Final Report Invest in Med
2008/2011

“BUILDING SUSTAINABLE INVESTMENTS AND BUSINESS PARTNERSHIPS IN THE MEDITERRANEAN”

www.invest-in-med.eu
Authors
This report was produced by the coordination team of the Invest in Med project, with the support of the MedAlliance partners and members.

Deputy Director: Sébastien Dagault
Financial Director: Denys Poulet
Project Manager: Manal Tabet
Communication Managers: Laurence Fontaine (2008-2010), Emilie Godard (2010-2011)
Webmaster: Lydie Cornand
Administration and Logistics: Clémentine Brisson-Lesage, Elsa Goepp (2010)
Assistants: Adeline Lévêque, Maë Théomine Desmazures, Lauriane Ammouche, Yannick Olivieri
Graphic Designer: Loïc Beillet le Béhérec / contact@loicbeillet.com

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TAKING CHARGE OF ITS FUTURE
IN THE MEDITERRANEAN

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THE PRIVATE SECTOR
TAKING CHARGE OF ITS FUTURE
IN THE MEDITERRANEAN
Over the last decade, the Southern Mediterranean countries have made substantial efforts to stabilise their macro-economic environment and to develop institutions and facilities favouring the development of the private sector to lead economic growth and the highly needed job creation.

These efforts have been rewarded by a significant development of the investments toward these countries, an increase of their exports, and in several cases, a spectacular rise in their international rankings.

The support of the international community, and especially the Euromed partnership, had a positive contribution to these changes. They also indirectly contributed to the democratic movements that emerged since the beginning of 2011, result from the Southern countries economic and cultural opening on the international scene.

Thus, if the economic convergence between the two shores are far from completed and the conditions for a Free Trade Area are not yet met, the dialogue and the co-operation of Euromed countries showed some structuring effects, despite the marginal means dedicated to the «regional» policies in this area.

Over the last three years, our networks united within the MedAlliance - which represent the economic development organisations, the chambers of commerce and industry and the employers' federations - stood out, through the Invest in Med project, as the operational co-ordinators of the European Union’s regional policy towards its Southern neighbourhood for SME investment and internationalisation.

Based on a large co-operation, multilateral networking as well as a multidisciplinary teamwork (public, private, sectoral and generalist actors), Invest in Med contributed to strengthen the North-South and South-South economic ties in the Mediterranean and contributed to making the private sector take charge of its future in the region.

This effort has to be pursued, and we welcome the new Southern neighbourhood policy of the European Union which gives priority to SME development and job creation. The reforms must be accelerated in the North and in the South, to democratise the access to entrepreneurship, to modernise the legal framework for business, to increase the transparency of the markets and their openness to foreign companies, and to reduce red tape.

The role and the capacities of business support organisations must be reinforced, especially at the local scale, to allow a shared economic development on all the territories, and a more significant participation of the companies to the development of their national economies and to the countries of the region's integration. In this view, the MedAlliance aims at pursuing its action, in cooperation with the European Union and the associated institutions with which we have worked hand-in-hand over the past few years.
PRESENTATION AND IMPACT
OF THE INVEST IN MED PROJECT
**INVEST IN MED**
**AND THE MEDALLIANCE CONSORTIUM**

**Invest in Med** is a project launched by the European Union in the framework of its neighbourhood policy, with a view to developing Foreign Direct Investment (FDI) and partnerships between businesses in the Euro-Mediterranean region. Initiated in 2008, and finishing in 2011, Invest in Med is a EUR 12 million project co-financed by the European Commission (75%) and the MedAlliance (25%).

The project was managed by the MedAlliance consortium, a Euro-Mediterranean network representing the private sector and organisations supporting the economic development of the region, including the Euromed networks of investment and economic development agencies (ANIMA Investment Network), the Euromed network of Chambers of Commerce and Industry (ASCAME, EUROCHAMBRES), the business federations (BUSINESSMED) as well as the special partners GIZ, UNIDO and EPA Euroméditerranée.

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**A network of 400 business support organisations access to the 30 million Euro-Mediterranean SMEs**
Over the course of the three and a half years of the project, Invest in Med has launched 48 initiatives for the development of economic sectors of interest to the South and North of the Mediterranean (textiles, building insulation, electronics, photovoltaic, cosmetics, port logistics, packaging of fruit and vegetables, etc.), and put the accent on transverse domains such as women’s entrepreneurship, access to financing, the involvement of the economic diasporas, traceability, etc.

These multi-country initiatives, proposed and implemented by members of the associated networks in the MedAlliance, were selected according to:

- The quality of the consortium proposed: the countries and associated partners (the presence of clusters and businesses was recommended);
- The problems likely to be solved by the initiative and the potential impact in terms of FDI, trade and job creation;
- The methodology and the planning of activities proposed by the initiative (workshops, staff exchanges, business meetings, etc.);
- The potential for the sustainability of the initiative beyond the support of Invest in Med.

The project has thus enabled the creation of lasting partnerships between Euro-Mediterranean business clusters and centres of innovation in numerous strategic and technological sectors. It has contributed to the internationalisation of businesses and start-ups in the region and the revitalisation of craft and traditional industries. Nearly 2,000 business partnership projects have been created thanks to the large scale mobilisation of the Euro-Mediterranean business community.

The aim of this report is to present:

- A review of the achievements of the project and their contribution to the development of regional cooperation in the Mediterranean;
- The initiatives and the partners who were at the origin of these achievements and would today like to continue to undertake these activities;
- The set of tools left by the project to the Mediterranean business community, to facilitate the development of businesses in the region.
ANIMA Investment Network is a multi-national platform for the Mediterranean economic development. The network brings together more than 80 government agencies and international networks from around the Mediterranean. ANIMA is the leader of the Invest in Med project, provides its technical coordination and is a member of its Executive Committee. www.anima.coop

ASCAME (Association of Mediterranean chambers of commerce and industry) was created on 1 October 1982 in Barcelona. It groups more than 200 chambers and other analogous institutions from 23 Mediterranean countries. ASCAME is a member of the Executive Committee of the project. www.ascame.org

The Mediterranean union of business confederations (BUSINESSMED) is a regional business organisation whose mission is to accelerate the economic and social development in the region. The main objective of BUSINESSMED is the economic integration of the Mediterranean with Europe and the global economy. BUSINESSMED provides the Chair of the MedAlliance Board, and is a member of the Executive Committee of the project. www.businessmed-med.com

EUROCHAMBRES, the association of European chambers of commerce and industry, is one of the pillars of business representation with the European institutions. EUROCHAMBRES airs the interests of more than 20 million business members to be found in 45 European countries, thanks to a network of 2,000 regional and local chambers represented by 45 national organisations and two transnational organisations. More than 90% of these businesses are small or medium-sized. EUROCHAMBRES provides the Chair of the Executive Committee of the Invest in Med project. www.eurochambres.eu

As a non-profit federal enterprise, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH supports the German government in the achievement of its objectives in matters of international cooperation for sustainable development. Created on 1 January 2011, it brings together under one and the same roof the long standing expertise of the Deutscher Entwicklungsdienst (DED) GmbH (German development department), the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH (German technical cooperation) and Inwent (Capacity Building International, Germany). GIZ proposes future solutions for political, economic, ecological and social development in a global world. Working under difficult conditions, GIZ encourages complex reforms and change processes. www.giz.de

The United Nations Industrial Development Organisation (UNIDO) is a specialist institution of the United Nations. Its mission is to promote and accelerate sustainable industrial growth in developing countries and the transition economies, and to work for the improvement of living conditions in the poorest countries of the world by mobilising its resources and its international competence. www.unido.org

EUROMEDITERRANÈE. Born out of an initiative of the French State and local authorities in 1995, Euroméditerranée is an operation of national interest aiming to position Marseille at the level of the largest European metropolitan areas. Creator of economic, social and cultural development, Euroméditerranée is an accelerator of the attractiveness and the influence of the Marseille metropolitan area. With 480 hectares, Euroméditerranée is considered as the largest operation of urban renovation in Europe. www.euromediterranee.fr

THE MEDALLIANCE CONSORTIUM
INVESTMENTS AND PARTNERSHIPS 2008-2011: THE EUROPEANS FAITHFUL TO THE MEDITERRANEAN

With the global economic crisis and the Arab spring, foreign direct investments to the MED countries have stalled in recent years. However, projects from Europe have shown a remarkable stability over the period.

**Trends in foreign investment in the Mediterranean: catching up, then landing...**

For a long time remaining behind the foreign direct investment scene, the Mediterranean caught up its lag at the beginning of the 2000s and until 2006, year during which it attracted a share of global Foreign Direct Investment (FDI) corresponding to its demographic weight (4%), that is EUR 48 billion according to the United Nations Conference on Trade and Development (UNCTAD). The very marked progress of FDI flows into the MED-11 region* (multiplied by 6 in 6 years) and announcements of investment projects and partnerships (see figures below) as measured by the ANIMA-MIPO Observatory (see page 106) can be attributed to several factors, essentially linked to the economic reforms aimed at reinforcing the attractiveness of the MED countries vis-à-vis foreign investors, to the wave of privatisation in telecoms and banking (peaking in 2005-2006), to the increased availability of petrodollars from the Gulf States and a strong boom in real estate.

**EVOLUTION OF THE AMOUNT OF FOREIGN INVESTMENTS ANNOUNCED PER COUNTRY, 2005-2010 AND PROJECTION 2011**

(Source: ANIMA-MIPO). Unit: million EUR

![Graph showing trends in foreign investment in the Mediterranean](image-url)
The economic and financial crisis which broke out in 2008 interrupted this phase of continued growth, and the Mediterranean share of global FDI went to around 3% from 2007, with a little less than EUR 22 billion in 2009 according to UNCTAD’s estimates. As for the ANIMA-MIPO Observatory’s figures, available in real time, the announcements of investment nevertheless went on the up again from 2010 in the MED countries, which are less exposed to the ups and downs of the financial world and carried by a rising domestic demand. The Arab revolutions of 2011 interrupted this rise because of the short term negative economic impact: businesses have suffered from problems of supply and temporary shutdowns, jobs have been destroyed and certain investment projects have been postponed, so much so that FDI announcements have dropped abruptly (-25% for the first six months 2011), tending to suggest a rather mediocre result in 2011. The latest forecasts of GDP growth from the World Bank are around 1.9 % in 2011 for the MENA (Middle East North Africa) region and only 1.5% in Tunisia, 1% in Egypt and probably less for Libya; but with a more marked take-off from 2012 and 4% expected in 2013.

… and the take-off of partnerships

Introduced in 2009 in the ANIMA-MIPO Observatory thanks to the Invest in Med project, the partnerships are defined as modes of entry of foreign operators into the Mediterranean market limiting their commitment and thus their financial risk: getting closer to a domestic market either through an identified partner or by opening a local representation. The considerable rise in the number of partnerships in 2010 (+73%) illustrates the effect of the Invest in Med project, which is devoted to these partnerships and detects them better. It represents a strong signal of the commitment of foreign investors in the Mediterranean who adapt themselves to the crisis conditions which prevail since 2008 without renouncing their projects to locate in the region. These projects often represent a first step prior to an investment project and mark the transition towards more equitable modes of cooperation and sharing added value between foreign and Mediterranean economic operators. The 2011 political context however has significantly slowed the implementation of such projects (-39% for the first six months of the year).
Laying down the basis of a new economic and financial space between Europe and the Mediterranean

Europe leads in the investment intentions and partnerships in the MED countries, with projects which are not slackening off despite the crisis. As regards FDI, European businesses have been at the origin of 50% of the total of the announcements since 2003. The European presence is characterised by its stability (never less than 40% of the total number of projects), investments of a relatively modest size (EUR 50 million per project against an average of 56) but involving more SMEs (24% of the projects against an average of 20%) and logically creating more jobs (52% of the total jobs created since 2003 by foreign investors, a greater proportion than the European share of the total amount invested: 44%).

European businesses are creating an even greater gap with the other regions of the world for partnership projects with 52% of the projects announced since 2003.

The first place of the Europeans in the hall of fame of investment and partnership projects in the Mediterranean is not however an acquired right. The Gulf States are very active in the MED countries, and have even overtaken the Europeans in terms of amounts of FDI announced in 2006. The United States and Canada keep a preponderant place in Israel and in certain strategic sectors in the other countries. Finally, while intra-MED investments still have not lifted off (around 5% of the total in number of projects and in amounts), those of the “other countries”, essentially the emerging nations, are experiencing continued growth and could disrupt the situation, by competing with the offers from “historic” investors from the region.

It is up to Europe to seize the opportunity of a stronger economic partnership with the players from the MED countries, without waiting and risking being left behind by new, increasingly influential players in the region. The MED countries, their human resources, their growing markets represent more than ever an opportunity for development and economic partnership essential in the global economy of the 21st century.

*The MED-11 region includes the 9 countries of the Invest in Med project plus Libya and Turkey.

**Projection made for information purposes on the basis of the results recorded up until 30th June 2011. This projection is obviously subject to caution, notably because of the current political context.

FOREIGN DIRECT INVESTMENT (FDI), A STRONG SIGN OF THE DEVELOPMENT OF THE MED COUNTRIES

The ANIMA-MIPO Observatory, developed by ANIMA Investment Network since 2003 and supported by the Invest in Med project, contains around 5,000 announced FDI projects and partnerships. These projects represent one of the major sources of external financing for the MED countries (with exports, tourism revenues and migrant remittances) and highlight the integration and attractiveness of the region in the global economy. A real barometer of investment in the Mediterranean, the figures from the ANIMA-MIPO Observatory are increasingly exploited by the economic, institutional players and the media of the region to analyse the performances and the attractiveness of the MED countries and the dynamics in progress.
**THE CONCRETE INVEST IN MED CONTRIBUTIONS**

**Invest in Med** supported the development of innovation in traditional Mediterranean sectors: agri-business (initiatives like Mag-Trace; Tech Fruits & Vegetables; Enviro Food Tech); textiles (TEXTECH Med initiative); traditional industries (initiatives like Med Industrial Partnership or PaperMed).

It enabled the creation of Euro-Mediterranean clusters in key sectors for the diversification of the Mediterranean industry: cinema and tourism (initiatives like MovieMed); sustainable tourism (Best Med); logistics (Med Tracking and Med Ports initiatives); green economy (through initiatives like Building Insulation on energy efficiency, Med Water, Med Zones), etc.

See page 43 for the initiatives.

It developed platforms to help young entrepreneurs succeed in starting new businesses based on novel approaches: **PLATO** project in Egypt dedicated to the mentoring of young enterprises by major companies, **Med Young Entrepreneurs Coaching Network** through the coaching of entrepreneurs, **Young Entrepreneurs** dedicated to cross-cultural management, the **Algerian Diaspora Investment** initiative and **MedVentures** which promoted 100 Mediterranean start-ups.
<table>
<thead>
<tr>
<th>Number</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Event organised every 2 working days</td>
</tr>
<tr>
<td>48</td>
<td>Initiatives / clusters to develop investments and business partnerships</td>
</tr>
<tr>
<td>298</td>
<td>Organisations taking part in the implementation of the project</td>
</tr>
<tr>
<td>307</td>
<td>Activities (business meetings, workshops, training sessions) and 47 studies over 3 years</td>
</tr>
<tr>
<td>1,912</td>
<td>Business partnerships identified</td>
</tr>
<tr>
<td>2,600</td>
<td>FDI projects monitored over the last 3 years (ANIMA-MIPO observatory/INVEST IN MED)</td>
</tr>
<tr>
<td>4,178</td>
<td>Beneficiaries (enterprises, business organisations) of training and / or exchanges of expertise</td>
</tr>
<tr>
<td>8,000</td>
<td>Subscribers to the monthly newsletter</td>
</tr>
<tr>
<td>13,582</td>
<td>Business meetings organised</td>
</tr>
<tr>
<td>16,618</td>
<td>Participants to the Invest in Med operations (5,802 MED / 7,504 EU)</td>
</tr>
</tbody>
</table>
A NATURAL INTERLOCUTOR TO DEVELOP SMEs IN THE MEDITERRANEAN

The MedAlliance is a network representing actors from the public sector and the private sector developing consensual strategies and working hand in hand. With its network of 400 field organisations dedicated to the support of SMEs in their national and international development, the MedAlliance has established itself since 2008 as a legitimate and natural interlocutor for all the policies and initiatives concerning the development of investments and SMEs, and inter-business cooperation in the Mediterranean.

Working parties

The MedAlliance participates actively in the main working parties which concern the question of the development of investment and SMEs in the Mediterranean:

- The Euro-Mediterranean working party on industrial cooperation, which is coordinated by the European Commission and associates the senior officials from the Ministries of Industry of Europe and the Mediterranean, especially to steer the implementation of the Euro-Mediterranean Business Charter.

- The working parties from the OECD in the context of the MENA investment programme: the group “Investment policies and promotion” and the group “SMEs, entrepreneurship and the development of human capital”.

- The “SME Core Group” introduced by the Secretariat of the Union for the Mediterranean to coordinate the regional initiatives in the field of the development of SMEs, which brings together 11 organisations among which financial institutions, think tanks and consultants, SME support organisations and representatives of the private sector.

- The high ranking group CEPS-IEMED on the financing of SMEs in the Mediterranean made of experts from SME support organisations and think tanks, representatives of the private sector, the financial sector and international organisations.

Recommendations

The MedAlliance has on several occasions taken a position on the policies and instruments to be developed in the Mediterranean to favour the international development of business and to propose to put itself at the service of strategies which are to be implemented:

- The MedAlliance was invited to contribute to the debates during the 7th and 8th Euro-Mediterranean ministerial conferences on Industry in Nice (2008) and in Malta (2011).

