register their profiles and get in touch with the ideal partner to develop a smart win-win partnership. So far, more than 2900 B2B meetings have been organised through the platform, achieving 360 potential business partnerships in the phase of execution.

The Euro-Mediterranean matchmaking platform is available on www.b2match.eu/ euromed. 

Promoting business partnerships and private investments for an inclusive development in the Mediterranean
What is the added value of collaborating on the EUROMED Invest networking programme?

How has it contributed to the development of your specific organisation?

What has your organisation obtained as a concrete result?

Nada Al-Waked
Director of the Center of Technical Support, Jordan Chamber of Industry, Jordan

EUROMED Invest is designed to enhance cooperation among businesses in Euro-Mediterranean countries through various instruments, including B2B events, business forums, training workshops, etc. Such activities and events have a great value in enabling businesses and industries in the Mediterranean region to interact and explore partnership opportunities with European counterparts.

Gala de Bastida
Projects and Cooperation Coordinator, AMEC Spanish Association of Internationalised Industrial Companies, Spain

The added value of EUROMED Invest stems from being networking oriented, which allowed us to:

- Exchange information about markets, business opportunities, and relevant contacts.
- Exchange experiences, be it success or lessons learnt from failures.
- Identify common collaboration interests and ultimately collaborate in a joint project or endeavour, be it amongst the organisations or amongst our member companies.

Another interesting aspect to point out is, from an operational point of view, the experience of using a new efficient B2B matchmaking tool, B2match, open for projects in the Southern Mediterranean.

The added value of EUROMED Invest has multiplied our capacity to service our member companies in Southern Mediterranean countries. Specifically, it has allowed us to bring together Spanish SMEs and companies from France, Italy, Algeria, Egypt, Lebanon, Jordan, Tunisia and Turkey in three different events. At the same time, an important input for AMEC has come from partnering with business organisations in these countries, not only providing us with new contacts, but also contributing to building a professional relationship that will surely bring us to continue collaborating.

Last but not least, the possibility for me to participate in four EUROMED Invest Academies has provided AMEC with the chance not only to network with peers but also to benefit from capacity building in the form of international conferences focused on investment in the Mediterranean and SME support services.

We in SEBC believe in cooperating, collaborating and coordinating with different operators in the MEDA region, working on investment promotion and SME socio-economic development.

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George Catinis
Deputy CEO, SEBC – Syrian Enterprise and Business Centre, Syria

For SEBC, the added value in collaborating in such kind of programmes is the networking, knowledge-sharing and know-how transfer in addition to getting to know people from different countries and on different levels.

We in SEBC believe in cooperating, collaborating and coordinating with different operators in the MEDA region, working on investment promotion and SME socio-economic development.

We in SEBC have managed to participate in supporting Syrian SMEs, especially during the crisis, by participating and presenting the Syrian economy at various events and occasions (i.e. EXPO Milan), and we managed to develop new services to cope with the new Syrian realities and the socio-economic needs of the Syrian economy.

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Some of the companies invited such as Nielsen, a Tunisian company, were able to benefit from greater visibility and Nielsen was even awarded the "Innovative Company Award" at the Hub Africa Award.

The participation of EUROMED Invest in Hub Africa also brought a triangular dimension (North-South-South) to the event to be promoted innovative solutions, enabled company profiles to pitch their identification of interesting opportunities between EU and Med countries as they represent the actual business facilitators; (ii) enterprises, promoting further B2B events either physical or in "virtual" mode through the use of web tools; (iii) academia, as the link with academic institutions and the research community is an important component for technology and innovation cooperation.

Some of the concrete results achieved included:

- Strengthened relationships with some MED institutions similar to our organisation, which can lead to future joint projects.
- Increased network of contacts. Thanks to the EUROMED Roadshow in Jordan we have had the opportunity to cooperate with the Jordan Chamber of Commerce, which was a newcomer for our organisation as this was our first experience in Jordan. This has also allowed us to get in touch with other important sector organisations which could be very useful for the identification and development of future projects.
- Deeper knowledge of market opportunities in the area that we could promote to our territory and SMEs.
- Deeper knowledge of market opportunities offered by the MED area.
- Encouraging business to business and innovation to business cooperation opportunities between EU and MED SMEs.

All the components mentioned above are real, specific opportunities extremely worth building upon to continue the promotion of events both in Europe and in the Med area, which can encourage and strengthen cooperation at 3 levels: (i) institutional, namely involving BSOs from EU and Med countries as they represent the actual business facilitators; (ii) enterprises, promoting further B2B events either physical or in "virtual" mode through the use of web tools; (iii) academia, as the link with academic institutions and the research community is an important component for technology and innovation cooperation.

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I would highlight three points:

• Activating Business to Business, Business to Investors and Business to Research connections under a sectoral approach to encourage the creation of long-lasting partnerships and to enhance areas of excellence and partnership opportunities in Tunisia, but also building a Euro-Mediterranean community of key stakeholders focused on innovation.

• Developing innovative partnerships: R&D, technical cooperation, investment and financing, production trade and joint-venture agreements.