- 3 official declarations were published by the networks associated within the MedAlliance (ANIMA, ASCAME, BUSINESSMED, EUROCHAMBRES) on the occasion of the major conferences implemented by the Invest in Med project on the revitalisation of the Euromed partnership, on the policies of industrial cooperation and on the future of the Union for the Mediterranean.

- 7 white papers have been carried out by the MedAlliance to contribute: to facilitate access to financing for SMEs in the Mediterranean; to direct the future of the economic cooperation in the Mediterranean; to involve the Mediterranean diasporas in the development of the businesses in the South; to the creation of a regional arbitration body in the Mediterranean; to the improvement of the impact of foreign investments in the countries of the South of the Mediterranean.
Cooperations

Invest in Med has taken care to coordinate its actions with the existing initiatives undertaken by other organisations:

**Agadir Agreement:** the project introduced an agreement for cooperation with the technical unit from the Agadir agreement which associates Egypt, Jordan, Morocco and Tunisia in order to develop partnerships between businesses of these countries.

**European Investment Bank (EIB):** at the request of the Euro-Mediterranean Ministers of Industry, Invest in Med has produced two brochures in partnership with the EIB and the European Commission to enhance the success stories of Euro-Mediterranean entrepreneurs. Invest in Med and the EIB are also cooperating in the context of the project IT1 on the development of the flow of innovative projects in the Mediterranean, which is led by the Centre for Mediterranean Integration (CMI).

**The World Bank:** the investment climate advisory service (ICAS) of the World Bank contributed to the Invest in Med training programme (MED-Academy) on the questions of the construction of an image for the Mediterranean territories, in the context of their preparation for an evaluation by the Global Investment Promotion Benchmark.

**The European Commission:** Invest in Med developed a cooperation with several instruments managed by the General Directorate for Enterprise and Industry, and in particular the Europe Innova initiative and the Enterprise Europe Network (EEN).

**GIZ:** the German technical cooperation service which has available a network of offices in the countries associated with Invest in Med enabled the project, as a special associate of the MedAlliance consortium, to take advantage of the effects of the synergy with the projects developed by GIZ in the domain of the diasporas, women’s entrepreneurship and the environment.

**UNIDO:** the United Nations Industrial Development Organisation also has a network of offices in the Mediterranean. As a special partner associated with the MedAlliance consortium, UNIDO enabled the project to take advantage of the effects of the synergy with its projects in the domain of agribusiness, textiles and environment.

**MIRA Project:** Invest in Med and the European project MIRA (General Directorate for Research) are cooperating in the context of the project IT1, which is managed by the Centre for Mediterranean Integration, on the development of the flow of innovative projects in the Mediterranean and are also working on the development of a hub to facilitate partnerships between research and industry.
IMPACT OF THE PROJECT
IN THE MEDITERRANEAN COUNTRIES

298 PARTNERS...
307 activities and 47 studies were carried out in the framework of the Invest in Med project by 298 partners of the MedAlliance. 150 European organisations and 143 Southern Mediterranean operators have been mobilised to organise an average of one business event in the region every 2 working day over three years!

NEARLY 17,000 PARTICIPANTS...
16,618 participants (excluding the Press) from the Southern (8,802) and Northern (7,504) rim of the Mediterranean as well as other neighbouring countries (312), have benefited from Invest in Med activities. Made at 58% of businesses and at 27% of business support organisations, these participants have in their large majority (88.5%) expressed their satisfaction with the services obtained.
Like their neighbours, Algerian operators – and especially the local Chambers of Commerce and Industry – have been actively involved in the Invest in Med project. Algerian companies and organisations have indeed taken part in the many training sessions, workshops and business meetings organised in the framework of the project, ranking 4th on the list of MED country participation. By this regular involvement, Algerian companies have demonstrated their willingness to continue to reinforce business links with foreign European and MED partners, despite the more restrictive foreign investment regulations adopted by the country in recent years.

Algeria has chosen to focus its activities on the modernisation of its industry, driven by the need to streamline its production and to take into consideration new parameters linked to energy efficiency, water management, and agri-business regulations. As such, the PaperMed initiative has facilitated the transfer of green technologies between European and Maghreb companies working in an extremely water-consuming sector: information on new energy efficient paper-making equipment and techniques has been disseminated and partnerships between companies encouraged. At the same time, Building Insulation, an initiative led by the CACI and the GIZ, has mapped Maghreb skills and needs in eco-construction: it has identified traditional local energy-efficient techniques, marketed their innovative potential and proposed solutions to address their modernisation needs. These techniques were also brought to the attention of European companies during the Paris Batimat fair. Links with Poland have also been created in the construction sector via the Batimed initiative.

Algeria, with a large community deployed in Europe, has also been involved in various diaspora-related activities. The ACIM,
for instance, brought 20 SME directors of Algerian origin to meet with the Algerian government and business representatives, leading to a better understanding on how the investment and trade regulations apply for bi-nationals. The Algerian diaspora has also been mobilised in the MedVentures initiative to accompany the internationalisation of Algerian start-ups.

### Algerian operators involved in Invest in Med

<table>
<thead>
<tr>
<th>Name of the organisation</th>
<th>City</th>
<th>Type of organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agence Nationale de Développement de l’Investissement (ANDI)</td>
<td>Algiers</td>
<td>Investment Promotion Agency</td>
</tr>
<tr>
<td>Agence Nationale de promotion et de développement des Parcs Technologiques (ANPT)</td>
<td>Sidi Abdallah</td>
<td>Governmental body/Local authority</td>
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<tr>
<td>Algerian Startup Initiative (ASI)</td>
<td>Algiers</td>
<td>Innovation and Entrepreneurship network</td>
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<tr>
<td>Antares Développement</td>
<td>Algiers</td>
<td>Enterprise</td>
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<tr>
<td>Association Algérienne des Technologies de l’Information (AITA)</td>
<td>Algiers</td>
<td>Business federation</td>
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<tr>
<td>Association des Algériennes Managers et Entrepreneurs (AME)</td>
<td>Algiers</td>
<td>Innovation and Entrepreneurship network</td>
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<tr>
<td>Association des banques et établissements financiers (ABF)</td>
<td>Algiers</td>
<td>Business federation</td>
</tr>
<tr>
<td>Association des femmes algériennes chefs d’entreprises - Savoir et vouloir entreprendre (SEVE)</td>
<td>Algiers</td>
<td>Innovation and Entrepreneurship network</td>
</tr>
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<td>Chambre Algérienne de Commerce et d’Industrie (CACI)</td>
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<td>Chamber of Commerce and Industry</td>
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<tr>
<td>Chambre de Commerce et d’Industrie d’Alger (CCI Alger)</td>
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<td>Chamber of Commerce and Industry</td>
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<tr>
<td>Chambre de Commerce et d’Industrie d’Aures (CCI Aures)</td>
<td>Aures</td>
<td>Chamber of Commerce and Industry</td>
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<tr>
<td>Chambre de Commerce et d’Industrie de Sybouse (CCI Sybouse)</td>
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<td>Chambre de Commerce et d’Industrie de Tafna (CCI Tafna)</td>
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<td>Chamber of Commerce and Industry</td>
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<tr>
<td>Chambre Française de Commerce et d’Industrie en Algérie (CFCIA)</td>
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<tr>
<td>Confédération algérienne du patronat (CAP)</td>
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<td>Business federation</td>
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<td>Confédération Générale des Entreprises Algériennes (CGEA)</td>
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<td>EPIC Algérie Poste</td>
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<td>Enterprise</td>
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<tr>
<td>Forum Chefs d’Entreprises (FCE)</td>
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<td>Ministère de la communauté algérienne à l’étranger (MCAE)</td>
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<td>Governmental body/Local authority</td>
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<td>Ministère de l’Aménagement du Territoire, de l’Environnement et du Tourisme</td>
<td>Algiers</td>
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<td>Union Nationale des Paysans Algériens</td>
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<tr>
<td>WTC Algeria</td>
<td>Algiers</td>
<td>Economic development organisation</td>
</tr>
</tbody>
</table>

### Some of the business partnerships created (Relevant initiative)

- **Senexie** (France) partners with **Red Frabriq**, a specialist for web externalisation services, for new web developments (**E-3M**)
- **Strategy for people** (Germany) initiates a partnership with a local farm to enhance its production and its environmental-related strategy (**Made in Euromed**)
- **Saadi Investment** and **Net2** (France) agree to present a joint Sonatrach tender (**E-3M**)
- **HTS BIO** (France) concludes an exclusive commercial partnership with **CCS** for the distribution of its products, which includes the organisation of client training sessions (**Med Industrial Partnership**)
- **The Ecole Audiovisuelle** establishes a commercial partnership for audio and visual equipment with **IEC Marseille** (France) (**E-3M**)
- **Gesellschaft für Architekten und Stadtplanung** (Germany) is likely to be contracted to plan the construction of the new **TAPIDOR** factory (**Made in Euromed**)
- **AST** (Italy) and **SIFCO** sign a EUR 600,000 transfer of know-how and equipment contract related to the production of corrugated paper (**PaperMed**)
- **Edu4** (France) is negotiating with **IT Solutions** to develop distant learning applications (**E-3M**)
- **GSC Global Sand-Lime Cooperation** (Germany) and **Soralcofe** are discussing a EUR 20 million contract for the construction and exploitation of a limestone plant (**Made in Euromed**
Since its launch, the Invest in Med project has witnessed a major involvement of Egyptian business organisations in its activities, proving once again the great interest of Egyptian SMEs in developing sustainable trade relationships, investments and partnerships with the other countries of the Euromed region.

The initiatives carried out with Egyptian partners have been focused on priority sectors for the development of the country, and range from energy efficiency, distribution and logistics, services to enterprises as well as sustainable tourism. In the framework of the PLATO Egypt initiative for instance, monthly discussion meetings have been organised over one year between SME directors and managers of major companies implemented in Egypt: this innovative mentoring programme has proven to be an excellent means of providing selected SMEs with concrete advice on management practices and market opportunities. In another initiative dedicated to sustainable tourism (Best Med), training sessions have been planned to build the capacities of tourist-hotel operators in Egypt to adopt eco-sustainable approaches and habits.

Assistance has also been provided to support the internationalisation of Mashreq craft, furniture and textile industry.

19 Egyptian business organisations providing services to thousands of Egyptian SMEs have in fact been actively involved in more than 30 Invest in Med projects, leading some of them, joining others as major partners. Organisations such as the Federation of Egyptian Industries (FEI), the Confederation of Egyptian European Business Association (CEEBA) or the General Authorities for Investment (GAFI) have been of a precious support for the implementation of the project in the country.

In the framework of these 30 projects, 38 activities have taken place in Alexandria, Cairo, Qaliobia or Port Said.
So far, 1,612 representatives from Egyptian organisations have participated in 143 operations of the Invest in Med project: companies such as Isis, Goodnews, Mashreq des Produits Latiers, Mashreq for Industrial & Commercial Investment, Aramex Mashreq for Logistic Services, Majal Service, Consultancy & Trade, and Nutrxia, have for instance taken part in Invest in Med training programmes or business meetings.

### Egyptian operators involved in Invest in Med

<table>
<thead>
<tr>
<th>Name of the organisation</th>
<th>City</th>
<th>Type of organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Association for Women’s Total Advancement and Development (AWTAD)</td>
<td>Cairo</td>
<td>Innovation and Entrepreneurship network</td>
</tr>
<tr>
<td>Chamber of cinema industry</td>
<td>Cairo</td>
<td>Business federation</td>
</tr>
<tr>
<td>Chamber of Commerce and Industry of El Qaliobia (CCI El Qaliobia)</td>
<td>Qaliobia</td>
<td>Chamber of Commerce and Industry</td>
</tr>
<tr>
<td>Chamber of Commerce and Industry of Port Said (CCI Port Said)</td>
<td>Port Said</td>
<td>Chamber of Commerce and Industry</td>
</tr>
<tr>
<td>Chambre de Commerce Francaise en Egypte (CCFE)</td>
<td>Cairo &amp; Alexandria</td>
<td>Chamber of Commerce and Industry</td>
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<tr>
<td>Confederation of Egyptian European Business Associations (CEBA)</td>
<td>Cairo</td>
<td>Chamber of Commerce and Industry</td>
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<tr>
<td>Egypt National Cleaner Production Center (ENCPC)</td>
<td>Cairo</td>
<td>Education and Research center</td>
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<td>Egypt Post</td>
<td>Cairo</td>
<td>Enterprise</td>
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<td>Egyptian Business Association (EJB)</td>
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<td>Innovation and Entrepreneurship network</td>
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<td>Egyptian Business Women Association (EBWA)</td>
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<td>Innovation and Entrepreneurship network</td>
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<tr>
<td>Egyptian Traceability Centre for Agro-Industrial Exports (ETRACE)</td>
<td>Cairo</td>
<td>Economic development organisation</td>
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<tr>
<td>Federation of Egyptian Chambers of Commerce (FEDCOC)</td>
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<td>Chamber of Commerce and Industry</td>
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<td>Federation of Egyptian Industries (FEI)</td>
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<td>Business federation</td>
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<tr>
<td>General Authority for Investment and Free Zones (GAFI)</td>
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<td>Investment Promotion Agency</td>
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<td>German-Arab Chamber of Industry and Commerce (GACIC)</td>
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<td>Chamber of Commerce and Industry</td>
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<td>Industrial Modernisation Center (IMC)</td>
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<td>Nile Capital</td>
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<td>Enterprise</td>
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<td>Texnet</td>
<td>Cairo</td>
<td>Innovation and Entrepreneurship network</td>
</tr>
<tr>
<td>Technology Innovation &amp; Entrepreneurship Center (TIEC)</td>
<td>Cairo</td>
<td>Innovation and Entrepreneurship network</td>
</tr>
</tbody>
</table>

### Some of the business partnerships created (Relevant initiative)

- **B&P Water Technologies**, an Italian company specialised in the design and manufacturing of water treatment plants, is discussing a production agreement with Chemonics *(Med Water)*
- **Goodnews** receives support from Air France and Mercure hotels for the promotion of its production, Al Andalus, winner of the 2010 MovieMed film-tourism award *(MovieMed)*
- **Linea Snella** (Slovenia) has signed a letter of intent to grant its franchise to an Egyptian woman entrepreneur *(Med Franchise)*
- The **Dome Marina**, a resort located in Ain El Sokna, is discussing the provision of energy efficient equipment with the Italian Loddo’s *(Best Med)*
- **CenTralabs** (Italy), a centre of excellence for transportation, discusses with the Arab Academy for Science, Technology & Maritime Transport the implementation of joint research and training programmes on Port Said district development *(Med Ports)*
- The company **Textilia** will support the integration and development of the Italian Limonta on the Egyptian market and in the Mashreq *(TEXTECH Med)*
The Invest in Med project has provided an opportunity for Israel to develop links with its Mediterranean neighbours, each initiative or event being an occasion to initiate discussions and exchange ideas on economic and business issues. Although Israel has only been involved in a few selected projects, its business organisations have participated in many of the events organised by the project, trying to maximise the benefits of this regional platform.

Israel has chosen to focus its involvement in Invest in Med on developing and promoting its cutting edge innovations in the sectors of green and mobile technologies. As a major partner in the Med Water initiative, it has collaborated with Spain, Italy, and to a lesser extent with some Moroccan and Egyptian companies, to build partnerships and exchange expertise on water treatment facilities. A delegation of 84 participants, representing both enterprises and some public institutions from the Euromed region, consequently participated in the 2009 Watec International Fair, benefiting from shared services and technical visits to Israeli sites, such as IDE’s Ashkelon-Water Desalinisation Plant or the Eshkol Site managed by the National Water Company. In Sun for Med, a technical expertise mission has been carried out to gather key data that could guide the decisions taken by potential investors in the photovoltaic sector. Exchanges of expertise have been organised with the Czech Republic, and business meetings held in the framework of ENERGAIA, an International Exhibition of Renewable Energies. Israel, through Invest in Israel and the incubator programme, has identified very promising high-growth innovative start-ups to participate in the Med-Ventures initiative. More particularly, three start-ups have been recognised for the quality of their project by an international jury of experts: Eyal GPS, Agazyme and Biocep.
Eyal GPS was finally granted the MedVentures award and recognised as one of the three best Mediterranean start-ups of the 2010 MedVentures competition. Israeli business organisations have, on the other hand, taken advantage of the MED-Academy training sessions organised in the context of the project to reinforce their expertise and to find an exchange and discussion platform with other Mediterranean countries.

<table>
<thead>
<tr>
<th>Name of the organisation</th>
<th>City</th>
<th>Type of organisation</th>
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<tbody>
<tr>
<td>Invest in Israel</td>
<td>Jerusalem</td>
<td>Investment Promotion Agency</td>
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<tr>
<td>Israel Postal Company Ltd.</td>
<td>Jerusalem</td>
<td>Enterprise</td>
</tr>
<tr>
<td>Mission Economique de Tel Aviv</td>
<td>Tel Aviv</td>
<td>Governmental body/Local authority</td>
</tr>
</tbody>
</table>

• **ITB** concludes an exclusive partnership with **Centra** (Italy) to provide its technology for the construction of a biogas plant (**Med Water**)

• **Eyal GPS** benefits, for its international development, from the support of the Dutch incubator **Business Development Friesland** (**MedVentures**)

• **A4E** (Italy), a specialist in environmental problems, signs success fees agreements with **BPC and SDE** (**Med Water**)

• **B&P Water Technologies** (Italy), a designer and manufacturer of water treatment plants, discusses a commercial agreement with **Amiad** (**Med Water**)

• **Eyal GPS**, a mobile application provider, is connected with two French operators, **LD com** and **Future Telecom** (**MedVentures**)

Some of the business partnerships created (Relevant initiative)
Jordan has taken the opportunities granted by Invest in Med to consolidate the services offered to its business organisations: the Jordan Investment Board (JIB) as well as its Chambers of Commerce have indeed actively participated in the great majority of Invest in Med training seminars. Regional cooperation has also been encouraged on sectors of importance for the country such as energy efficiency, solar energy and entrepreneurship support.