• Developing specific opportunities for networking between SMEs and clusters through the creation of a Euro-Mediterranean network of investors.

We should acknowledge that the EUROMED INVEST project has offered many substantial support services to the CCIA-BML’s member enterprises, such as training, coaching, capacity building, B2Bs and numerous networking events with analogue EU companies and organisations that have generated new business partnerships, transfer of know-how and new job opportunities.

The project has optimised for the Chamber of Beirut and Mount Lebanon the room for cooperation with a large number of strategic partners, from the European Union and the Mediterranean Basin: analogue Chambers of Commerce, public authorities, development agencies, and support bodies to small and medium-sized enterprises with extensive coverage of important sectors such as entrepreneurship, innovation, agrifood, maritime transport and mediation.

Decentralised operations were implemented in 15 countries from December 2013 to December 2017

Economic operators from the Euromed area benefited from the EUROMED Invest activities

Business roadshows organised in the Southern Mediterranean countries benefiting to 2202 SMEs

Business roadshows organised in Europe benefiting to 1500 SMEs

Masterclasses benefiting to 565 young Mediterranean entrepreneurs

Peer to peer mentoring missions benefiting to 22 Mediterranean entrepreneurs

Peer to peer mentoring missions benefiting to 313 staff members of south Med BSOs

EUROMED Invest Academies leading to the training and networking between 1191 BSOs representatives from Europe and the Mediterranean partner countries

Business partnership agreements signed

Business partnerships identified

Beneficiaries

Business to Business meetings organised

People trained

Articles quoted EUROMED Invest

THEY PARTICIPATED IN EUROMED INVEST

Rabih Sabra
Director General, CCIA-BML
Industry and Agriculture of Beirut & Mount Lebanon, Lebanon

“ACTIVATING BUSINESS TO BUSINESS, BUSINESS TO INVESTORS AND BUSINESS TO RESEARCH CONNECTIONS.”

Kamel Ouerfelli
Director, APII - Agence de Promotion de l’Industrie et de l’Innovation, Tunisia

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“THE PROJECT HAS OPTIMISED FOR THE CHAMBER OF BEIRUT AND MOUNT LEBANON THE ROOM FOR COOPERATION WITH A LARGE NUMBER OF STRATEGIC PARTNERS FROM THE EUROPEAN UNION AND THE MEDITERRANEAN BASIN.”

Rabih Sabra
Lebanon

THE EUROMED INVEST PROJECT IN NUMBERS!

Activities

77

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8979

Economic operators from the Euromed area benefited from the EUROMED Invest activities

13

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14

Business roadshows organised in Europe benefiting to 1500 SMEs

Achievements and results

30

Business partnership agreements signed

691

Business partnerships identified

8979

Beneficiaries

4524

Business to Business meetings organised

1923

People trained

569

Articles quoted EUROMED Invest
Building a network of cooperation stakeholders and initiatives to jointly ensure a long-lasting impact

In addition to associating business events with major sectoral fairs and relying on experienced networks such as the Enterprise Europe Network, EUROMED Invest has also worked on establishing special partnerships with the following organisations, which are officially associate partners in the project, to develop synergies with their initiatives and networks:

OECD, the Organisation for Economic Co-operation and Development, will guarantee a link with the MENA Investment programme and the technical assistance projects that it carries out with the Deauville partnership. Their input, as well as the evaluation results of the Euro-Mediterranean enterprise charter, will have a great deal of influence on the subject and contents of the Med Academy seminars. EUROMED Invest recently took part in the regional seminar on inclusive growth organised in Rabat; in addition, discussions on a general cooperation agreement are currently ongoing.

The Anna Lindh Foundation was solicited to ensure that the project is promoted publicly, and helps to identify young entrepreneurs in the field of cultural and creative industries. The ALF was involved in the kick-off meeting works and is constantly updated with project activities.

EUNIC, the European Union National Institutes for Culture, will guarantee a connection with entrepreneurs in cultural and creative industries and with the European alliance of creative industries, and will take part in the relevant SACs.

AIDMO (an organisation set up by the Arab League) has contributed to the works of the kick-off seminar, provided input into the sector-specific strategies and supported the involvement of SMEs in the business activities of the project. The AIDMO is a key partner for the organisation of the project’s annual conferences.

IUML, the Union for the Mediterranean. The IUML secretariat is systematically invited to the Executive Committees in order to develop synergies with its initiatives in logistics, water, energy, young entrepreneurs and employment.

In addition to the 2368 traditional BSOs that benefitted from project activities so far, EUROMED Invest also promotes the involvement of new business interlocutors engaged in industrial and territorial development such as clusters, techno-parks, incubators and business accelerators. Almost 50 organisations of this kind have been associated with the project’s activities. In order to promote these new structures, the project dedicated the Investment academy that took place in Thessaloniki in November 2014 to “New innovation networks and the role of business support organisations”.