Jordan has participated in 8 projects related to energy efficiency, cosmetics, franchising, logistics, entrepreneurship and capacity building. On entrepreneurship issues, it has been proven to be a particularly precious partner for the MedVentures initiative: El Hassan Science City Technopark has indeed mobilised its key entrepreneurship networks (IPark, Queen Rania Center for Entrepreneurship) to source the 10 best innovative Jordanian start-ups and accompany them in their internationalisation process, while the Bedaya Business Angel Network has been involved in the MedVentures selection jury.

On logistics aspects, the Jordan Post has joined the Euromed Postal Community, a new regional structure dedicated to support the Euromed postal cooperation that was officially incorporated on 15 March 2010 in Rome. Moreover, Jordan business organisations, and more specifically the JIB, the JCI and the Aqaba Special Economic Zone Authority, have actively participated in MED-Academy training seminars organised for MedAlliance members, showing a great interest in building their capacities in trade and investment strategies, and in enhancing their skills in organising efficient business meetings, in web marketing or in after care.

A specific training on territorial marketing has been implemented in Amman with the support of the JIB, opening the ground for discussing possible joint initiatives to market the Mediterranean.
Jordanian operators involved in Invest in Med

<table>
<thead>
<tr>
<th>Name of the organisation</th>
<th>City</th>
<th>Type of organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arab Science &amp; Technology Foundation (ASTF)</td>
<td>Amman</td>
<td>Innovation and Entrepreneurship network</td>
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<tr>
<td>Chamber of Commerce of Amman (Amman CCI)</td>
<td>Amman</td>
<td>Chamber of Commerce and Industry</td>
</tr>
<tr>
<td>Ipark</td>
<td>Amman</td>
<td>Innovation and Entrepreneurship network</td>
</tr>
<tr>
<td>Jordan Chamber of Industry (JCI)</td>
<td>Amman</td>
<td>Chamber of Commerce and Industry</td>
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<tr>
<td>Jordan Export Development and Commercial Centres Corporation (JEDCO)</td>
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<td>Economic development organisation</td>
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<tr>
<td>Jordan Forum for Business and Professional Women (JFBPW)</td>
<td>Amman</td>
<td>Innovation and Entrepreneurship network</td>
</tr>
<tr>
<td>Jordan Investment Board (JIB)</td>
<td>Amman</td>
<td>Investment Promotion Agency</td>
</tr>
<tr>
<td>Jordan Post Company</td>
<td>Amman</td>
<td>Enterprise</td>
</tr>
<tr>
<td>Queen Rania Center for Entrepreneurship</td>
<td>Amman</td>
<td>Innovation and Entrepreneurship network</td>
</tr>
</tbody>
</table>

Some of the business partnerships created (Relevant initiative)

- **The Greater Amman Municipality** is planning to offer a new bicycle service to its visitors, with the potential support of the Spanish **Sobre 2 ruedas (ETINET)**

- **Bloom Dead Sea Gift Enterprise** is discussing a commercial partnership with the Algerian Nassilia (Med Cosmetics)

- **Ciapple**, a start-up specialising in CRM software, is in contact with the **AFII** to open a new office in France (MedVentures)

- **Jordan Post** has joined the Euromed Postal Community (Novel Euromed Postal)

- **LYNKA**, a Spanish engineering firm, is negotiating with the **Dead Sea Development Company** the provision of engineering services related to the tourist development of the Dead Sea area (ETINET)
Lebanese operators have proven themselves to be very reliable and added-value partners of the Invest in Med project, striving to reinforce the Euromed regionalisation process. Developing activities with their neighbours (Egypt, Jordan, Syria), keen to strengthen their relations with Maghreb countries and open to Europe, they have taken part in various activities of the project. Organisations such as the Beirut Chamber of Commerce have been a major support for the implementation of the project in the country.

Lebanon has been engaged in developing most of the sectors tackled by the project: it has taken part in initiatives related to tourism attraction (MovieMed), compliance processes (Med Cosmetics, Med Competitiveness), energy efficiency (SO’ECO, Sun for Med) as well as ICT and Innovation (MedVentures, Med Digital, PACEIM, Med Young Entrepreneurship Coaching Network).

On this last sector, of special importance for a country recognised for its entrepreneurial spirit, Lebanon has been particularly active: it has taken advantage of its project with Réseau Entreprendre to train its entrepreneurship networks in mentoring methods, involving VCs, entrepreneurs and major company representatives. The specific methodology presented might be taken over by the Ecole Supérieure des Affaires (Lebanon), which is evaluating the opportunity of creating and hosting a Réseau Entreprendre Lebanon. Berytech, the main Lebanese incubator has also been a precious partner for the project, sourcing start-ups for PACEIM and MedVentures: one of its selected start-ups, Ounousa, was finally nominated in 2010 as one of the three MedVentures winners by a jury of international experts and VCs. Further accompaniment workshops dedicated to MedVentures participants are foreseen in Lebanon.

Lebanon has also multiplied its participation in business
events and training sessions dedicated to enhance its companies’ export capacities tightening its specific relations with its neighbours and Europe. The Med Cosmetics initiative has helped in exporting traditional Lebanese cosmetic techniques, while Med Competitiveness has supported the compliance of local companies with EU directives related to chemicals management (REACH, C&L, RoHS). The Fondation Liban Cinéma has also played a key role in promoting a film-tourism approach among the country. Several major conferences have in fact been held in Lebanon such as the 2009 Med Invest Forum and the 2011 Meda City conference.

### Lebanese operators involved in Invest in Med

<table>
<thead>
<tr>
<th>Name of the organisation</th>
<th>City</th>
<th>Type of organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Al-Iktissad Wal Aamal</td>
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<tr>
<td>Bader</td>
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<td>Economic development organisation</td>
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<tr>
<td>Berytech</td>
<td>Beirut</td>
<td>Innovation and Entrepreneurship network</td>
</tr>
<tr>
<td>Chamber of Commerce, Industry &amp; Agriculture of Beirut and Mount Lebanon (CCABML)</td>
<td>Beirut</td>
<td>Investment Promotion Agency</td>
</tr>
<tr>
<td>Chamber of Commerce, Industry &amp; Agriculture of Tripoli and North Lebanon (CCAT)</td>
<td>Tripoli</td>
<td>Investment Promotion Agency</td>
</tr>
<tr>
<td>Capital Trust</td>
<td>Beirut</td>
<td>Enterprise</td>
</tr>
<tr>
<td>City of Beirut</td>
<td>Beirut</td>
<td>Governmental body/Local authority</td>
</tr>
<tr>
<td>Fondation Liban Cinéma (FLC)</td>
<td>Beirut</td>
<td>Economic development organisation</td>
</tr>
<tr>
<td>Investment Development Authority of Lebanon (IDAL)</td>
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<td>Investment Promotion Agency</td>
</tr>
<tr>
<td>Lebonese League for Women in Business (LLWB)</td>
<td>Beirut</td>
<td>Innovation and Entrepreneurship network</td>
</tr>
<tr>
<td>Lebanon Cleaner Production Center</td>
<td>Beirut</td>
<td>Education and Research center</td>
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<tr>
<td>Libanpost</td>
<td>Beirut</td>
<td>Enterprise</td>
</tr>
<tr>
<td>Office du Tourisme du Liban à Paris</td>
<td>Paris</td>
<td>Governmental body/Local authority</td>
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<tr>
<td>Syndicate of Lebonese Chemical Industries</td>
<td>Beirut</td>
<td>Business federation</td>
</tr>
<tr>
<td>The Lebonese Association for Energy Saving &amp; for Environment (ALMEE)</td>
<td>Beirut</td>
<td>Economic development organisation</td>
</tr>
</tbody>
</table>

### Some of the business partnerships created (Relevant initiative)

- Khan al Saboun signs a technical agreement with Laboratoires PROD’HYG (France) to set-up the completely new line of products (Med Cosmetics)
- ESA is discussing with Réseau Entreprendre (France) the opportunity of hosting a unit of its mentoring network in Beirut (Med Young Entrepreneurs Coaching Network)
- Belgian cluster Cap 2020 to help Lebanese players (CCI Beirut, ALMEE) form a green building cluster and gain influence over the public regulations and incentives required to boost local markets (SO’ECO)
- The Baalback and Beiteddine festivals partner with Allegro Global, organiser of the Spanish festival La Luna Mora, to exchange know-how and information (ETINET)
- A Lebanese cosmetic brand (undisclosed) has initiated contacts with Quadpack (France) to develop an innovative packaging system (Med Cosmetics)
- The support centers for the paper industry, Libanpack and Lucense (Italy), collaborate to develop joint professional trainings (PaperMed)
- Ounousa is discussing fundraising opportunities with undisclosed German and Lebanese venture capital funds (MedVentures)
Morocco is one the main MED operational contributors to the Invest in Med project, with the largest number of organisations involved in all initiatives implemented, and the second top participation in Invest in Med events: it has once again demonstrated its strong willingness to develop its economic relations with Europe as well as its interest in encouraging stronger Maghreb regional integration.

Moroccan business organisations of various horizons have taken part in 34 Invest in Med projects. The CGEM, the AMDI and the CCI of Casablanca in particular, have been particularly active in improving the services to be provided to their members, by participating in business meetings in the field of energy or agri-business, as well as various initiatives dedicated to compliance with EU regulations and cluster coordination. The demand emerging from the Moroccan field has been clearly oriented towards key sectors for the country, such as agri-business, traditional industries (textiles, paper, etc.), tourism, trade (compliance with EU norms), and entrepreneurship. As such, Mag-Trace and Agroaimed have contributed to the development of EuroMed cooperation in traceability systems and compliance with new European norms. Morocco is also engaged in cutting-edge and innovative initiatives. On the Mediterranean side, it has taken the lead in developing film-tourism strategies, a very new concept in the region: the 2nd edition of the MovieMed Meetings brought together in Ouarzazate a great number of regional actors and raised awareness on the advantages embezzling movies’ great communication impact could have for attracting tourism. Morocco has also been active in developing entrepreneurship schemes and empowerment strategies for women: training has been implemented in related fields and the AFEM is mobilising a Mediterranean woman’s business network to set-up a shared ICT matchmaking platform.
### Moroccan operators involved in Invest in Med

<table>
<thead>
<tr>
<th>Name of the organisation</th>
<th>City</th>
<th>Type of organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agence Marocaine de Développement de l’Investissement (AMDI)</td>
<td>Rabat</td>
<td>Investment Promotion Agency</td>
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<tr>
<td>Association des Femmes Chefs d’Entreprises du Maroc (AFEM)</td>
<td>Casablanca</td>
<td>Innovation and Entrepreneurship network</td>
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<tr>
<td>Association Marocaine des Producteurs et Producteurs Exportateurs de Fruits et Légumes (APEFEL)</td>
<td>Agadir</td>
<td>Business federation</td>
</tr>
<tr>
<td>Association professionnelle Marocaine des Industries du Textile et de l’Habilitation (AMITH)</td>
<td>Casablanca</td>
<td>Business federation</td>
</tr>
<tr>
<td>Atlas Business angels</td>
<td>Casablanca</td>
<td>Innovation and Entrepreneurship network</td>
</tr>
<tr>
<td>Casablanca Technopark</td>
<td>Casablanca</td>
<td>Cluster/technopark</td>
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<td>Centre des Jeunes Dirigeants Maroc (CJD Maroc)</td>
<td>Casablanca</td>
<td>Innovation and Entrepreneurship network</td>
</tr>
<tr>
<td>Centre Marocain de Production Propre (OMPP)</td>
<td>Casablanca</td>
<td>Governmental body/Local authority</td>
</tr>
<tr>
<td>Centre National pour la Recherche Scientifique et Technique (CNRST)</td>
<td>Rabat</td>
<td>Education and Research center</td>
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<tr>
<td>Centre Régional d’Investissement de Casablanca (CRI Casablanca)</td>
<td>Casablanca</td>
<td>Investment Promotion Agency</td>
</tr>
<tr>
<td>Centre Régional d’Investissement de Melkânes Talifalet (CRI Melkânes Talifalet)</td>
<td>Meknes</td>
<td>Investment Promotion Agency</td>
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<td>Al Hoceima</td>
<td>Chamber of Commerce and Industry</td>
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<td>Chambre de Commerce, d’Industrie et de Services de Tétouan (CCS Tétouan)</td>
<td>Tétouan</td>
<td>Chamber of Commerce and Industry</td>
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<tr>
<td>Chambre Française de Commerce et d’Industrie du Maroc (CF CIM)</td>
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<td>Chamber of Commerce and Industry</td>
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<td>Chambre de Commerce et d’Industrie Italienne au Maroc</td>
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<td>Chambre de Commerce, d’Industrie et de Services de Casablanca</td>
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<td>Confédération Générale des Entreprises du Maroc (CGEM)</td>
<td>Casablanca</td>
<td>Business federation</td>
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<td>Ecole Nationale des Sciences Appliquées (ENSA)</td>
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<td>Education and Research center</td>
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<td>Ecole Supérieure des Arts Visuels (ESAV)</td>
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<td>Fédération des Chambres Marocaines de Commerce, d’Industrie et de Services</td>
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<td>Chamber of Commerce and Industry</td>
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<td>Fonds Dayam</td>
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<td>Enterprise</td>
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<td>Fondation Banque Populaire pour la Création d’Entreprises</td>
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<td>Innovation and Entrepreneurship network</td>
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<td>Galileo Morocco Group GIE</td>
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<td>Institut National des Postes et Télécommunications</td>
<td>Rabat</td>
<td>Enterprise</td>
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<tr>
<td>Office National des Aéroports</td>
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<td>Enterprise</td>
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<td>Office National des Chemins de Fer</td>
<td>Rabat</td>
<td>Enterprise</td>
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<td>Ouarzazate film Commission</td>
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<td>Governmental body/Local authority</td>
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<td>Poste Maroc</td>
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<td>Enterprise</td>
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<td>Réseau Maroc Incubation et Essaimage</td>
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<td>Innovation and Entrepreneurship network</td>
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<td>Tanger Med</td>
<td>Tangiers</td>
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<td>Technopolis</td>
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<td>Cluster/technopark</td>
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<tr>
<td>Union Marocaine de l’Agriculture</td>
<td>Rabat</td>
<td>Business federation</td>
</tr>
</tbody>
</table>

### Some of the business partnerships created (Relevant initiative)

- **SANIFLUIDE DU NORD** partners with Tunisian TECH-SOL (specialised in solar panels) for technology exchanges and joint tendering (Med Industrial Partnership).
- **CDG Capital** takes stakes in the Tunisian company Selecta SOTEFI allowing it to develop a new innovative printing technology (Young Entrepreneurs).
- **Giordano**, a solar panel specialist, initiates a collaboration with Tenesol Morocco (total group) and Sococharbo following business meetings in the energy sector organised by ASCAME.
- **The Ouarzazate film commission** sets up a financial scheme of EUR 60,000 to support film-tourism products (MovieMed).
- **SmartSol** concludes a strategic partnership with TPM (Tunisia) to launch maroc-biz.com, an online B2B platform (E-3M).
- **The Ouarzazate film commission** signs a EUR 300,000 contract with Ecosun (Greece) for the provision in solar thermal equipment (BestMed).
- **The ESITH AMITH and L’Espace Textile** (France) create a training programme with private Moroccan funds, on technical textile, and dedicated to industrialists of the tradition textile sector (TEXTECH Med).
- **SIPAT** concludes a co-production agreement with FOMAT (Italy) in the paper sector (PaperMed).
Palestine has been an omnipresent partner in the Invest in Med project, although the organisation of regional events on its territory has been limited. It has participated in most of the project’s capacity building and MED-Academy activities, and has greatly contributed in the MedVentures initiative.

Considering the high external dependence Palestine currently has in the energy field, photovoltaic applications could be a major solution to be put forward: the country has therefore benefitted, in the framework of the Sun for Med initiative, from a technical assistance mission carried out by experts in the field of solar energy, who have evaluated the sector’s potentials and regulations.

On entrepreneurship issues, the Palestinian Information and Communication Technology Incubator (PICTI) has proven to be a very reliable partner, putting its experience and its field knowledge at the service of the MedVentures initiative: 11 Palestinian high growth start-ups have been selected by the incubator and its associated networks, from which ADDICTS 123, MAM-101 and Ibtaker have been shortlisted.

Thanks to the support of PITA (Palestinian Information Technology Association) and PICTI, Invest in Med has also been able to organise a workshop dedicated to entrepreneurship during the Palestinian main innovation event, the Expotech Entrepreneurship Week.

Finally, several local organisations, such as the Palestine Investment Promotion Agency, the Palestinian Federation of Industries or the Union of Palestinian Pharmaceuticals Manufacturers have participated in training seminars on territorial marketing, web marketing, investment attraction and after care.
ADDICTS 123 is a high-tech start-up company, which was founded in Jerusalem in 2008 by Wafa Dajani, an Electronics and Control Engineer, and Khaled Assali, a Computer and Communications Engineer, combining 35 years of experience between the both of them. In Palestine, the company pioneered the development of hardware and software for wireless GSM/GPRS-based remote control and monitoring systems to manage power networks in inaccessible areas.

ADDICTS 123 has already implemented a pilot project for the Jerusalem District Electricity Co. (JDECO), which covers 55 installation points. It is currently developing a new installation in Jordan.

ADDICTS 123 was awarded the 2010 MedVentures competition Award and as such has been recognised as one of the three best start-ups in the Mediterranean.

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### Palestinian operators involved in Invest in Med

<table>
<thead>
<tr>
<th>Name of the organisation</th>
<th>City</th>
<th>Type of organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Palestinian Chamber of Commerce (EPCC)</td>
<td>Jerusalem</td>
<td>Chamber of Commerce and Industry</td>
</tr>
<tr>
<td>Palestinian Federation of Industry (PFI)</td>
<td>Ramallah</td>
<td>Business federation</td>
</tr>
<tr>
<td>Palestinian Investment Promotion Agency (PIPA)</td>
<td>Ramallah</td>
<td>Investment Promotion Agency</td>
</tr>
<tr>
<td>Palestine Information and Communications Technology Incubator (PICTI)</td>
<td>Ramallah</td>
<td>Cluster/technopark</td>
</tr>
<tr>
<td>Palestinian Chamber of Commerce and Industry (Palestinian CCI)</td>
<td>Jerusalem</td>
<td>Chamber of Commerce and Industry</td>
</tr>
<tr>
<td>The Palestinian postal services</td>
<td>Ramallah</td>
<td>Enterprise</td>
</tr>
</tbody>
</table>

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ADDICTS 123 rewarded at the *MedVentures* 2010 competition

ADDICTS 123 was awarded the 2010 *MedVentures* competition Award and as such has been recognised as one of the three best start-ups in the Mediterranean.
Like some other countries, Syria has joined the demand-driven activities of the Invest in Med project belatedly. It has however been able to catch up rapidly, and to be involved in several projects presented in the last round of initiatives. It has also highly benefitted, throughout the three year of implementation of the project, from the various MED-Academy training seminars organised by the MedAl- liance on several capacity building aspects such as investment attraction, international promotion and socially responsible investment.

Syria has chosen to focus its activities on the valorisation of some traditional sectors (Agri-business, bio-cosmetics, logistics), in improving the web marketing services of its SMEs and in developing eco-construction strategies, a major issue considering the number of social housing projects currently under construction in the country. The Med Cosmetics initiative have been successful in promoting ancestral Syrian techniques in Europe, offering new commercial opportuni- ties for bio-cosmetic companies: in Aleppo, a number of institutions took the lead in protecting the Aleppo soap, creating an Assembly Committee for the Aleppo Soap within the Aleppo Chamber of Industry. At the same time, Noble Soap, an Aleppo soap company, is evaluating the possibilities of having internationally recognised norms for the laurel soap and its name, based on the example of the Savon de Marseille. Med Digital, on the other hand, has developed new services to support companies in the development of an internationally oriented website (e-marketing), training Syrian trainers and auditors to support similar approaches. In addition, support for the implementation of energy efficiency regulatory frameworks has been provided to the Aleppo region, in the framework of the SO’ECO initiative, leading consequently to increased exchanges of techno-
logy, provision of tools and technical assistance missions between EU and Syrian construction companies. Moreover, through SEBC, Syria has been highly involved in facilitating SME access to finance: indeed, SEBC has been mandated by the Arab League to establish and define the strategy of a USD one billion investment fund dedicated to support the development of Arab SMEs. A launch conference was organised in Damascus in 2010, with the technical support of Invest in Med. In addition, 10 Syrian high growth start-ups have been supported in their internationalisation process through the MedVentures initiative.

**Syrian operators involved in Invest in Med**

<table>
<thead>
<tr>
<th>Name of the organisation</th>
<th>City</th>
<th>Type of organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Chamber of Commerce Syria (ICC Syria)</td>
<td>Damascus</td>
<td>Chamber of Commerce and Industry</td>
</tr>
<tr>
<td>Municipalité d’Alep</td>
<td>Aleppo</td>
<td>Governmental body/Local authority</td>
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<td>Syrian Enterprise and Business Center (SEBC)</td>
<td>Damascus</td>
<td>Economic development organisation</td>
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<td>Syrian Investment Agency (SIA)</td>
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<td>Investment Promotion Agency</td>
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<tr>
<td>Syrian Post</td>
<td>Damascus</td>
<td>Enterprise</td>
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</tbody>
</table>

**Some of the business partnerships created (Relevant initiative)**

- **Asia Pharmaceutical Industries** concludes an under-licence agreement with **Derma Développement** (France) for the production of six new cosmetic dermatology products (**Med Cosmetics**)
- **Biocham** is negotiating with **TADE** (France), the distributor of Aleppo Soap across Europe and the United States, to have its products labelled and included in its portfolio (**Med Cosmetics**)
- **SEBC** provides e-business consultancy to **Idarat**, a company operating in the tourism sector, to improve their e-marketing and e-services (**Med Digital**)
- **Clemascience** (France) might contract **Asia Pharmaceutical Industries** for manufacturing of new oral dosage for cosmetic herbal medicine (**Med Cosmetics**)
- **THIKAH Real Estate**, the main Syrian social housing operator, signs a partnership agreement with **Nobatek** (France) to benefit from its HEQ methods and tools (**SO’ECO**)
- **Noble Soap** and **MAESA** (Italy) are discussing the production of a new packaging design for the laurel liquid soap, shampoo, and other Aleppo Soap liquid products (**Med Cosmetics**)
- The Syrian start-up **Search in Mena** is on the shortlist to be incubated in Lebanon by **Berytech** (**MedVentures**)
Tunisia has clearly seized the opportunities offered by the Invest in Med project to build the capacities of its business organisations and diversify its commercial and technical partnerships. Indeed, 35% of the participants in Invest in Med activities were from Tunisia, representing the highest level of participation of all countries involved. Furthermore, the country has taken the lead in the Maghreb integration process, implementing activities and initiatives to enhance collaboration between the countries of the region.

Tunisian organisations have developed initiatives in several added-value sectors, such as agri-business, textiles, eco-construction and tourism. Moreover, they have been particularly active in promoting initiatives to unleash and consolidate the Tunisian entrepreneurship spirit. In Distrimed 2.0, Maghreb women entrepreneurs have been encouraged and trained to develop their distribution channels abroad and be displayed in European supermarkets. The Young Entrepreneurs initiative has provided young Maghreb entrepreneurs the skills and connections to develop their international activities, leading also to the implementation of an online regional marketplace and the creation of a regional centre for young entrepreneurs (CJD Maghreb). Access to finance has also been tackled, with the implementation of the Réseau Entreprendre Tunis, an association dedicated to encourage the mentoring of entrepreneurs by major company representatives and the granting of free loans. Some major breakthroughs have been achieved on more traditional sectors: the MFC Technopark has concluded a partnership agreement with the Avignon agri-business cluster (Tech Fruits and Vegetables), while the construction of a shared MED mutualised prototyping platform for the conception of technical textiles is still under discussion (TEXTECH Med). Following the Med Zones initiative, Marseille and Tunis have also partnered to develop three new activity zones in Tunisia. On a capacity building level, UTICA has taken advantage of Invest in Med activities to upgrade its services, by adding to...
its departments an economic intelligence unit as well as an office responsible for vocational training. In fact, a number of companies such as Packtec, Altea Packaging, CETBI, Protection du Littoral, Graphjet, GICA, Société Ghazala, etc. have taken part in Invest in Med training programmes or business meetings.

**Tunisian operators involved in Invest in Med**

<table>
<thead>
<tr>
<th>Name of the organisation</th>
<th>City</th>
<th>Type of organisation</th>
</tr>
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<tbody>
<tr>
<td>Agence de Promotion de l’Industrie (API)</td>
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<td>Investment Promotion Agency</td>
</tr>
<tr>
<td>Chambre de Commerce et d’Industrie de Tunis (CCI Tunis)</td>
<td>Tunis</td>
<td>Chamber of Commerce and Industry</td>
</tr>
<tr>
<td>Chambre de Commerce et d’Industrie du Cap Bon (CCI Cap Bon)</td>
<td>Cap Bon</td>
<td>Chamber of Commerce and Industry</td>
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<tr>
<td>Chambre Syndicale Nationale des Energies Renouvelables (UTICA-CSNER)</td>
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<td>Business federation</td>
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<td>Chambre Tuniso-Française de Commerce et d’Industrie (CTFCI)</td>
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<td>Confédération des Entreprises Citoyennes de Tunisie (CONECT)</td>
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<td>Business federation</td>
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<td>Centre de Promotion des Exportations (CEPEX)</td>
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<td>Economic development organisation</td>
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<td>Centre technique du textile (Cettex)</td>
<td>Tunis</td>
<td>Education and Research center</td>
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<td>Education and Research center</td>
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<tr>
<td>Fédération Nationale du Textile</td>
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<td>Business federation</td>
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<td>Foreign Investment Promotion Agency (FIPA)</td>
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<td>Infotica</td>
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<td>Business federation</td>
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<tr>
<td>La Poste Tunisienne</td>
<td>Tunis</td>
<td>Enterprise</td>
</tr>
<tr>
<td>Ministère de l’Industrie, de l’Energie et des Petites et Moyennes Entreprenises (MIEPME)</td>
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<td>Monastir</td>
<td>Innovation and Entrepreneurship network</td>
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<td>Cluster/technopark</td>
</tr>
<tr>
<td>Pôle de Compétitivité Monastir-El Fejja (MFC Pôle)</td>
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<td>Pôle El Gazala</td>
<td>Ariana</td>
<td>Cluster/technopark</td>
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<td>Sages Capital</td>
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<td>Enterprise</td>
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<tr>
<td>TESCO</td>
<td>Tunis</td>
<td>Enterprise</td>
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<td>Réseau des Entreprises Maghrébin des l’Environnement (REME)</td>
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<td>Cluster/technopark</td>
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<td>Union Tunisienne de l’Agriculture et de la Pêche (UNITAP)</td>
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<td>Business federation</td>
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<td>Fonds INDET</td>
<td>Tunis</td>
<td>Enterprise</td>
</tr>
<tr>
<td>Union Tunisienne de l’Industrie, du Commerce et de l’Artisanat (UTICA)</td>
<td>Tunis</td>
<td>Business federation</td>
</tr>
</tbody>
</table>

**Some of the business partnerships created** *(Relevant initiative)*

- **Saphir Consult** and **ALAMO** (Belgium) partner to co-develop software *(Young Entrepreneurs)*
- **SKY Energy** signs a R&D contract with **Idea System** (Italy) following business meetings in the energy sector organised by ASCAME
- **PACKTEC** starts collaboration with the packaging centre of **Parma University** (Italy) to develop techniques for modified atmosphere packaging *(Tech Fruits and Vegetables)*
- **The MFC Pôle**, the **ENIT** and **ESITH** (Morocco) are developing joint initial and vocational training modules in the technical textile field *(TEXTECH Med)*
- **BAX Conseil** and **MFC** (Belgium) partner to offer joint services and diagnostics to upgrade companies in the framework of the PWNS programme *(Young Entrepreneurs)*
- **The Spanish travel agency, Almeida Viajes**, might soon have a local representation office within the **Tunisian Federation of Travel agencies (ETINET)**
- **The Tunisia palace** signs an agreement with **Helional** (Greece) for the provision of small scale wind turbines *(Best Med)*
- 6 partners from 3 countries (Tunisia, France, Morocco) are collaborating with the **MFC Pôle** for the creation of a shared prototyping platform and accompaniment services dedicated to SMEs working in the technical textile field *(TEXTECH Med)*
MEDIA IMPACT
OF THE INVEST IN MED PROJECT

While the mobilisation of the players for Invest in Med was balanced between the countries of the European Union and the countries South of the Mediterranean, the interest of the Press from the South was, at least initially, more pronounced. Large efforts have therefore been made to interest European media. We can, for example, quote the exclusivity agreement made with one of the three largest Press Agencies in the world, the AFP, for the publication of the ANIMA-MIPO Observatory 2010 report. This agreement has led to very extensive media coverage in Europe and especially for important media such as RFI radio or Le Parisien newspaper. Another partnership with FDI Magazine (a service of The Financial Times group) has also facilitated contact with the English-speaking European target. These efforts have provided a new balance in North-South media coverage and have made the project visible on all types of media: TV, radio, print, web.

“1,500 PRESS ARTICLES IDENTIFIED”

“BY 500 DIFFERENT MEDIA IN EUROPE AND THE MEDITERRANEAN”
**Invest in Med** really reached cruising speed in 2009, as reflected in the media coverage. Since then, the interest of journalists has gone on increasing, independently from the number of events organised by the project.

"**MORE THAN ONE ARTICLE PER DAY ON AVERAGE THROUGHOUT THE DURATION OF THE PROJECT**"
The important mobilisation of business organisations and enterprises for the project illustrates the need for regional policies targeting business cooperations. The MedAlliance intends to capitalise on this experience and deploy a new action plan in the coming years.

The MedAlliance has shown its capacity to deploy a large number of actions in a short period, thanks to a pro-active governance and a decentralised implementation process. Invest in Med has conducted three rounds for the selection of delegated initiatives. 48 initiatives have been launched from among 100 initiative proposals from the network. Without the project budget constraint, the MedAlliance network could have doubled its activities over the implementation period.

In a survey conducted by BUSINESSMED in the fall 2009, SMEs asked for more regional business projects and match-making instruments while also regretting the lack of information regarding investment and business opportunities in the region.

On 12 May 2011, the Ministries of Industry from Europe and the Mediterranean partner countries, gathered in Malta for the 8th EU-MED ministerial meeting on industry, expressed in their concluding declaration the necessity to renew the Invest in Med project.

After the Arab Spring, joint communications from the European Council, the European Parliament, the European Economic and Social Committee, and the Committee of the regions set new priorities toward a partnership for democracy.
and shared prosperity with the South of the Mediterranean. A number of these recommendations were endorsed by the Heads of State during the G8 meeting in Deauville on 27 May 2011.

Taking these elements into consideration and thanks to their connection to the field, the networks associated in the MedAlliance have worked on the new propositions below, which should guide their cooperation in the coming years and impact the future of the Invest in Med project.

**Reinforce the spillovers of FDI and partnerships in the South of the Mediterranean**

Today, amounts of money and jobs are not enough when looking at the impact of FDI. Their contribution to the economic and social development should be taken into consideration by the Southern Mediterranean countries when appraising and evaluating the impact of these projects. Transfer of technologies, re-investment potential, industrial integration (subcontracting), social contribution (local jobs and capacity building), local development and the reduction of externalities (limited environmental impacts) are among the issues to consider when looking for sustainable and responsible investments and business projects to establish in a country.

The MedAlliance is willing to help Mediterranean countries to develop after care strategies in order to maximise re-investments from existing foreign investors; to design a consensual set of criteria to appraise FDI projects, which will take into consideration the contribution of the project to the economic and social development of the country; to promote best-practices in the field of socially responsible investments and to support attractiveness strategies in the lesser developed territories.

**Sector focus: position the Mediterranean on global specialties**

The Mediterranean region being already positioned along some global value chains (automotive, textile, agri-business, logistics), its current development challenge is to attract and grow side domains, using the existing assets to fertilise new niche markets. The MedAlliance will continue to catalyse this process. Meanwhile, more efforts should be concentrated...
on major strategic sectors on which it is possible to position the Mediterranean as a global player. This implies attracting key players and technologies in these domains, to identify EU and MED countries’ complementarities and reinforce regional clusters in order “Mediterranean offers” to emerge.

Global specialties have been identified by crossing the Southern Mediterranean industrial strategies with the initiative proposals received by the MedAlliance from its members during the implementation of Invest in Med (2008-2011). These sectors are related to the green economy (energy and energy efficiency, water, housing); agriculture and food products (food dependency, modernisation, standards, traceability, branding and exports); information and communication technologies (mobile applications, mobile commerce, Arabic software, near-shoring); logistics and distribution (hinterland distribution networks, franchise, logistics clusters, etc.); improved tourism (sustainable tourism, specialised tourism, modernisation, internet distribution, valuation of industrial heritage).

The MedAlliance is willing to increase the cluster dynamic initiated during Invest in Med in these domains by strengthening the sector cooperation between industrial centres and the internationalisation of the global connection of their businesses.

**Develop entrepreneurship and innovation**

The region needs fast growing job creators: start-up companies. To internationalise quickly, the high potential SMEs should ideally be accompanied simultaneously in different countries. This process is only possible through networks: individual coaching networks supporting international strategies and business development; investors’ networks to bring fuel to this growth in every country; as well as mutualised business missions to develop synergies with other companies. The MedAlliance is willing to capitalise on the results of the MedVentures initiative supported by Invest in Med to develop a regional platform dedicated to the internationalisation of innovative start-ups and associating business coaches and financing actors.

**Associate expatriated talents and Diasporas**

The South of the Mediterranean is highly dependent on expatriates’ remittances. In a context where this region does not necessarily offer sufficient visibility for investors, the talented expatriates and members of the Diasporas are a population which is more likely to show its interest in contributing to the current transition taking place in these countries.

These top Mediterranean talents are today mostly in Europe, the Gulf or in the USA. Leveraging them as investors, entrepreneurs and champions of the internationalisation of the Mediterranean economy is a priority. The MedAlliance is likely to bring the Diasporas closer to the Mediterranean countries’ business opportunities and associate them at any level (spread of information, business partner, investor, etc.).