The MedAlliance is a Euro-Mediterranean network representing the private sector and organisations supporting the economic development of the region, including Euro-Med networks of investment and economic development agencies (ANIMA Investment Network, leader of the project), Euro-Med networks of Chambers of Commerce and Industry (ASCAME, EUROCHAMBRES, GACIC), business federations (BUSINESSMED) as well as SME promotion agencies (EDMC Foundation, EABC). The MedAlliance Community gathers over 500 direct business support organisations, and indirectly all the EU and Southern ENI Chambers of Commerce who have access to company registers, which guarantees the mobilisation of SMEs and BSOs in all the associated countries.
EUROMED Invest has also developed synergies with other ongoing EU initiatives such as:

**EuroMed Trade and Investment Facilitation Mechanism (TIFM)** developed by the International Trade Centre (ITC) and funded by the European Commission (EC). ITC has been invited to present the project of online portal of trade-related information and coordination to the EUROMED Invest Academies (Milan, Serbia).

**UNIDO**, The United Nations Industrial Development Organisation, will guarantee a link with their initiative in the arts and culture industries, which has been labelled by the UfM, and in the food and agriculture industries. UNIDO will take part in the SAC work for these two sectors and will propose exit strategies for the cooperation structure. Additionally, national coordinators and identified CCI clusters are systematically mobilised in activities targeting Cultural & Creative Industries: 2nd SAC meeting in Oujda organised by ANIMA and Agence de l’Oriental in Morocco, and the ICC Young Entrepreneurs Masterclass that took place in Tunisia on 31 May-1 June, organised by BusinessMed.

**EBESM, Enhancement of the Business Environment in the Southern Mediterranean** has also been invited to the EUROMED Invest Academies in Serbia and Brussels with a reciprocal participation from EME to EBESM activities and a contribution to disseminate the SBA questionnaire among Southern ENI beneficiaries of the project. Moreover, EUROMED Invest was invited to present its achievements on the occasion of the regional seminar on MSME Access to Finance for Inclusive and Sustainable Growth in the MED region, organised on 24 February 2016 back to back with the Euro-Mediterranean industrial Cooperation meeting held one day before.

**LACTIMED**, this project implemented by ANIMA under the ENPI CBC MED programme aimed to foster the production and distribution of typical and innovative dairy products in the Mediterranean by organising local value chains, supporting producers in their development projects and creating new markets for their products. EUROMED Invest has capitalised on LACTIMED achievements in the agri-food sector and associated its partners to the Sector Alliance Committees. LACTIMED also helped identifying beneficiary organisations in Lebanon and Tunisia for project activities.

**DIAMED & MedGeneration**, these 2 projects implemented by ANIMA under the ENPI CBC MED programme aim to mobilise economic Diasporas for the development of Mediterranean countries. A close coordination between EUROMED Invest and the 2 projects was established to consult on the design of the young entrepreneurs’ master classes and the mobilisation of entrepreneurs and coaches in Maghreb and Mashreq countries.

**SwitchMed**, collaboratively coordinated by the EU (DG NEAR), United Nations Industrial Development Organisation (UNIDO), United Nations Environment Programme Mediterranean Action Plan (UNEP/MAP), its Regional Activity Centre for Sustainable Consumption and Production (SCP/RAC) and the UNEP-DTIE (Division of Technology, Industry and Economics). The Programme targets 8 countries in the MENA region. The SwitchMed initiative was invited to take part in the UfM Labelling launch conference of EUROMED Invest, and a working meeting was held on that occasion between the 2 project coordinators. 2 other meetings were already held between the EUROMED Invest team and the SwitchMed team leaders to identify synergies and ways of joint collaboration prior to the Barcelona conference.

**BUILDING ON PREVIOUS EU FUNDED INITIATIVES**

EUROMED Invest is successfully animating a community that has been created during the Invest in Med project (2008-2011) and has been consolidated around the MedAlliance consortium. EUROMED Invest hugely benefits from Invest in Med, which gave the MedAlliance a recognised label of quality for business events in the Euro-Med area.

EUROMED Invest is also developing synergies with other European initiatives in which it is involved either as partner or coordinator: EuroMed@Change (coordinator), a pilot project launched by the European Parliament for B2B and cluster cooperation and run by DG Enterprise; and MedSpring (partner), a DG Research initiative for cooperation.
PART II
IMPACT, ACHIEVEMENTS AND LESSONS LEARNT

STRATEGIC IMPACT

Contributing to an improved, attractive and inclusive business environment

P
art of the EUROMED Invest ambitions was to support the contribution of Business Support Organisations to strategic issues, or to cross-cutting challenges.

The project also acted as a mutualised resource centre for BSOs from the region.

CONTRIBUTION TO THE REVISION OF THE NEIGHBOURHOOD POLICY

During the revision process of the Neighbourhood Policy by the European Commission, the MedAlliance networks were consulted, and ANIMA consolidated their recommendations. BSOs advocated the importance of regional (multi-country) initiatives and requested longer duration for projects, which was taken into account by the European Commission. BSOs also requested some simplification in the design and implementation of EU-funded projects in order to favour the participation of civil society organisations. BSOs lastly requested the possibility to associate neighbours of neighbours in the Neighbourhood Policy initiative, in order to contribute to forging a large EMEA (Europe – Middle East – Africa) region.