**Contribute to the emergence of fast growing job creators**

Improve the services to businesses at national and international level

Business support organisations need more local support to implement their initiatives and engineer new ones. Meanwhile these actors cannot afford a number of new tools that would help their territories or their SMEs to grow (joint business missions, investor guides or resource centres, etc.). Reinforce the Invest in Med’s MED-Academy, allow more bilateral technical assistances, develop working groups to design mutualised services (like the existing Agenda Med or Link in Med, see pages 114 and 115) and create a network of local correspondents offering methodological and communication services are among the actions planned by the MedAlliance to improve the services to benefit businesses willing to expand internationally.

**Facilitate investment, trade and innovation in the Mediterranean**

There is a large demand from businesses, from investors and financing institutions, which is echoed by senior representatives from the Euromed Ministries of Trade and Industry, to benefit from independent, comprehensive and reliable economic information about the Southern Mediterranean markets in order to facilitate investment, trade and innovation.

The MedAlliance is willing to put a stronger emphasis on the development of a resource centre based on existing services developed by various organisations during the last decade. The development of this resource centre should be conducted by a steering committee made of experts (ANIMA Investment Network, The European Commission, The World Bank, OECD); representatives from Euromed countries (Ministries of Trade and Industry) and representatives from the user communities (MedAlliance – ANIMA, ASCAME, BUSINESS-MED, EUROCHAMBRES; financing institutions; credit insurance companies).
THE INVEST IN MED INITIATIVES
AND MAIN CONFERENCES
PROMOTING
INDUSTRIAL CO-DEVELOPMENT
IN THE MEDITERRANEAN

FURNISH FROM MASHREQ  45
MED COSMETICS  46
MED INDUSTRIAL HERITAGE  47
MED INDUSTRIAL PARTNERSHIP  48
MED PORTS  49
NOVEL EUROMED POSTAL SERVICES  50
PAPERMED  51
MEDITERRANEAN LOGISTICS AND
TRANSPORT FORUM  (Barcelona 2009)  52
TEXMED BUSINESS MEETINGS (Tunis 2009)  52
The Mediterranean furniture industry is an activity which creates a large number of jobs, but exports very little. This initiative helped to promote the Mashreq as an attractive region for the furniture market, and thus develop its brand image and connections with international distributors and customers. During four days, it brought together 182 Egyptian, 19 Jordanian, 7 Lebanese, 12 Syrian, 27 French, 25 Italian, 16 Spanish and 11 Greek furniture manufacturers on site visits, business meetings and workshops.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>DATE</th>
<th>LOCATION</th>
<th>TYPE OF OPERATION</th>
<th>OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2009</td>
<td>Cairo (Egypt)</td>
<td>Study</td>
<td>“Developing the Mashreq furniture industry: survey and branding study” (see page 109)</td>
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<td></td>
<td>06/2009</td>
<td>Cairo (Egypt)</td>
<td>Training / Workshop</td>
<td>Marketing the Mashreq furniture industry</td>
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<td>06/2009</td>
<td>Cairo (Egypt)</td>
<td>Business meetings</td>
<td>Developing Euro-Mediterranean partnerships in the furniture industry</td>
</tr>
</tbody>
</table>

**IMPACT**

The Furnish from Mashreq initiative has helped highlighting the innovation and design potential of the regional furniture industry, and it has promoted mutualised communication actions to launch a Mashreq brand at regional level.

Two key results have been achieved:

- Export and subcontracting contracts for furniture manufacturing have been signed with European brands for an estimated amount of EUR 14.8 million by four Egyptian companies: Asal, El Gallad, Meuble for French and El Azab.
- A Euro-Mediterranean working group to support the marketing of the Mashreq furniture industry has been set up in 2009 and 2010, following the initiative.

**FUTURE DEVELOPMENTS**

A follow-up to the business meetings organised and the promotion of a regional Furnish from Mashreq approach has been carried out in the framework of the “Salone Internazionale del Mobile” (Italy, April 2010), of “EVTEKS” (Turkey, May 2010) and the FURNEX 2010 fair held in Cairo in June 2010.

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"THE INITIATIVE SUCCEEDED IN POSITIONING THE MASHREQ AS A REFERENCE FOR QUALITY FURNITURE AND ELEVATE ITS STATUS WITHIN THE EUROPEAN UNION MARKET."

Alaa Ezz, CEEBA (Egypt)
MED COSMETICS
Promoting industrial and natural Mashreq cosmetic products

- **SECTOR:** Health, Pharmacy
- **BUDGET:** EUR 88 K
- **LEADER:** CCIA of Beirut and Mount-Lebanon - CCJABML (Lebanon)
  Aline Farajian
  research1@ccib.org.lb
- **PARTNERS:** Paris Chamber of Commerce (France), Syrian Enterprise and Business Center - SEBC (Syria), Cosmetic Valley (France), Jordan Export Development and Commercial Centres Corporation - JEDCO (Jordan), Cosmed (France)

The cosmetic sector in the Mashreq region uses specific know-how and a variety of natural products but is still quite unknown in Europe, despite its market proximity. Designed to unveil the potential of natural cosmetic products to the European market and to boost the growth potential of this industry in the region, the Med Cosmetics initiative has associated various business supporting organisations to specialised clusters such as the Cosmed association and the French Cosmetic Valley. The initiative has helped to produce a diagnosis of the sector in Lebanon and in Syria, and to reinforce Mediterranean producers’ capacities. Over 200 business meetings provided Mediterranean enterprises – for the first time for most of them - with the opportunity to meet their European counterparts. The initiative has also raised awareness among them on the added-value of their products and motivated them to develop new actions to preserve their specificities and promote their internationalisation.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
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<th>TYPE OF OPERATION</th>
<th>OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE</th>
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<td>05-08/06/10</td>
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<td>Training / Workshop</td>
<td>Market niches for the cosmetic sector, EU standards and regulations</td>
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<td>13-15/09/10</td>
<td>Paris (France)</td>
<td>Business meetings</td>
<td>Med Cosmetics at the ‘Beyond Beauty Paris’ Fair</td>
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<td></td>
<td>23/03/11</td>
<td>Beirut (Lebanon)</td>
<td>Exchange of personnel</td>
<td>Analysis of the better ways to promote Mashreq cosmetics in Europe</td>
</tr>
</tbody>
</table>

**IMPACT**

Five contracts have already been signed and 12 others look very promising as discussions between several companies are ongoing. In the essential oils sector, for instance, Biocham (Syria) is negotiating with TADE, the distributor of Aleppo soap across Europe and the U.S. The Syrian ASIA Pharmaceutical Industries concluded an under-licence agreement with Derma Développement for the production of six new cosmetic dermatology products, which opens new opportunities for ASIA to enter the dermatology cosmetic market. ASIA has also made a promising contact with CLEMASCIENSE to produce cosmetics from herbal medicines. A Lebanese brand is discussing with a French company the development of an innovative packaging system, while Noble Soap and ECOCERT are considering the possibility of an ECO certificate for the Aleppo soap. At the institutional level, the CCIA-BML has started to build a database of information on cosmetic producers and is working on a quarterly newsletter on EU regulations in the sector. The CCIA-BML is also considering adding a geographical indication for the traditional soap produced in Salda and Tripoli, which would be a first for a Lebanese product. In addition, the Assembly Committee for Aleppo Soap at the Aleppo Chamber of Industry was created to protect the product, and Noble Soap is now cooperating with ENSA Lab (France) to establish internationally-recognised norms for the laurel soap, using the Savon de Marseille case as a model.

**FUTURE DEVELOPMENTS**

Med Cosmetics is planning to target new Mediterranean countries and has already made an agreement with the Cosmetic Valley cluster for the participation of a greater number of Mediterranean companies in the coming edition of ‘Beyond Beauty Paris 2011’. ASCAME is considering including a follow-up to this initiative in its activity plan.

"THE AGREEMENT WE HAVE SIGNED WITH THE LABORATOIRES PROD’HYG WILL HELP US PENETRATE THE ORGANIC COSMETICS MARKET."

Dr. Mohammad B. Hassanoun, KHAN EL SABOUN (Lebanon)
The craft and typical traditional Mediterranean industry has a strong identity which offers a good commercial potential for export. These products generally do not, however, comply with the manufacturing and marketing standards in force in Europe. The MED Industrial Heritage initiative has helped satisfy this need by supplying Mediterranean creators with technical assistance to develop new products suitable for European export markets and to promote these prototypes during international trade fairs. European experts hence worked in Cairo for one week with several creators from the Mediterranean to bring out 100 new products. These products were then presented in Paris, Florence and Cairo in the context of specialised trade fairs for decorative objects.

### IMPACT

Thanks to MED Industrial Heritage, women from the Egyptian village of Siwa have adapted, with the support of the designer Camille Sera, the traditional motifs of their fabrics for household linen. The new products were distributed in Europe by the company Incotrade and promoted at the Maison et Objets trade fair in Paris in 2010. Following the same approach, craftsmen from the town of Fouah, famous for their kilim carpets have been able to increase their outlets particularly in the tourist resort of Marsa Alam on the Red Sea. The same applies to the association for the development of the women of Damietta which was able to obtain outlets in Australia and Italy for embroidery adapted to international tastes.

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**DATE** | **LOCATION** | **TYPE OF OPERATION** | **OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE**
--- | --- | --- | ---
05/2010 | Cairo (Egypt) | Technical assistance | European designers developing new products with MED craft industries
07/06/10 | Cairo (Egypt) | Training / Workshop | Ethnic-MED conference (Cairo Forum)

**Participants (incl. companies)** | 120
**Participants from MED countries** | 90

“This forum is part of a logic for structuring projects. It is the 1st stage of a cycle of annual events which are to take place around the Mediterranean…”

Renaud Muselier, Chair of the Union for the Mediterranean Cultural Council (at the Cairo Forum)

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**FUTURE DEVELOPMENTS**

The MED Industrial Heritage project is part of a much wider project to enhance traditional heritage which is supported by UNIDO, the Egyptian Centre for Industrial Modernisation (IMC), as well as the Union for the Mediterranean Cultural Council.
The industrial partnership method consists in encouraging closer ties between entrepreneurs of the same profession, who through exchanges of ideas concerning their respective know-how, can easily identify their complementarities. It highlights the importance of the human contact in a partnership process, and promotes co-contracting rather than sub-contracting. The two Med Industrial Partnership initiatives have reinforced and disseminated this approach by the building of a Maghreb then Mediterranean network of organisations committed to follow a common charter. Sustainable and well-balanced partnerships between Euromed companies have therefore been created, leading to long term technical, technological or financial business relations.

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THE INDUSTRIAL PARTNERSHIP METHOD HAS REDEFINED OUR INTERNATIONAL DEVELOPMENT STRATEGY AND ENABLED US TO ADDRESS LOCAL MARKET NEEDS.”

Pascal Bonnoure, JACQUES GIORDANO INDUSTRIES (France)
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<td>Business meetings</td>
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<td>20/11/08</td>
<td>Marseille (France)</td>
<td>Training / Workshop</td>
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<td>30/11-03/12/08</td>
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<td>Business meetings</td>
<td>Industrial partnership missions for French and Belgian companies in Tunisia</td>
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<td></td>
<td>14/12/09</td>
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<td>Training / Workshop</td>
<td>Industrial partnership trophies 2009: Prize-giving ceremony</td>
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<td>15-18/12/09</td>
<td>Marseille (France)</td>
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<td>Euro-Maghreb intercorporate meetings in the environment and energy sectors</td>
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<td></td>
<td>2010</td>
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<td>Study</td>
<td>«Industrial Accompaniment, a new way forward for inter-enterprise partnerships in the Mediterranean» (see page 109)</td>
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<tr>
<td></td>
<td>06/04-30/06/10</td>
<td>Egypt, Tunisia, Lebanon, Algeria, Morocco</td>
<td>Technical assistance</td>
<td>Introducing the industrial partnership method in 5 Mediterranean countries</td>
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<td></td>
<td>2010</td>
<td></td>
<td>Study</td>
<td>Publication of a catalogue of 100 industrial partnership projects</td>
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<td></td>
<td>14-15/12/10</td>
<td>Tunis (Tunisia)</td>
<td>Business meetings</td>
<td>Industrial business meetings in the environment and energy sectors</td>
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</table>

**IMPACT**

The business meetings carried out have enabled the establishment of several partnerships. Companies such as OMEGA E.I.A and ICSE, for instance, have joined forces to respond in co-contracting to tenders in Tunisia in their respective fields (petroleum energy and industrial automation), AeTECH and a French company have decided to initiate a technical-commercial partnership in the sector of electronic surveillance systems and HTS BIO has concluded an exclusive commercial agreement with the Algerian CCS “Santé & Environnement”. The Tunisian TECH-SOL, specialist in photovoltaic systems, has also partnered with the Moroccan SANIFLUIDE DU NORD, supplier of air conditioning, central heating, and air treatment systems. Added to which, the Industrial Partnership trophies awarded for two consecutive years to successful pairs of Euro-Mediterranean businesses have shed light on the benefits to conclude well-balanced partnerships between the two rims of the Mediterranean. Lebanon and Egypt have been able to join the dynamic impetus thanks to the support of Invest in Med.
Near 30% of the global container traffic transits through the Mediterranean. However, the majority of this traffic is disembarked in the North of Europe to be routed towards its final destination. With a few large ports like Port Said, Tanger Med, Gioia Tauro or Valencia, and the increase in importance of challengers such as Malta, the Mediterranean should have the ambition to open doors to the Northern and Southern continents for this traffic. This assumes notably possessing effective port services. The Med Ports initiative has associated a group of important players from five Mediterranean countries to work on improving the port logistical services of Southern European and Mediterranean countries with the aim of developing an integrated transport system in the Mediterranean Basin. At the end of the organised exchange missions, training seminars and business meetings, Med Ports produced a joint action plan for a Mediterranean port logistics cluster, associating the partner countries, so as to position Mediterranean ports against the global competition.

**IMPACT**

Med Ports has created the core of a community associating four countries, which is today coordinating the creation of a port logistics cluster in the Mediterranean. The exchange missions which have taken place between the associated organisations have enabled to assess the practices in place and the state of progress in the different countries, while the business meetings have helped validate the interest of logistics companies had in the deployment of a regional strategy. The seminars and training sessions have led to the commitment of the partners to an action plan which foresees future co-operation between port authorities, professional associations, business users and research centres of the four countries, notably in the fields of port efficiency, safety and sustainable development.

**A CLUSTER MAY ONLY EXIST IF THE MEMBERS IMPLEMENT CONCRETE AND JOINT ACTIONS. INVEST IN MED ENABLED THE FIRST ACTIVITIES TO BE LAUNCHED.**

Gianfranco Fancello, CENTRALABS (Italy)

**FUTURE DEVELOPMENTS**

The partners associated in the Med Ports cluster are today raising funds to implement their action plan. The CCI Cagliari and a laboratory specialised in logistics, CentraLabs, are the promoters of this second phase of the Med Ports initiative.
In a context of increasing international exchanges, it is becoming more and more important for postal operators to share know-how, experience and expertise, and therefore, to build synergies and economic partnerships at regional level. This was illustrated for the first time in 2007 in Marseille, when nine Mediterranean postal services organised a major conference to discuss increased cooperation in the fields of physical, financial and electronic flows. Consequently, the Novel Euromed Postal Services initiative was put in place to analyse the feasibility of the creation of a formal Euromed Post Corporation. Two opportunity studies were carried out to 1/ propose concrete action plans to enhance electronic and physical exchanges; 2/ evaluate the current financial flows generated by migrants’ remittances as well as the services currently offered for such transfers. These results were presented at a meeting held in Alexandria in 2009 to high level post representatives: 11 postal services declared themselves in favour of the creation of the Euromed Postal Community (EPC).

**IMPACT**

The EPC was officially incorporated on 15 March 2010 in Rome. Supported in its preparatory and launch phase by the Invest in Med project, this regional postal network will improve the current cooperation between its members by facilitating the procedures for physical and electronic mail transfers, sharing human resources and technologies and by enhancing the quality of financial services offered, specifically when related to migrant fund transfers. It will also facilitate the operational management and implementation of multilateral projects, defend and promote the collective interests of its members in the Euro-Mediterranean area as well as represent them collectively in international organisations. The EPC is seeking to create added-value for each of its members by sharing the costs related to quality-control services and by using common resource centres (hubs, internet platform, etc.). It will therefore offer consulting services and expertise in order to reinforce its members’ integration and interoperability. The network currently brings together the post offices of Cyprus, Egypt, France, Greece, Italy, Jordan, Lebanon, Malta, Monaco, Morocco, Palestine, Slovenia, Syria and Turkey. Based in Malta, the EPC is chaired by Egypt and its General Secretariat is provided by Italy.

“THE TREND IS CLEARLY MOVING TOWARDS A GREATER COMMON ORGANISATION.”

Bruno Rosellini, LA POSTE (France)
**PAPERMED**

Cooperation in the mechanical equipment used by the paper industry

- **SECTOR:** Machinery industry
- **BUDGET:** EUR 139 K
- **LEADER:** Luca Promos (Italy)
  Valeria Giusti
  valeria.giusti@lu.camcom.it
- **PARTNERS:** General Confederation of Algerian Businesses (Algeria), UnionCamere (Italy), ASPIN (Italy), Tétouan CCI (Morocco), MEDEF-CODIFOR (France)

The PaperMed initiative has promoted a tighter cooperation between SMEs from the two rims of the Mediterranean in the sector of material assets for the paper industry. From the North side, Italian paper and cardboard production positions the country among the four leaders in Europe but the local industry still has to innovate and develop partnerships to be more competitive. From the South side, in Algeria, private investments in the industries for the transformation of raw materials (fibre, alfa etc.) are insufficient and the majority of paper pulp is imported. In Morocco, 80% of paper manufacturers are under-equipped.