ADVOCATING REGIONAL ECONOMIC INTEGRATION

The MedAlliance is a strong supporter of regional economic integration. EUROMED Invest has organised several activities to promote it at sub-regional level, and implement an economic cooperation process beyond Euromed borders.

“Participating in EUROMED Invest activities had a big impact on Afkar Plus’s team and allowed us to transform our idea into practice. The support we received was essential to grow our network and create services in support to Syrian wannabe-entrepreneurs who have applicable business ideas”

Fadi Amroush, Co-founder, Afkar Plus, Syria
On 16 October 2014, EUROMED Invest gathered high level private sector representatives from Maghreb at the CAT Tunis to discuss recommendations to overcome the barriers to economic integration in Maghreb. Entrepreneurs expressed their frustration concerning the disunion of these markets, but also reaffirmed their willingness to continue lobbying to remove such barriers. It was recommended to work on developing competitive value chains in Maghreb, by multiplying opportunities for business relationships between these countries, and also by improving the level of the industrial offer from Maghreb countries.

On 2-3 June 2016, the project organised an Academy for BSOs to promote EU-Med-Gulf economic cooperation. The event was organised on the occasion of the Industry National Day in Lebanon and was supported by the Ministry of Industry of Lebanon.

On 7-8 April 2016, EUROMED Invest invited a delegation of Euromed SMEs to Hub Africa in Casablanca, the marketplace event for business between the EU and Africa. EUROMED Invest operated the event’s B2B meetings and organised more than 2000 meetings between companies from 26 countries.

RAISING CROSS-CUTTING CHALLENGES RELATED TO INCLUSION

EUROMED Invest has contributed to mitigating the Syrian refugee crisis by supporting two entrepreneurs to create Afkar Plus, an incubator helping Syrian refugees to create entrepreneurial projects. Afkar Plus is now in partnership with Italian Avanzi and they work together on incubating projects.

Within its objective of contributing to inclusive development, EUROMED Invest has removed the barriers between traditional business and social entrepreneurship by organising several training seminars for traditional BSOs, to introduce them to the specifics of this category of businesses.

The promotion of Women has been a constant concern for the project, which is proud to announce 40% of women participation in its activities. A specific Academy was even organised to highlight the importance of promoting women in Business Support Organisations.

587 young entrepreneurs have benefitted from the project by attending EUROMED Invest masterclasses or by benefiting from business mentoring. Some of these entrepreneurs were promoted by the EU4Youth initiative of the European Commission.

“The training helped me to develop an action plan Marketing, based primarily on facebook, sponsorship, etc. This fact improved my website and by the way my relationship with my clients and above all allow me to take good a market share in our industry which is very random.”

Sarra Arabe Ep Ben Sedrine, General Director BTE Voyages, Tunis

“Hub Africa allowed us to spread our presence on a regional level. Till today we organised the business visits in Algeria for SES, Ekoplanto (Renewable Energy, Animal feed and fertilizers). [...] The most successful cooperation is with from JUCA Holding (Netherlands/Algeria). Together with him we set up the company Connection Point Africa in Tunis. Also, in Tunisia – Sidi Bouzid region – we plan to look for investments in Waste management and power plants based on solar energy and wastes.”

Marcin Jabłoński, CEO, Connectionpoint sp. z o.o., Poland

Anass EL HILAL, Founder and CEO, MedTrucks, Morocco
EUROMED INVEST IMPACT IN ALGERIA

Fostering country’s strengths for economic development

Five operations were implemented in Algeria in the framework of the EUROMED Invest project: two Euro-Med Business Roadshows, one master class for young entrepreneurs and two mentoring missions for BSOs.

The actions targeted some strategic sectors for Algeria: Agrifood, Logistics and Transport, and Renewable Energy.

269 national and international organisations have benefited from the EUROMED Invest actions held in Algeria: 25 start-ups, 172 companies, 48 BSOs, 13 local and central authorities, in addition to several civil society organisations, media and journalists.

A total of 242 people benefitted from the training sessions and 359 organisations, media and journalists.

Also, more than 580 Algerian organisations and companies have directly benefited from EUROMED Invest activities organised in Europe and other Southern Mediterranean countries.

They implemented the EUROMED Invest operations in Algeria

<table>
<thead>
<tr>
<th>OPERATION</th>
<th>LED BY</th>
<th>WITH THE SUPPORT OF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agritech in MED</td>
<td>Polish Chamber of Commerce (Poland)</td>
<td>Chamber of Commerce and Industry of Dahra (Algeria), Chamber of Commerce, Industry and Services of Casablanca (Morocco), CESTEMONTE (Italy), Hungarian Chamber of Commerce and Industry (Hungary)</td>
</tr>
<tr>
<td>Produce 2015 – EUROMED Invest Roadshow</td>
<td>Chamber de commerce et d’industrie de région Auvergne-Bordeaux-Alpes (France)</td>
<td>Chamber of Commerce and Industry of Dahra (Algeria), AMEC (Spain)</td>
</tr>
<tr>
<td>Young Entrepreneurs’ Masterclass in Algeria</td>
<td>EBRV – European Business and Innovation Centre Network (Belgium)</td>
<td>INME (Italy), Chamber of Commerce and Industry of Dahra (Algeria)</td>
</tr>
<tr>
<td>Exporting agro-food products to the European Union, Algeria</td>
<td>Voka – Chamber of Commerce and Industry, Antwerp-Waasland (Belgium)</td>
<td>Chamber of Commerce, Industry &amp; Services of Casablanca (Morocco), Chamber of Commerce and Industry of Marseille Provence (France), German Chamber of Commerce and Industry in Morocco (Morocco)</td>
</tr>
<tr>
<td>Development of business services in the Dahra region</td>
<td>Sequa. GmbH (Germany)</td>
<td>Chamber of Commerce and Industry of Dahra (Algeria), Chamber of Commerce and Industry of Champigny-sur-Marne (France), Hungarian Chamber of Commerce and Industry (Hungary)</td>
</tr>
</tbody>
</table>

EUROMED INVEST IMPACT IN EGYPT

Supporting diversification of energy sources and boosting agrifood exports on top of the agenda

A total of 10 operations were held in Egypt since the beginning of the EUROMED Invest project: 3 Euro-Med Business Roadshows, 1 academy, 2 young entrepreneurs’ masterclasses, 3 mentoring missions for BSOs and 1 mentoring mission for entrepreneurs.

During these activities, the focus was given to Agrifood, Transport & Logistics, Renewable Energies and supporting BSOs & young entrepreneurs.

Aside from that, almost 1,250 participants in the EUROMED Invest actions held in the region were Egyptians.

In addition, about 100 final beneficiaries benefited from trainings organised in the framework of the project and more than 250 BtoB meetings were organised, contributing to the identification of 13 business partnerships.

They implemented the EUROMED Invest operations in EGYPT

<table>
<thead>
<tr>
<th>OPERATION</th>
<th>LED BY</th>
<th>WITH THE SUPPORT OF</th>
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<tbody>
<tr>
<td>Agrofood Logistics &amp; Transport Roadshow</td>
<td>CEEBEA – Confederation of Egyptian European Business Associations (Egypt)</td>
<td>ASCAME (Spain), EMDC Foundation (Italy)</td>
</tr>
<tr>
<td>The Euro-Med Green Energy Business Roadshow at Electra Solar Tech 2015</td>
<td>GACIC – German Arab Chamber of Industry and Commerce (Egypt)</td>
<td>GACIC (Egypt), ASCAME (Spain), BUSINESSMED (Tunisia)</td>
</tr>
<tr>
<td>Green Solutions in MED</td>
<td>Polish Chamber of Commerce (Poland)</td>
<td>Federation of Egyptian Industries (Egypt), Czech Chamber of Commerce, Industry and Navigation of Malaga (Spain)</td>
</tr>
<tr>
<td>Young Entrepreneurs’ Masterclass in Egypt</td>
<td>EBRV – European Business and Innovation Centre Network (Belgium)</td>
<td>INME (Italy), GACIC (Egypt)</td>
</tr>
<tr>
<td>Tourclass Mashtreq</td>
<td>Official Chamber of Commerce, Industry and Navigation of Malaga (Spain)</td>
<td>CEEBA (Egypt), CIJDB</td>
</tr>
<tr>
<td>KAakra Mentoring Abu Daoud for Dairy &amp; Trading</td>
<td>German Arab Chamber of Industry and Commerce (Egypt)</td>
<td>GACIC (Egypt)</td>
</tr>
<tr>
<td>Exporting agro-food products to the European Union, Egypt</td>
<td>Voka – Chamber of Commerce and Industry, Antwerp-Waasland (Belgium)</td>
<td>Chamber of Commerce, Industry &amp; Services of Casablanca (Morocco), German Chamber of Commerce and Industry in Morocco (Morocco)</td>
</tr>
<tr>
<td>Good Governance in Micro-BSOs</td>
<td>EUROCHAMBRES (Belgium)</td>
<td>GACIC (Egypt)</td>
</tr>
<tr>
<td>MEDI FINANCE</td>
<td>CEEBA – Confederation of Egyptian European Business Associations (Egypt)</td>
<td>ASCAME (Spain), BUSINESSMED (Tunisia), GACIC (Egypt)</td>
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</table>
EUROMED INVEST IMPACT IN LEBANON

Developing rural areas and reinforcing the capabilities of SMEs and BSOs to enhance competitiveness

EUROMED Invest has contributed to the economic development of Lebanon through the organisation of nine specific actions: a Euro-Med Business Roadshow, an academy, two young entrepreneurs’ masterclasses, two mentoring missions for entrepreneurs and three mentoring missions for BSOs.

The activities were developed in five major areas of action: Agrifood, BSO capacity building, youth entrepreneurship, and mediation.

Furthermore, over 400 people benefitted from training sessions organised thanks to EUROMED Invest and 19 business partnerships were identified through the organisation of B2B meetings during the Euro-Med Business Roadshow held in the country.