To respond to these challenges, and create synergies, PaperMed was undertaken actions on three levels: it has facilitated the networking and the creation of partnerships between manufacturers; it has developed connections between business support networks; and has raised awareness among entrepreneurs on the environmental and human challenges faced by the paper industry, so as to improve the competitiveness of their businesses.

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<tr>
<th>ACTIVITIES</th>
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<tr>
<td></td>
<td>01/2010</td>
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<td>05/2010</td>
<td>Tangiers, Casablanca (Morocco)</td>
<td>Business meetings</td>
<td>Building Euromed partnerships in the paper industry: focus on Morocco</td>
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<tr>
<td></td>
<td>10/2010</td>
<td>Lucca (Italy)</td>
<td>Business meetings</td>
<td>Building Euromed partnerships in the paper industry: focus on Italy</td>
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<td></td>
<td>10/2010</td>
<td>Lucca (Italy)</td>
<td>Training / Workshop</td>
<td>Sustainable investments and the question of the environment in the paper industry</td>
</tr>
</tbody>
</table>

**IMPACT**

Around 1,200 business meetings have taken place, involving some 40 Italian and a hundred or so North African SMEs. It has generated so far more than 150 promising partnerships (35 of which are already signed) and an estimated cash flow of EUR 15 million over the next three years. More than 180 manufacturers and representatives from business supporting organisations in Algeria, Italy, Lebanon and Morocco have been trained on subjects such as human resources management and environmental quality in the paper industry. Agreements between intermediate organisations are currently being implemented such as the creation of a common training centre between Libanpack (Lebanon) and Luccense (Italy).

**“WE ARE VERY SATISFIED WITH PAPERMED ALL THE MORE SO SINCE WE HAVE BECOME PARTNERS OF TWO IMPORTANT INDUSTRIAL ACTORS IN MOROCCO AND ALGERIA.”**

Barbara Peoli, INDUSTRIE CARTIERE PIERETTI (Italy)

**FUTURE DEVELOPMENTS**

The partners have planned to organise and co-finance follow-up activities to the project to further facilitate the transfer of technology, know-how and best practices on the issue of environmental protection within the paper sector. A project, to be submitted to the European Neighbourhood Policy Instrument is in preparation.
MEDITERRANEAN LOGISTICS AND TRANSPORT FORUM: “TOWARDS A MEDITERRANEAN LOGISTICS COMMUNITY” (BARCELONA, 2009)

ASCAE, the Consorci Zona Franca and the Barcelona Chamber of Commerce, with the collaboration of ICEX and the European project Invest in Med, organised on 2 and 3 June 2009 the 7th edition of the Mediterranean Logistics and Transport Forum on the occasion of the International Logistics and Transport Trade Fair (SIL). This event hosted major national, regional and international key players in the Mediterranean region as well as numerous high-level representatives. More than 280 businesses from 14 Mediterranean countries participated in the forum and 300 business meetings were organised.

This Forum, entitled “Towards a Mediterranean logistics community”, insisted on the importance of creating a multimodal transport system. A report on the situation of cooperation in matters of transport in the Mediterranean region was drawn up. This forum gave the opportunity to strengthen cooperation between Euro-Mediterranean transport systems in the context of the Union for the Mediterranean. It was also a forerunner in the preparation of the Med Ports initiative launched by Invest in Med in 2010.

TEXMED BUSINESS MEETINGS (TUNIS, 2009)

During the 10th edition of the Texmed Fair (10-12 June, Tunisia), one hundred or so businesses from the textile and clothing sector from Belgium, France, Italy, Morocco and Tunisia participated in an open day of bilateral business meetings.

170 appointments were prepared, thanks to a precise study of the partnership offers and an analysis of the possible complementarities between participating SMEs and large textiles groups with the aim of concluding sub- or co-contracting agreements: negotiation of quantities and price, detailed information on schedules of requirements and technical demands/performances, visits to sites of production, test orders, etc. Most of the meetings have already reached advanced stages of exchange: 64% of the meetings were judged to be promising by the manufacturers. As a concrete example of partnership, a female French fashion creator (top of the range ready-to-wear), Vahi Nessa, has decided to transfer her production from Brazil to Tunisia, counting on a Tunisian SME outworking on short runs and with high added value.
DEVELOPING ENTREPRENEURSHIP IN THE MEDITERRANEAN

CARREFOURS DU MAGHREB
INVESTMENT OF THE ALGERIAN DIASPORA IN ITS COUNTRY OF ORIGIN
MED FRANCHISE
MEDVENTURES
MED YOUNG ENTREPRENEURS COACHING NETWORK
PACEIM
PLATO EGYPT
YOUNG ENTREPRENEURS
YOUNG MEDITERRANEAN LEADERS FORUM (Tunis 2008)
MEDALLIANCE ROUNDTABLE (Marseille 2009)
Are female entrepreneurs aware of the opportunities offered in the Mediterranean? Do they evolve in an effective economic environment which enable them to know and access these opportunities? The Carrefours du Maghreb initiative sheds light on the state of play of feminine entrepreneurship in three Maghreb countries (Algeria, Morocco and Tunisia), offers a glimpse of the socio-economic context women entrepreneurs are facing, and shares examples of success stories to be replicated. Moreover, Carrefours du Maghreb has managed to go past the frontiers of the Maghreb by mobilising women entrepreneurs from the Mashreq (Egypt, Lebanon), the United States as well as Europe (Spain, Belgium notably). Its main challenge has been to support the creation of a network of women entrepreneurs in the ICT gathering organisations and companies from the two shores of the Mediterranean.

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<th>ACTIVITIES</th>
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<td></td>
<td>03/2009</td>
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<td>11/2009</td>
<td>Rabat (Morocco)</td>
<td>Training / Workshop</td>
<td>Towards the building of a network of Mediterranean women entrepreneurs in the ICT sector</td>
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<td>“Guide for the development of women’s entrepreneurship in the Maghreb region” (see page 111)</td>
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</table>

**IMPACT**

A new kind of partnership between NGOs and business leaders of the three Maghreb countries has emerged from the Carrefours du Maghreb initiative. Analyses and possible actions related to the status of businesswomen in North Africa were shared, more particularly in the area of financial guarantees. The virtual B2B platform developed, for instance, by Moroccan and Belgian women entrepreneurs was highly appreciated by the businesswomen associations from Algeria, Tunisia and Lebanon, who expressed their will to be able to use it at the regional level. Success stories of women entrepreneurs were also highlighted: Salwa Akhenouch (Morocco) launched in 2009 in Casablanca the Morocco Mall, today the largest shopping center in Africa, a result of a joint venture between her company Aksal and the Nesk Group (Saudi Arabia), the franchise holder of Mango, Promod, etc. Moreover, Hajer Ben Nasr (Tunisia) has created the Nasr for Art Production, a recognised audiovisual production company, which received awards in various arab festivals. Recommendations for specific actions at regional level were also drafted, tackling six different areas of improvement: promotion, information and communication, upgrading, financing, partnership and networking, training and skills development.

**FUTURE DEVELOPMENTS**

The AFEM has submitted project proposals to several international funders (UNIFEM – United Nations, MEPI – American State Department), in order to be able to launch and coordinate a network of Maghreb businesswomen operating in the ICT sector.

"OUR COMPANY HAS MADE PARTNERSHIPS WITH MOROCCAN AND ALGERIAN FEMALE ENTREPRENEURS FOR THE MARKETING OF OUR NATURAL COSMETIC PRODUCTS."

Moka Srbal, TAY2O (Tunisia)
Proximity Foreign Direct Investments (FDI) provided by members of the Mediterranean diaspora in Europe are one of the key orientations for the development of Euro-Mediterranean cooperation. Taking the case of Algeria, out of its 5 million expatriates, 2 million could potentially position themselves on this niche, and, as such, bring productive investment into the country and promote projects likely to create jobs as well as generate transfer of know-how. Proximity FDI could thus appear as a resort in crisis times: the members of the diaspora are indeed able to quickly identify and activate efficient local networks and partners. Nine months of work alongside business leaders from the Algerian diaspora living in France, and senior representatives of the Algerian government and the private sector, have demonstrated the job creation potential the diaspora has, and have highlighted the orientations to be followed for a better support to investment projects proposed by these entrepreneurs.

**IMPACT**

The initiative has been able to unleash the investment potential of the Algerian diaspora in France in some promising sectors: fishing, civil engineering, tourism, food industry, electricity. It has also provided answers to the numerous questions businessmen of the diaspora have when looking at developing business in Algeria, especially since the implementation of the new complementary financial law, and the related legal, judicial and financial framework changes. Four projects of enterprise creation are today under development — with the potential of generating some 500 potential new jobs over the next three years: a training centre and a fish canning plant, a vacation centre, a centre of certification in the energy sector, a export hub for Algerian fruit and vegetables in France.

**FUTURE DEVELOPMENTS**

The initiative has highlighted the need to multiply actions targeting the diaspora, and to implement thematic workshops on specific sectors such as tourism, vocational training and temporary work. A two-year project to sustain the initiative has been submitted to the African Development Bank (ADB),

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**“MAKE A LIST OF PROPOSALS AND I SHALL BE YOUR SPOKESMAN, YOUR MESSENGER.”**

Djamel Ould Abbes, Ministry of NATIONAL SOLIDARITY (Algeria) during the Algiers Invest in Med workshop
Franchising is a great way to empower women and unleash their entrepreneurial spirit. Indeed, franchises offer business opportunities with low risks of failure and could therefore be a great driving force for economic growth in the Mediterranean. However, the information provided to potential franchisees and the legislation in place are unequally developed. Although Egypt, Morocco and Tunisia have started to develop specific strategies to support this approach (Tunisian law in 2009, financial support from governments, dedicated banks, etc.), some countries are still not familiar with the advantages of franchises. In all cases, more support is needed, especially to raise awareness among women entrepreneurs on the potential of franchises and to provide businesswomen’s organisations with information and advice which will enable them to mobilise their members. Med Franchise therefore offers a platform for collaboration between businesswomen’s organisations from all over the region to build their capacity and increase their international networking ability.

### IMPACT

54 businesswomen representatives and women entrepreneurs have been trained during the initiative in the different franchising processes and approaches (best practices, contractual requirements, marketing, etc.). Data on franchising legislation and supporting tools have been collected in the participating countries in order to build a useful database for interested women. Moreover, in the parallel business meetings organised, letters of intent have already been signed between franchisors and franchisees: the Slovenian franchise Linea Snella has for instance established partnerships with two Moroccan and Egyptian women entrepreneurs.

The initiative has facilitated international networking between Mediterranean businesswomen organisations, leading to the consolidation of an informal regional network on franchises for women.

### FUTURE DEVELOPMENTS

Further activities are planned such as technical assistance missions in each country of the region, specific training on franchising contracts and legal issues, and participation to international franchising fairs. The initiative will also coordinate with newly created Euro-Mediterranean franchise networks established in Lebanon.
MedVentures mobilised 65 innovation and financing networks from 15 countries around 100 high potential start-up projects in the Mediterranean. These start-ups have been accompanied in the development of their international projects, via communication actions (enhancement of their projects and business plans), personalised coaching, and connections with commercial, technological and financial partners.

In parallel, work has been done with about 30 players from the world of support for business creation in Europe and the Mediterranean (incubators, investors etc.) to help them to build a regionalized hub of services for entrepreneurs.

**IMPACT**

MedVentures allowed the identification and support of 100 innovative and high growth start-ups, representing a total potential creation of EUR 500 million worth of turnover and nearly 5,000 jobs. The profiles of the entrepreneurs can be found on [www.medventures.biz](http://www.medventures.biz).

60 partnerships and promising investment projects have been identified. An example is the Tunisian start-up Graphjet Technology, which is in the process of raising funds (EUR 2 million) from investors in the Gulf countries and Tunisia, or the Israeli start-up EYAL GPS, which is accompanied by the Business Development Friedland technopole (Holland) in its development in Europe.

**FUTURE DEVELOPMENTS**

35 proposals of follow-up actions were issued by the partners on the following sets of themes: co-financing, co-incubation, coaching and mentoring. Three follow-up events will be organised in 2011 in Marseille, Beirut and Tunis.

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**“ACCESS TO FINANCING AND TO INTERNATIONAL MARKETS ARE THE TWO MOST IMPORTANT ELEMENTS FOR THE GROWTH OF INNOVATIVE START-UPS IN THE REGION. MEDVENTURES IS AN EXCELLENT TOOL FOR ADDRESSING THESE PROBLEMS.”**

Dr. Wissam Rabadi, BEDAYA ANGEL INVESTORS NETWORK (Jordan)
The entrepreneurs from South of the Mediterranean are faced with a triple deficit which is a handicap to their success: the lack of financing to start up their projects, the lack of experience and networking to accelerate their development and the difficulty in accessing foreign markets. Invest in Med called upon the Réseau Entreprendre which developed a system of loans on trust based on associations of business leaders who undertake, financing aside, to accompany the supported entrepreneurs for two years. The objective of Med Young Entrepreneurs Coaching Network was to deploy this methodology in Lebanon and Tunisia and to connect these countries to the Réseau Entreprendre International, which associates six countries and has already financed nearly 5,000 entrepreneurs in Europe.

**MED YOUNG ENTREPRENEURS COACHING NETWORK**

*Creation of a coaching network for entrepreneurs*

- **SECTOR:** Transversal
- **BUDGET:** EUR 68 K
- **LEADER:** Réseau Entreprendre International (France)
  Véronique Baradel
  vbaradel@reseau-entreprendre.org
- **PARTNERS:** BADER (Lebanon), Monastir Entreprendre (Tunisia), Maroc Entreprendre (Morocco)

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<td>03/2011</td>
<td>Tunis (Tunisia)</td>
<td>Training / Workshop</td>
<td>Intermed coaching: regional training of mentors from the Réseau Entreprendre in the Mediterranean countries</td>
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</tbody>
</table>

**IMPACT**

This initiative has enabled the deployment of new methods of financing and support in Tunisia and Lebanon. About 50 business leaders, investment fund managers and people from the entrepreneurship support organisations were able to benefit from training in the field of young entrepreneurs coaching. The association Tunis Entreprendre was created thanks to the project and has already financed its first laureate, Walid Turki. Discussions are underway with the Ecole Supérieure des Affaires du Liban to create a Réseau Entreprendre in Beirut.

“There is a great deal to be done and the coaching that we, experienced entrepreneurs, can offer to the young promoters of projects will be precious.”

Ahmed Adelkefi, Réseau Entreprendre Tunis (Tunisia)
PACEIM aims to accompany and support the creation of 100 innovative businesses from the public research in the South and East of the Mediterranean by 2014. It is supporting initiatives promoted by the scientific and technical diaspora, trained or working in Europe, in all sectors of industrial activity which includes a technological component: studies, doctoral students, post-docs, research workers, engineers and technicians. The PACEIM pilot phase, undertaken within the framework of Invest in Med, mobilised the players in business creation support from selected countries of the Mediterranean (Algeria, France, Lebanon, Morocco, Tunisia): it gave the opportunity to test on a regional level this original method of co-accompaniment, by helping some 15 business projects to be implemented. Theses will be monitored during three years.

PACEIM has demonstrated that there is a flow of projects between France and the Maghreb for the creation of quality businesses from the scientific diaspora: 50 projects have been detected in less than six months and 30 have been pre-selected for their potential. PACEIM accompaniment and support mechanism has been introduced as a complement to existing systems and programmes in Mediterranean partner countries. Some 10 business creations are planned in the short term thanks to PACEIM: Hicham Laktaf from the Mediterranean Institute of Ecology and Paleoecology (Montpellier), is, for example, going to launch the company Fbiolak in Morocco, dedicated to the production of biopesticides.

“WITH PACEIM, I KNOW THAT I CAN BE ASSISTED IN BEING CONNECTED WITH THE RIGHT PEOPLE.”

Nina Attik, CNRS Nancy and PACEIM Prize winner 2010 (France)
SME owners have to address various problems in their daily work, most of the time without any guidance or assistance from specialists. The PLATO method, designed in Belgium around 1990, offers an informal coaching and mentoring platform to support SME owners in their decision-making processes: the PLATO learning networks train major companies to accompany SMEs in their development and organise monthly discussion meetings in small groups of SMEs. Successfully implemented in various countries over the 2000s, PLATO has been tested for the first time on the Southern Mediterranean rim within the Invest in Med project. The organisers have first selected and trained six representatives from multinational companies (such as Unilever Mashreq or Bavarian Auto Group) to be mentors. 20 monthly meetings between mentors and SME managers were then carried out in Alexandria and Cairo, offering the opportunity to discuss confidentially the problems they were facing, and to exchange on possible solutions. This initiative also encouraged international between Belgian and Egyptian companies.

### IMPACT

The benefits of PLATO monthly sessions have been threefold: they have encouraged a peer-to-peer exchange of experiences between SME managers, facilitated the creation of connections with major group representatives and generated potential business deals inside the discussion groups. Target HR for solutions has, for instance, hired Soft Linen to design and create its New Year’s gifts, whilst two other PLATO members have delegated their employees sourcing to the same HR company.

The business meetings organised between Belgian and Egyptian companies have also been fruitful. The Egyptian Kempro has already partnered with Daverken Maes for the installation of solar panels in Egypt, whilst the Luna Group is discussing with MPI (Belgium) the potential provision of pharmaceutical consultancy services. Telecomax might also become the Arabic software development arm of Nascom (Belgium) in Saudi Arabia and co-develop software with its Belgian partner. So far, nine international contracts have already been signed and over 40 are still under discussion.