They implemented the EUROMED Invest operations in Lebanon

EUROMED INVEST IMPACT IN JORDAN AND PALESTINE

Promoting profitable markets with high potential for social and economic development

Two operations were organised in Jordan and Palestine in the framework of the EUROMED Invest action plan implementation: one Euro-Med Business Roadshow held in Amman and one mentoring mission for BSOs in Ramallah.

Whilst the sector covered in the Palestine mentoring mission was exporting agrifood with a special aim at European Union exports standards; the Euro-Med Business Roadshow was a multisectoral operation.

Likewise, 54 Palestinian and 114 Jordanian organisations have participated in the EUROMED Invest activities outside Jordan and Palestinian Territories.

They implemented the EUROMED Invest operations in Jordan and Palestine
EUROMED INVEST IMPACT IN MOROCCO

Strengthening triangular cooperation for further development of the Euro-Mediterranean area

The EUROMED Invest project has implemented 8 operations in Morocco since the beginning of the project: 4 Euro-Med Business Roadshows, an academy, a young entrepreneurs’ masterclass, a mentoring mission for entrepreneurs and a mentoring mission for BSOs.

The main sectors covered by the project’s actions were Agrifood, Green Technologies & Renewable Energy with particular attention paid to female and youth entrepreneurship.

During the EUROMED Invest actions in Morocco, more than 660 organisations benefitted from the services delivered by the project: 50 start-ups, around 400 companies, 50 BSOs, 9 clusters, 20 local and central authorities and several other organisations such as civil society associations and media.

Through the EUROMED Invest activities, more than 200 people benefited from training sessions and nearly a thousand BtoB meetings were organised, identifying over a hundred business partnerships that led to the signing of 7 agreements.

Moreover, almost 900 Moroccan organisations took part in the EUROMED Invest activities organised abroad.

They implemented the EUROMED Invest operations in Morocco

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<tr>
<th>OPERATION</th>
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<tbody>
<tr>
<td>Agro-Med Biz Roadshow</td>
<td>ACGCO – Agence pour la compétitivité de l’agriculture (France)</td>
<td>Chamber of Commerce, Industry and Services of Casablanca (Morocco), Unicameere Ventures (Italy), BMTI (Italy)</td>
</tr>
<tr>
<td>HUB Africa 2016 <a href="http://www.hubahfco.co">www.hubahfco.co</a></td>
<td>ANIMA Investment Network (France)</td>
<td>MedInvest consortium</td>
</tr>
<tr>
<td>GREEN BATOUD</td>
<td>Polish Chamber of Commerce (Poland)</td>
<td>Lighthouse Chamber of Commerce and Industry (Tunisia), Chamber of Commerce and Industry of Doha (Algeria), Chamber of Commerce, Industry and Services of Casablanca (Morocco)</td>
</tr>
<tr>
<td>EU-MED Connect to Business</td>
<td>CESEPOMET - Centro Estepe per l’Internazionalizzazione (Italy)</td>
<td>Promofrance (Italy), Polish Chamber of Commerce (Poland), Chamber of Commerce, Industry and Services of Casablanca (Morocco)</td>
</tr>
<tr>
<td>Tourclass Maghreb</td>
<td>Official Chamber of Commerce, Industry and Navigation of Malaga (Spain)</td>
<td>Chamber of Commerce, Industry and Services of Casablanca (Morocco), BUSINESSEED</td>
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<tr>
<td>SEANJ Monitoring LOSEC</td>
<td>CECIFM - Chambre de commerce italienne pour la France de Marseille (France)</td>
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<tr>
<td>Agro-Export Monitoring Program</td>
<td>BMTI - Bonita Merci Teletrattori Italiana (Italy)</td>
<td>Association Nationale des OSE de l’Olivier (Morocco)</td>
</tr>
<tr>
<td>Forligen Women leaders - Women in BSOs Academy</td>
<td>BUSINESSEED – Union of Mediterranean Confessions of Enterprises (Tunisia)</td>
<td>ASP (Portugal), EUROCHAMBRES</td>
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</tbody>
</table>

EUROMED INVEST IMPACT IN TUNISIA

Encouraging balanced development between social inclusion and new potential economic sectors

9 EUROMED operations were organised in Tunisia during the period 2014-2017: 2 Euro-Med Business Roadshows, 2 young entrepreneurs’ masterclasses, 2 mentoring missions for BSOs and 3 mentoring missions for entrepreneurs.

Almost 700 organisations participated in the EUROMED Invest activities within Tunisia: 80 start-ups, 435 companies, 40 BSOs, 8 clusters/technoparks, 20 local and central authorities, 2 technology transfer offices, 50 CSOs and media representatives, and other types of structures.

The actions were oriented towards sectors with high-potential in terms of inclusive economic development for Tunisia, mostly targeting Technologic Transfer and Innovation, Agrifood, Creative and Cultural Industries, and Social Entrepreneurship.

12 people were trained thanks to the EUROMED Invest masterclass and 160 potential business partnerships were identified following the organisation of 1,325 BtoB meetings in the country.