### THE NETWORKING SESSIONS WITH OTHER SMES AND MULTINATIONAL COMPANIES REALLY HELPED ME OPTIMISE MY COMPANY PRACTICES.”

Noha Sabry, TELECOMAX (Egypt)

### FUTURE DEVELOPMENTS

PLATO Egypt is the first of the numerous PLATO networks implemented in the Mediterranean. Considering its success with Egyptian SME managers, local partners are today striving to create similar networks in other governorates. The Federation of Belgium CCIs is also actively searching for partners and financing to develop PLATO practices in other MED countries and, ideally, to build a regional MED PLATO network.
Micro-enterprises are essential for the creation of employment and value in the South and East of the Mediterranean. Nevertheless, young Mediterranean business leaders often find themselves helpless when it comes to internationalising their businesses. In fact, very few structures are in a position to provide them with in-depth support in this process, yet their needs are immense: needs for support in managerial training, in building strategic, financial and technological partnerships, in understanding foreign distribution systems or quite simply in cultural adaptation. The Young Entrepreneurs initiative has contributed to making up these shortfalls by creating links between Maghreb centres for young entrepreneurs (CJD) and European innovation clusters. Capacity building programmes covering the different aspects of business internationalisation (crisis management, cross-cultural approach, expansion strategies) have been organised along with business meetings.

**IMPACT**

The training sessions organised have definitely strengthened the managerial capacities of the young entrepreneurs involved. Moreover, numerous agreements have been concluded thanks to the business meetings planned. The Tunisian company Selecta has been able to raise EUR 90 K from CDG Capital (Morocco) to develop new printing technology, an investment which should create 30 jobs and generate EUR 1.3 million of turnover in three years. Furthermore, Biotech-Pharma (Morocco) concluded a first agreement with the young owner of an Algerian clinic (Orchidées), and is preparing for an ECOCERT certification. ALAMO (Belgium) and Saphir Consult (Tunisia) are today developing software within a co-contracting agreement, while Zitouna (Tunisia) and Eurocontrol ECP (France) have formed a technological partnership to install an oil mill plant. Finally BAX Conseil (Tunisia) and MFC (Belgium) are now offering joint services to Belgian and Tunisian businesses willing to set up activities in their respective countries. This initiative has encouraged the emergence of a regional network of young entrepreneurs, notably by giving an impetus to previously non-existent collaboration with Algerian entrepreneurship networks, not included at the outset in this initiative.

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**THE PARTNERSHIP WITH MFC BELGIUM HAS ENABLED ME TO MULTIPLY MY TURNOVER BY TWO IN JUST ONE YEAR.**

Souheil Ben Abdallah, BAX CONSEIL (Tunisia)

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**FUTURE DEVELOPMENTS**

The initiative has facilitated relations between Euromed entrepreneurs, at the same time reinforcing regional inter-Maghreb relations. The dynamics created has led to the creation of a Maghreb Centre for Young Entrepreneurs with the mission to perpetuate the cooperation already triggered off. Similarly, a first Maghreb business platform was created (www.jd-maghreb.com). Given the regional situation, the CJDs would like to bolster their cooperation on innovation, multiply their capacity building in international management, and widen their networks in the direction of the Mashreq.
YOUNG MEDITERRANEAN LEADERS FORUM (TUNIS, 2008)

The European project Invest in Med ran a workshop in the context of the first “Young Mediterranean Leaders Forum”, which rallied more than 200 young leaders in Tunis on 18 October 2008. Economic development agencies, bilateral chambers of commerce and industry, entrepreneurs and talents from the Mediterranean Diaspora attended this workshop. The topic of the workshop was the involvement of the economic expatriates in the economic development of their home countries. Several young businessmen based in the Mediterranean and abroad shared their ideas about how to better target and mobilise talents from the Diaspora to serve the economic development of their country of origin. The workshop was followed by a working session bringing together Invest in Med partners (including ANIMA Investment Network, GIZ, Provence Promotion and Mediterranean investment promotion agencies) to decide the activities to be developed by Invest in Med in this field.

MEDALLIANCE ROUNDTABLE (MARSEILLE, 2009)

The MedAlliance Roundtable on “financing and accompaniment of Mediterranean companies” brought together more than 100 participants on 8 October 2009 in Marseille. It was the occasion to assess, with the French co-presidency of the Union for the Mediterranean (UfM), and the European Investment Bank, the progress of the initiative for the development of SMEs launched by the UfM. The meeting was the occasion for the members of the MedAlliance to reinforce their legitimacy to mobilise, inform and accompany technically the businesses of the Mediterranean countries. Several experiences of support to SMEs were presented and all the participants insisted on the necessity of working in a network to effectively serve the development of the SMEs in the region.
ENCOURAGING INNOVATION IN THE MEDITERRANEAN

DISTRIMED 2.9 64
E-3M 65
MED DIGITAL 66
MED-IT 67
MED-TRACKING 68
TEXTECH MED 69
The DistriMed 2 initiative was introduced so as to facilitate the access of leaders of Mediterranean businesses to new forms of distribution, especially internationally (access to the European market), by training them in the standards of the retail trade and e-commerce, as well as the opportunities offered by franchising. The challenges associated with these new distribution channels, as well as the necessary adjustment to the practices of the peripheral players (logistics, financial organisations, legal advisers, etc.) were dealt with during training workshops, individualised coaching and participation in dedicated professional trade shows; the objective being to turn the selected businesses into success stories likely to convince Mediterranean SMEs.

**IMPACT**

The DistriMed 2 initiative managed to raise awareness in a wide public and concrete support for Maghreb SMEs. In fact, it undertook a funnel selection starting with the general public operation Expopetemina 2010 up to the focus, after the training in Tunisia on a more limited target in the sectors of household decoration (25 participants), then the final operation at the TradeMart business centre in Brussels (5 prizewinners). Priority was put on e-commerce and retail distribution: case studies, role playing, selected product diagnosis, awareness of buyer expectations. The final operation in Brussels could be used as a model for other initiatives whose aim is the better distribution of products from the Maghreb in Europe: Art du Jonc (Tunisia), Global Access (Morocco) and Asmozaïque (Algeria) were referenced until the end of 2011 by the Belgian company, ARDA Distribution, which specialises in the distribution of interior decoration products. SemSem (Tunisia) and Pretty Linge (Morocco) were referenced for a two-month test.

**FUTURE DEVELOPMENTS**

DistriMed 2 shows the need to renew the distribution channels in the Mediterranean so as to better integrate the global value chains. This assumes measures and tools as much from the MED offer as the Euromed demand. The financial sector is called upon: there is a need for tools adapted to the needs of SMEs (production with credit, stocks) and from the digital age (international bank cards, secure on-line payment). As concerns access to retail distribution, the challenges are numerous and should be the subject of ad hoc initiatives: quality, volumes, packaging, lead times, trading conditions, etc.

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**“GLOBAL VALUE CHAINS ARE PLAYING A GROWING ROLE IN THE DEVELOPMENT OF EURO-MEDITERRANEAN ECONOMIC TRADE. INTEGRATING THEM BETTER WOULD HAVE A CONSIDERABLE IMPACT ON OUR ECONOMIES.”**

Mondher Khanfif, External trade advisor (Tunisia)
The creation of employment and wealth in Mediterranean countries will be guaranteed in the long term by the creation of new businesses. It is estimated that between 500,000 and 1 million jobs could be created each year by the new Mediterranean entrepreneurs. Mobile telephone applications, multimedia content, web hubs, and many more markets with very high growth rates in the South of the Mediterranean have a great potential for synergies between Mediterranean and European businesses.

The E-3M business meetings have brought together more than 600 entrepreneurs from the Mediterranean ICT sector and have enabled the creation of partnerships between businesses as well as between the structures that support them.

**IMPACT**

According to the satisfaction survey from the three E-3M 2009 meetings, the spin-offs are estimated at more than EUR 2 million. The company Edu4 (France), a specialist in pedagogical technologies, has signed a technological and commercial partnership agreement with the company Pragmacom (Tunisia), which specialises in content development. The complementarities of their product ranges will enable them to propose joint offers. Involys (Morocco) and Idial Concept (France) have opened a subsidiary in Tunisia while Tunisie Place de Marché (Tunisia) has opened a subsidiary in Morocco. Agreements have also be made between ICT clusters and business support organisations, such as the agreement concluded between the ICT clusters of El Ghazala (Tunisia) and Solutions Communicantes Sécurisées (France) for the joint accompaniment of business projects.

**FUTURE DEVELOPMENTS**

E-3M business meetings have been organised in 2010 and 2011 in the three Maghreb countries (Algeria, Morocco, Tunisia). An opening is programmed onto the Lebanese market.

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**THE E-3M MEETINGS ENABLED US TO SIGN COMMERCIAL AND TECHNOLOGICAL AGREEMENTS WITH SEVERAL ALGERIAN BUSINESSES.”**

Serge Nicod, SYNEXIE (France)
The use of new technologies and especially Internet for marketing purposes is still not widespread in certain Euro-Mediterranean countries, yet they are an essential element for the improvement of competitiveness in all businesses. Med Digital therefore aimed to improve the competence of economic operators in e-business techniques (strategic digital marketing) so as to better support businesses in this domain. ICC Syria has called upon qualified partners such as the Catalan competitiveness agency, ACC10, to carry out all the operations. They have provided a state of affairs of the situation in the target countries (Lebanon, Syria and Morocco). A tool used to analyse internet sites with the aim of optimising e-business was also developed and transferred to the MED partners during a training session in Estonia, where consultants and Business Support Organisations (BSOs) were able to exchange ideas on the subject. Experiments carried out with SMEs from the region through personalised support was then used to evaluate the application of the results of this new service in the field.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>DATE</th>
<th>LOCATION</th>
<th>TYPE OF OPERATION</th>
<th>OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training / Workshop</td>
<td>05-06/10/10-03-04/2011</td>
<td>Tallin (Estonia), Casablanca (Morocco)</td>
<td>Diagnosis of the digital marketing situation in the Mediterranean</td>
<td></td>
</tr>
<tr>
<td>Training / Workshop</td>
<td>18/05/11-30/06/11</td>
<td>Beirut (Lebanon)</td>
<td>Technical assistance</td>
<td>Training in the new e-business service (digital marketing) and best practices workshop</td>
</tr>
<tr>
<td>Technical assistance</td>
<td>17/05/10-01/07/10</td>
<td>Damascus (Syria), Beirut (Lebanon), Casablanca (Morocco)</td>
<td>Personalised support with businesses selected by the BSOs previously trained in Tallin</td>
<td></td>
</tr>
</tbody>
</table>

**IMPACT**

In the four BSOs concerned (SEBC, ICC Syria, CGEM, CCIABM), a new e-business counselling service will be created soon in order to respond to the demand from enterprises which are looking for support in e-business. The local consultants and personnel, trained in the new service methodology, will be able to meet this demand. A guide is available to assist them in their mission as specialist advisors to these enterprises.

**“THANKS TO MED DIGITAL, OUR COMPANY REVIEWED ITS WAY OF COMMUNICATING ON INTERNET. AS A RESULT, ONE OF OUR CUSTOMERS, SAIFCO, HAS ALSO BECOME MORE ACTIVE AND AGGRESSIVE ON THE WEB.”**

Karim Saikali, E-COMLEBANON (Lebanon)

**FUTURE DEVELOPMENTS**

The newly created service will require monitoring and more especially exchange of ideas between the different players (local consultants, BSO personnel trained in this new service, participating enterprises) so as to provide improvements. Furthermore, the new technologies as well as their uses change quickly and regularly. Meetings and feedback workshops in a few months time will provide a consolidation of this new service.

**Participants (incl. companies)** | 51 (28)
---|---
**Participants from MED countries** | 43
**Business meetings organised** | 7
**Promising partnerships** | 4
**Beneficiaries of training and/or exchanges of expertise** | 23
The information and communications technology sector is strategic for the Mediterranean countries. The marked penetration of the mobile telephone and the important needs for the upgrading of businesses in computing augurs well for the future potential of this sector, especially since the nearshoring market (call centre, support centre) has undergone massive development in the course of recent years. Invest in Med supported the 6th edition of the Med-IT Algiers Trade Fair with the aim of contributing to make this national fair a reference in its sector, a regional event associating the other Maghreb countries, and developing partnerships between ICT businesses of these countries. Thus Invest in Med undertook the creation of a Moroccan pavilion and a Tunisian pavilion during the fair, each one gathering a delegation of over 20 businesses led by the professional ICT federations of the two countries.

**DATE | LOCATION | TYPE OF OPERATION | OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE**
--- | --- | --- | ---
18/05/09 | Algiers (Algeria) | Business meetings | Maghreb business meetings on ICT
18/05/09 | Algiers (Algeria) | Training / Workshop | Workshop on the internationalisation of ICT businesses

**IMPACT**

*Mediterranean (Maghreb) Technology* which benefitted from the patronage of the Algerian Ministry of Post and Telecommunications, was the occasion for the announcement by the Minister, Hamid Bessalah, of the Algeria 2013 plan to give a boost to the new technologies sector. The participation of businesses and federations from the three Maghreb countries, plus the delegations from European countries, enabled the establishment of numerous partnerships among which an agreement between the federations AITA (Algeria), APEBI (Morocco) and Infotica (Tunisia) to continue their cooperation in the context of the next Med-IT, and an agreement between the company Paybox (France) and Algérie Télécom to study the introduction of secure payment by Internet in Algeria. In all, some 800 business appointments were organised and more than 120 partnerships generated by the event.

“**THIS FIRST DELEGATION OF MOROCCAN ICT BUSINESSES IN ALGERIA WAS VERY IMPORTANT TO ASSESS THE REGIONAL COMPETITION AND GET TO KNOW THE NEIGHBOURING MARKETS. WE RETURNED IN 2010.**”

Sanaa Mouhsine, APEBI (Morocco)
Being the centre of international trade, the Mediterranean concentrates around 30% of the global shipping traffic. Security, reliability and interoperability are the keys to the development of this sector. The Med-Tracking initiative has brought together more than 100 users of goods transport (road, rail, sea, air), industrial players, customs, ports, innovation clusters from 11 countries to study the implementation of traceability systems for containers in the region and propose a mutualisation of resources and competence. These players are now federated around an international group of economic interest, the "Med-Tracking Community", covering Europe, the Mediterranean and recently the Black Sea. Work in the field has been done to understand user needs, propose innovation solutions on a regional scale while integrating the essential notions of intermodality, interoperability, fluidity, reduction of CO2 emissions, and the competitiveness of the ports.

### IMPACT

The initiative has succeeded in creating the Med-Tracking community, chaired by the Mayor of Civitavecchia (Port of Rome) and associating networks of engineering schools in the Mediterranean and key players in the container transport domain (Telespazio, ONDA, CMA CGM, Efficient Technologies, Frotcom, etc.). Initiated by a group representing five Mediterranean countries, the initiative finished with a group representing 11 Mediterranean countries plus the Black Sea, which means that the three access points to the Mediterranean are taken into account (Tangiers, Suez, Istanbul).

"WE FULLY SUPPORT THIS APPROACH WHICH WILL LEAD TO AN IMPROVEMENT IN THE FLOW OF TRANSPORT AND DEVELOP NEW RELATIONSHIPS BETWEEN CUSTOMS AND TRANSPORTERS."

Abdelouhab Aboussof, MOROCCAN CUSTOMS

<table>
<thead>
<tr>
<th>DATE</th>
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<th>TYPE OF OPERATION</th>
<th>OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>01/2009</td>
<td>Marseille (France)</td>
<td>Training / Workshop</td>
<td>Build the Med-Tracking community</td>
</tr>
<tr>
<td>03-12/2009</td>
<td>Athens (Greece), Marseille (France), Marrakesh, Tangiers (Morocco), Rome (Italy)</td>
<td>Technical assistance</td>
<td>Case studies and market analysis to monitor containers</td>
</tr>
<tr>
<td>11/2009</td>
<td>Marseille (France)</td>
<td>Training / Workshop</td>
<td>Proposal of Med-Tracking services and products to monitor containers between now and 2010 – 2013</td>
</tr>
<tr>
<td>01-10/2010</td>
<td>Port Said (Egypt), Tangiers (Morocco), Marseille (France), Rome (Italy)</td>
<td>Technical assistance</td>
<td>Exploration of technological solutions for the monitoring of containers</td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td>Study</td>
<td>&quot;Med-Tracking: recommendations for the development of an innovation community in the Mediterranean&quot; (see page 112)</td>
</tr>
<tr>
<td>09/2011</td>
<td>Rome (Italy), Barcelona (Spain)</td>
<td>Training / Workshop</td>
<td>Dissemination of the Med-Tracking results</td>
</tr>
</tbody>
</table>

### FUTURE DEVELOPMENTS

A programme of actions, OCEAN III, has been lodged with the BSUN (Black Sea University Network).
The vocation of TEXTECH Med is to initiate multi-player Euro-Mediterranean partnerships in the textiles sector, for a dozen or so technical applications for the markets of individual personal protection, health, transport, furnishing, construction and general industry. As a pilot project, TEXTECH Med aims at proposing by 2013 an analysis of the added value of the textiles economy in the Mediterranean and to develop future market niches. TEXTECH Med has succeeded in involving its activities not only companies, but also business supporting organisations, clusters, specialised business parks, technical centres, training and research centres, investors and those responsible for the development of territories and investments.