They implemented the EUROMED Invest actions in Tunisia

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<tr>
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<tr>
<td>Carrefour d’Affaires de Technologies CAT 2014</td>
<td>AIPS – Agence de Promotion de l’Industrie et de l’Innovation (Tunisia)</td>
<td>MEDC Foundation (Italy), ENTERPRISE (Italy), Chamber of Commerce, Industry and Services of Casablanca (Morocco), BMTI (Italy)</td>
</tr>
<tr>
<td>Tunisian National Days of Technology Transfer – JNTT’2016</td>
<td>AIPS – Agence de Promotion de l’Industrie et de l’Innovation (Tunisia)</td>
<td>Barcelona Chamber of Commerce (Spain), MEDC Foundation (Italy), Chamber of Commerce and Industry of Doha (Algeria)</td>
</tr>
<tr>
<td>Cultural and Creative Industries</td>
<td>BUSINESSEED – Union of Mediterranean Confessions of Enterprises (Tunisia)</td>
<td>OFFICIAL Chamber of Commerce, Industry and Navigation of Malaga (Spain), ASP (Portugal)</td>
</tr>
<tr>
<td>Social Entrepreneurship for BSOs</td>
<td>BUSINESSEED – Union of Mediterranean Confessions of Enterprises (Tunisia)</td>
<td>CABC – Euro Arab Business Council (Egypt)</td>
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<tr>
<td>Smart 3 Factory Monitoring Interfaces</td>
<td>ANIMA Investment Network (France)</td>
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<td>ENB Monitoring Welk</td>
<td>ANIMA Investment Network (France)</td>
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<td>Monre Monitoring KeF companies</td>
<td>CECIFM – Chambre de commerce italienne pour la France de Marseille (France)</td>
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<tr>
<td>Agro Commerce Monitoring Programme</td>
<td>BMTI – Bonita Merci Teletrattori Italiana (Italy)</td>
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</tr>
<tr>
<td>Good Governance in Maghreb BSOs</td>
<td>EUCOMHAMBRES (Belgium)</td>
<td>BUSINESSEED (Tunisia)</td>
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</table>
37 operations were held in European countries since the beginning of the EUROMED Invest project, almost half were Euro-Med Business Roadshows (18). Also, 8 academies, 6 young entrepreneurs’ masterclasses and 7 mentoring missions for BSOs were held in European Union countries.

Around 3,000 organisations have participated in the EUROMED Invest operations held in Europe, almost 2,000 coming from European countries, more than 1,000 organisations from Southern Mediterranean countries and the rest from other locations. Among the participants, mostly companies or start-ups (around 1,000) and BSOs (1,400), we also identified clusters, technoparks, incubators and accelerators (almost 40); Government Institutions (nearly 300); more than 50 universities and Technology Transfer Offices; around 100 civil society associations; 105 cooperation organisations; and 30 other organisations, mostly media.

Through these operations, more than 1,500 BtoB meetings were held leading to the identification of almost 300 business partnerships, and 700 people were trained during the EUROMED Invest academies and young entrepreneurs’ masterclasses organised in Europe.

Aside from that, 2,500 participants in the EUROMED Invest actions held in the Southern Mediterranean came from European countries.

Promoting Euro-Mediterranean Business in Europe to restore historical economic relationships between the two shores.

They implemented the EUROMED Invest operations in Europe:

- ACIM - Agence pour la Coopération Internationale et le Développement local en Méditerranée
- APMEM - Association of Mediterranean Entrepreneurs
- APEF - Agenzia per la Promozione dell’Affari e dell’Investimento
- Arabo-European Chamber of Commerce
- ADIC - Association of Internationalised Industrial Companies
- ANIMA - European Investment Network
- ACFAME - Association of Mediterranean Chambers of Commerce
- Barcelona Chamber of Commerce
- BECO - British Chamber of Commerce in France and Italy
- BMTI - Borsa Merci Telematica Italiana
- CEFIMM - Chambre de commerce italienne pour la France de Marseille
- CEBRA - Confederation of European Business Associations
- CESEPENITIE - Centres Citoyens Inter-Méditerranéens
- Chamber of Commerce and Industry of Beirut and Mount-Lebanon
- Chamber of Commerce and Industry of Syria
- Chamber of Commerce and Industry of Lebanon
- Chamber of Commerce and Industry of Serbia
- Chamber of Commerce, Industry & Services of Coventry
- Complex Industriel et technologique du Paf
- Czech Chamber of Commerce
- EABC - Euro-Arab Business Council
- ERAI - Entreprises Rhône-Alpes International
- EUROCHAMBRES
- FEDCOC - Federation of Egyptian Chambers of Commerce
- Finnish Chamber of Commerce
- GACIC - German-Arab Chamber of Industry and Commerce
- German Chamber of Commerce and Industry in Morocco
- Hungarian Chamber of Commerce
- INSME - International Network for Small and Medium Enterprises
- INVEF - International Network for Small and Medium Enterprises
- IVEME - International Network for Small and Medium Enterprises
- IDVA - Swiss Development Agency
- Lebanese Chamber of Commerce and Industry
- MedInvestigator
- Polish Chamber of Commerce and Industry
- SEBC - Syrian Enterprise & Business Centre
- Sequa (GARHI)
5 SECTOR ACTION PLANS
The Sector Action Plans developed in the framework of EUROMED Invest are five strategic studies providing current status and trends of five key sectors for economic development in the Euromed area. These publications, released in May 2014, supported the EUROMED Invest consortium in their understanding and design of specific operations contributing to the enhancement of these sectors.

Agrifood
This paper sought to highlight the main features currently characterising the agrifood sector in both the European Union and Southern Mediterranean countries, and to provide recommendations for public and private stakeholders in order to overcome challenges and boost business opportunities.

Cultural & Creative Industries
The study aimed to give a general, although non-exhaustive, view of the creative and cultural sector in the Euro-Mediterranean region and to lay the ground for a series of strategic orientations. The recommendations formulated in the strategic paper helped the MedAlliance co-applicants and affiliated entities design and implement relevant business and capacity-building initiatives in order to promote the sector.

Green energy and water
The great potential of southern Mediterranean countries and the incentives launched by the European Commission in the field of renewable energy provided a framework for the integration of renewable energy in the Euro-Mediterranean region and offered great opportunities for businesses involved in the sector. This paper illustrates the state of play, failures and current existing opportunities in this sector, and offers some guidelines for inclusive, strategic, proactive and sustainable actions.

Tourism
This strategy paper on Tourism aimed to develop a comprehensive and integrated strategy for the adoption of a road map regarding the tourism sector, with a coordinated approach involving relevant actors from the research, environment, transport and internal market perspectives of the policy-making realm.

Transport and Logistics
This Transport and Logistics study sought to develop a comprehensive and integrated strategy for the adoption of initiatives during the EUROMED Invest project, with a coordinated approach involving relevant actors from the research, environment, transport and internal market perspectives of the private sector and policy-making realm. It provided an analysis of the sector, focusing on the main challenges and specific niche priorities to be addressed.

Over the past 10 years, Mediterranean countries have confirmed their presence on the map of international investors. They have attracted a growing number of strategic projects, yet not reaching the performance that could be expected from the region. ANIMA analysed the dynamics at work and presented 3 regional initiatives for a more attractive Mediterranean region and more effective FDI projects. This Business Intelligence study was published in November 2016 and retraced the path of FDI and business partnerships in the Mediterranean between 2006 and 2015.

KEY PUBLICATIONS
BUSINESS GUIDE
GROWTH OPPORTUNITIES IN THE MEDITERRANEAN
The EUROMED Invest Business Guide is intended for businesses wishing to familiarise themselves with southern Mediterranean countries. Overview of business opportunities, examples of projects implemented by foreign operators, main business events in Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia... all the information needed to speed up your prospecting!

Designed as a toolbox, it comprises five brochures (both in English and French) focused on five key sectors: agrifood, cultural and creative industries, renewable energy, tourism and transport and logistics. Each 40 pages booklet analyses the sector’s development in 8 southern Mediterranean countries through 40 maps, and offers a regional overview of opportunities to be seized.

Released in December 2017 on the occasion of the Final Conference of the EUROMED Invest project, this publication was produced in the framework of the EUROMED Invest Business Intelligence.
CONCLUSION

Thanks to the EU support to EUROMED Invest, we have succeeded in consolidating the Euro-Med business network which resulted in the sustainability of a strong and vital Euro-Mediterranean pool of Business Support Organisations (BSOs). These BSOs have significantly improved their cooperation with their EU/MED counterparts and succeeded in achieving recognition for their members and their legitimacy as private sector representatives.

EUROMED Invest focused mainly on increasing investments and business partnerships while monitoring and promoting economic integration in the Mediterranean. For this purpose, priority was given to SMEs to encourage business partnerships. Although we have achieved satisfactory results in this regard, Mediterranean economies still face a problem of efficiency in terms of job creation, which creates socio-economic tensions across the region.

In the Southern Neighbourhood Countries, business support organisations play an essential role in the course of the changeover from a politicised economic system to a new market economy. However, the level of organisation of BSOs may vary significantly from one country to another and the private sector across the region remains fragmented and disconnected to a large extent.

Given the limited resources, private sector organisations have realised that they had a strong responsibility in their respective countries’ recovery. BSOs need to be stronger, more impactful and more independent. To do so, they still need support in building their capacities and developing specific curricula and support services requested by their SME members. In other words, we should be able to achieve higher economic leverage by helping Mediterranean business support organisations to make a qualitative scaling up regarding services they offer to their beneficiaries, while continuing this EUROMED cooperation dynamic. Southern Mediterranean BSOs, in general, need to be supported in becoming aware of existing best practices and adapting them to the specificities of their contexts.

More specifically, enhancing private sector organisations in the SEMED region implies building their management capacities, developing quality standards for the services they deliver and empowering them in developing business linkages while stimulating trade and investment flows by supporting internationalisation in sectors of common interest for the Euromed region.

Therefore, recognising EU commitment to supporting private sector development as the main vector for job creation in the region implies reaffirming the commitment to work together on effective regional cooperation through an action-driven roadmap and following a regional approach. Harmonising policy frameworks and fostering Euro-Mediterranean integration through investment support and exchange of best practices remains a priority for the EUROMED.
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