**IMPACT**
- The first mapping of the Euromed technical textiles players on the markets / competences value chain has been drafted
- 500 business meetings have been organised for an estimated impact of EUR 4 million in contracts and 200 jobs
- The Moroccan partner ESITH in cooperation with AMITH (Morocco) and Espace Textile (France) have initiated a pre-programme of training to raise awareness among the traditional textile manufacturers. This initiative is financed by private Moroccan funds
- The project TEXTECH Med was presented as an example of Euro-Mediterranean cooperation in the textiles sector, by the DG of the European Enterprise and Industry Commission

"MFC PÔLE IS A CANDIDATE TO HOST A MUTUALISED HUB OF PROTOTYPING FORESEEN BY THE PROJECT TEXTECH MED."

Ing. Nidhal Hefidi, MFC Pôle (Tunisia)
CONTRIBUTING TO A SUSTAINABLE DEVELOPMENT IN THE MEDITERRANEAN

BATIMED 71
ENER-TECH 72
EUROMED GREEN BUILDING 73
BUILDING INSULATION 74
MED COMPETITIVENESS 75
MED ENERGY 76
MED WATER 77
MED ZONES 78
SO’ECO 79
SUN FOR MED 80
The construction and building industries are key sectors for the development of Mediterranean countries, confronted with the challenges of climatic change (notably energy consumption and emission of greenhouse gases). Batimed was therefore born of a partnership between two countries from the Maghreb and a country from Central Europe, bolstered by numerous international experts. This initiative was proposed to favour exchanges of essential information about EU markets, to favour development projects in Algeria and Morocco as well as to create sustainable cooperation both between support organisations and businessmen, and more particularly between EU and MED companies. Batimed has also benefitted from a strong support from the Polish government, an indicator of the importance given to this sector and to cooperation with the Mediterranean.

The Batimed initiative is thus exemplary of the new partnership between the new partnership between new European countries and the Mediterranean region.

**IMPACT**

Batimed has undoubtedly contributed to the development of the knowledge of the participants, notably on the measures and conditions necessary for sustainable development in the building and infrastructure sectors, on the different legal contexts, the latest technologies and trends, as well as on the projects in progress in the Mediterranean Basin.

The contacts made in the context of the initiative constitute real added value, as does the creation of a climate of incentive to encourage cooperation between European and Mediterranean partners in Building, Public Works (BPW), laying the bases for the edification of new projects. Some promising partnerships have been identified between Polish, Moroccan and Algerian businesses, which should lead in the near future to firm contracts, in the form of commercial exchanges, or joint or direct investments.

**FUTURE DEVELOPMENTS**

New business meetings events in Algeria and Morocco are planned in the near future as well as the implementation of actions to promote cooperation by sharing the various offers received. The future priorities of Batimed will include renewable energies as well as harmonisation of construction regulations in the Euromed countries.

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**“BATIMED OFFERED ME THE INCREDIBLE OPPORTUNITY OF FAMILIARISING MYSELF WITH THE ALGERIAN MARKET AND MAKING EFFECTIVE BUSINESS MEETINGS.”**

Jan Kalisz, ELMAT (Poland)
Energy efficiency is not only a matter of environment but also a concern for the productivity and competitiveness of the Mediterranean industry. Several recent studies have assessed that in some energy-intensive sub-sectors, savings of up to 30, 40 or even 50 per cent are technically possible in most companies. The effective implementation of energy efficiency measures depends to a large extent on technology transfers. In order to face these challenges, Ener-Tech’s main target was to disseminate European know-how and technologies, solutions and products in the field of energy efficiency and renewable energy, and to promote business cooperation agreements. This initiative focused on encouraging partnerships and exchanges of information between 40 Spanish companies and stakeholders and 25 companies from Algeria, Egypt, Greece, Lebanon, Morocco, Tunisia and Turkey.

### IMPACT

The Ener-Tech initiative has contributed to facilitating technology transfers in the field of energy efficiency among Euromed companies. 123 business meetings have been organised in the framework of the International Exhibition of Electrical and Electronic Equipment (MATELEC 2010) allowing to establish links between companies coming from eight countries in the region in order to discover new technologies and build international partnership agreements. Moreover, the companies participating were mostly SMEs. Photovoltaic companies such as AXIOME (Lebanon), CENTRAX (Tunisia) or Solar Cells Hellas (Greece) as well as SMEs specialising in the manufacture of low-power electronic components such as the Algerian ABIM Electrique has met and discussed possible business deals. On the institutional side, the partners involved in the initiative shared their networks and know-how and plan to continue their cooperation.

### FUTURE DEVELOPMENTS

AMEC and its partners decided to further develop the Ener-Tech initiative in order to provide information and monitoring to their members: a yearly report on energy efficiency will be released and energy efficiency measures will be supported.

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**ENER-TECH**

*Technologies to enhance sustainable production in the Mediterranean*

- **SECTOR:** Energy
- **BUDGET:** EUR 39 K
- **LEADER:** Asociación multisectorial de empresas - AMEC (Spain)
  Patricia Aznar
  paznar@amec.es
- **PARTNERS:** Confederation of Egyptian European Business Associations - CEEDA (Egypt), Jordan Chamber of Industry (Jordan), Chamber of Commerce, Industry and Agriculture of Beirut and Mount Lebanon - CCIABML (Lebanon)

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**I HAD A VERY FRUITFUL AND INTERESTING EXPERIENCE WITH SPANISH COMPANIES AND FOUND THE RENEWABLE ENERGY SITE VISIT HIGHLY BENEFICIAL.**

Eng. Reem Hamdan, ELECTRICITY DISTRIBUTION CO. (Jordan)
The Euromed Green Building initiative was launched to improve the environmental performance of the Building and Public Works (BPW) sector in the Euromed region and to favour the dissemination of best practices. Two types of operation were organised in the context of Tektonica, the main BPW trade fair in Portugal, which took place from 11 to 13 May 2010 in Lisbon. The 2010 edition of this fair comprised a Tek Green section dedicated to sustainable building techniques, the energy efficiency of the buildings and the social responsibility of the BPW sector.

**IMPACT**

Thanks to a rich partnership and coordination with certain Invest in Med initiatives in the sustainable building sector (SO’ECO promoted by Interco Aquitaine and Building Insulation in the Maghreb via the CGEM), this initiative enabled a consolidation of networks and the creation of new partnerships. From the European side, for example, Ms. Adreja Ceh, Area Manager with TRIMO, a Slovenian company already doing business in Spain, declared “we took part in business meetings and are well satisfied since we were able to approach a number of Portuguese prescribers (architects) which was our main expectation.” These meetings were also very profitable for the Algerian (78 promising contacts and 22 deals) and Egyptian delegations (24 promising contacts and 9 deals). Ferreirinhos, a Portuguese specialist in metal structures, has joined forces with SPS, an Algerian pioneer in sandwich panel systems, with a view to proposing a complete range of light and inexpensive construction solutions for the Ferreirinhos’ Oran subsidiary. The participation in the event was affected by the ash cloud from Iceland. The Tunisian and Moroccan delegations were unable to make it to Lisbon. After a successful mission in December 2010, the AIP delegation planned for Algiers in 2011 was cancelled as a result of the tension in the Mediterranean and the economic crisis in Portugal.

**ACTIVITIES**

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<tr>
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</thead>
<tbody>
<tr>
<td>13/05/10</td>
<td>Lisbon</td>
<td>Business meetings</td>
<td>Euro-Mediterranean business meetings</td>
</tr>
<tr>
<td>14/05/10</td>
<td>Lisbon</td>
<td>Training / Workshop</td>
<td>«Green opportunities in the Mediterranean»: workshops dedicated to the different players of this booming sub-sector (regulatory authorities, construction companies, equipment and materials manufacturers, consultancies, architects, certification organisations and other service providers)</td>
</tr>
</tbody>
</table>

**FUTURE DEVELOPMENTS**

This initiative created a strong bond with Algeria. Reinforced cooperation between Tektonica and Batimatex, the two main BPW trade fairs of these countries is in the process of negotiation for 2012. Four Algerian companies decided to participate again in the 2011 edition of Lisbon’s Tektonica trade fair where, for instance, Mr. Bouabdallah of the GRANITEC company made promising contacts.
The Building Insulation initiative has enabled the economic operators from the building sector (grouped within the REME) as well as training and research centres from the Maghreb to position themselves on the international market and share their practices and experience in insulation and waterproofing with European SMEs and players. A training programme, a guide of existing competence in the production of insulation materials in the Maghreb and business meetings enabled the Maghreb players to exploit their assets and to develop the transfer of know-how with their European counterparts.

**IMPACT**

25 partnerships have been signed (technological partnerships, sub-contracting agreements, joint-ventures and trading agreements), 16 are in the process of negotiation. For example, can be mentioned the partnership made between PROCHIMIE (Tunisia) and SOLTANE PEINTURE (Algeria) regarding the development of common roof waterproofing solutions. Can also be mentioned the creation of the PALANQUES KALIMA Sarl between the PALANQUES & CORAGO group (Spain) and AGRIFOR (Algeria) for the realisation of surveys, industrial buildings and sustainable touristic projects.

A technical and commercial partnership agreement was signed in October 2010 between the partners of the REME (CACI, UTICA, CGEM) and the CARMA partners (Centre d’Animation Régional sur les Matériaux Avancés de la Région PACA, France) for the development of a centre dedicated to the eco-construction promotion in Algeria and the development of new common thermal insulation materials.

**FUTURE DEVELOPMENTS**

An extension of the initiative’s actions is being studied in other countries via the programme Medenec II. A follow-up to the initiative is planned at Bati-matec Alger 2012. In Morocco, a sub-network has been created to exchange and transfer knowledge based on this initiative.

**“OUR PARTNERSHIP WITH THE SPANISH GROUP PALANQUES & CORAGO HAS STARTED WITH A BEAUTIFUL PROJECT FOR THE DEVELOPMENT OF A TOURIST SITE TO APPROVED ECOLOGICAL STANDARDS IN THE WILAYA OF TIPAZA.”***

Kamel Zekkara, Groupe AGRIFOR (Algeria)
The Med Competitiveness initiative has been focused on assisting Egyptian, Moroccan and Lebanese SMEs to manufacture products which comply with European environmental directives, like RoHS (Restriction of certain Hazardous Substances), REACH (Registration, Evaluation, Authorisation, and restriction of Chemicals), C&L (Classification and Labelling) and thereby boost their export to European markets. Awareness raising workshops, training of trainers and manufacturers on how to comply with these directives have been organised along with technical assistance to SMEs and a matchmaking event for Mediterranean and European companies.

**IMPACT**

*Med Competitiveness* supported MED SMEs in manufacturing products which are compliant with the European environmental directives that are required to be able to export to EU markets. The different operations implemented have indeed enhanced their knowledge of environmental standards and facilitated exchanges of experience and technology in the chemical and electrical sector - a particularly hazardous sector. As a first result of the training and technical assistance sessions carried out, companies such as 3 Brothers (Egypt), Blancatex and Nemotek (Morocco) have updated their production processes and have already started to export to EU.

**FUTURE DEVELOPMENTS**

The Consultants on European environmental standards which have been trained in the framework of the initiative are today continuing the awareness and capacity building work initiated by Med Competitiveness. This should lead in the medium term to the improvement of economic performance of the South and East Mediterranean countries and the implementation of quality standards.

---

**MED COMPETITIVENESS MADE IT POSSIBLE FOR OUR COMPANY TO UPDATE ITS MANAGEMENT STRATEGY FOR HAZARDOUS CHEMICALS.**

M. Mounir El Barri, GPC Papier&Carton (Morocco)
The development of sustainable energies - in particular wind, water, solar energy and biomass - is one of the central objectives of the EU energy policy. It is also one of the priorities for the partner countries from the Southern rim to provide greater energy independence and the building of innovating industrial sub-sectors. Using an approach targeting a limited number of sub-sectors, Med Energy has identified investment and partnership opportunities between European businesses (Italy; Spain in particular) and the Southern Mediterranean (Tunisia, Egypt especially).

IMPACT
86% of the participants indicated a good to excellent level of satisfaction. Out of the 340 business meetings organised, 40 were assessed as promising after 6 months. The Tunisian company OPTIMAX inked technological partnerships with Italian firms. The Italian group LOGICO signed a distribution and production agreement with Egyptian partners. The study allowed to identify strengths and weaknesses of the renewable energy sector in Tunisia and Egypt, and helped the investment promotion agencies FIPA and GAFT to improve their strategies aiming at targeting and attracting international investors.

“MED ENERGY ENABLED US TO DEVELOP A NEW COMMERCIAL AND INDUSTRIAL PARTNERSHIP IN EGYPT.”
Dr. Coniglio Paolo, LOGICO Srl Catania (Italy)

FUTURE DEVELOPMENTS
The opportunity of creating a network of industrial areas and sustainable logistics sites, ECPARKS, is currently assessed by the Med Energy partners. The synergy with the Med Zones initiative (see page 78) could be developed.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>DATE</th>
<th>LOCATION</th>
<th>TYPE OF OPERATION</th>
<th>OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>04-05/11/09</td>
<td>Palermo (Italy)</td>
<td>Training / Workshop</td>
<td>Investment opportunities in renewable energy in Tunisia and Egypt</td>
</tr>
<tr>
<td></td>
<td>04-05/11/09-2011</td>
<td>Palermo (Italy)</td>
<td>Business meetings</td>
<td>Developing partnerships in the field of renewable energy</td>
</tr>
</tbody>
</table>

Participants (incl. companies) 221 (160)
Participants from MED countries 55
Business meetings organised 340
Promising partnerships 40
Beneficiaries of training and/or exchanges of expertise 120

• SECTOR: Energy
• BUDGET: EUR 80 K
• LEADER: ASEM (Italy)
  Michele Sabatino
  micsabat@euroconsult.191.it
• PARTNERS: Confederation of Egyptian European Business Associations - CEEBA (Egypt), Tunis CCI (Tunisia), MEDA Enviro Network (Spain), Retecamere (Italy)
In the global interests of sustainable development, water and environmental technologies play a crucial role. In the Mediterranean basin and Europe in general, the development of water technology, innovations and services is a priority issue, and it will increase in importance as water shortage becomes more pressing. Many of the water problems of Israel, Catalonia (Spain) and Italy are caused by water shortage, which are increasingly heightened by climate change, pollution of water reservoirs, urbanisation, processes and economic growth, prompting the need for further investment in the development of water technologies and solutions. The complementarities between water-related needs and problems in the targeted countries, and the expertise available offer excellent perspectives to leverage synergies, create partnerships and share knowledge. As a result, ACC1O and its partners - with the marginal involvement of Moroccan and Egyptian organisations - have seized the opportunity of MedWater to develop activities dedicated to enhance technological exchanges between the companies of their networks.

## ACTIVITIES

<table>
<thead>
<tr>
<th>DATE</th>
<th>LOCATION</th>
<th>TYPE OF OPERATION</th>
<th>OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-27/03/09</td>
<td>Barcelona (Spain)</td>
<td>Training / Workshop</td>
<td>Water management systems and challenges in the Mediterranean</td>
</tr>
<tr>
<td>25-27/03/09</td>
<td>Barcelona (Spain)</td>
<td>Business meetings</td>
<td>EU-MED Snapshot meetings</td>
</tr>
<tr>
<td>03-05/06/09</td>
<td>Tel Aviv (Israel), Rome (Italy)</td>
<td>Exchange of personnel</td>
<td>Expertise exchange on water treatment between Israel, Italy and Spain</td>
</tr>
<tr>
<td>11-17/10/09</td>
<td>Tel Aviv (Israel)</td>
<td>Business meetings</td>
<td>Business meetings in the framework of the WATEC 2009 Fair</td>
</tr>
<tr>
<td>17-19/11/09</td>
<td>Tel Aviv (Israel)</td>
<td>Business meetings</td>
<td>Business meetings in the framework of the WATEC 2009 Fair</td>
</tr>
</tbody>
</table>

## IMPACT

This initiative has shown a great need for technological exchanges between the involved countries. Indeed, the Israeli water industry is leader in desalination, irrigation, water purification and re-use processes (Israel is the largest water recycler in the world), while Italian and Catalan companies are more highly specialised in waste water treatment. Partnerships have therefore resulted from the various connections established: A4E srl (Italy), for example, has signed agency and success-fee agreements with two Israeli companies, BPC and SDE; the Italian Telereading (measurement and control systems) is in contact with the Israeli Takadu and the Egyptian TAM to finalise distribution agreements; Centra, an Italian company specialising in advanced solutions for manure and agricultural waste, has signed a partnership agreement with the Israeli ITB concerning the construction of an Italian biogas plant; and B&P Water Technologies (Italy) is currently discussing production agreements with Chemonics (Egypt) and Amiad (Israel). Moreover, the business support organisations involved have been able to share their experience and expertise in the field of water management technologies, which will certainly be put at the service of their members.
**MED ZONES**

**Exchanges of best practices on the sustainable development of business parks**

- **SECTOR:** Transversal
- **BUDGET:** EUR 96 K
- **LEADER:** CCI Marseille Provence - CCIMP (France)
  Nicolas Frachon
  nicolas.frachon@ccimp.com
- **PARTNERS:** Foreign Investment Promotion Agency - FIPA (Tunisia), Chambre Française de Commerce et d’Industrie du Maroc - CFCAIM (Morocco)
- **OTHER SPONSORS:** Conseil Général (EUR 30 K), EDF (EUR 10 K)

Med Zones has laid the bases of the construction of a Mediterranean offer for sustainable and effective business parks, able to favour the competitiveness and the attractiveness of its related territory. Four large common issues for the development of business parks have been identified:

1. **management of space:** demographic growth, attractiveness of the large Mediterranean metropolitan areas and the rarity of land necessitate densifying spaces for economic development and fighting against land speculation;
2. **accounting for climatic factors:** important sunshine hours and rarity of water require rethinking the way in which to design, develop and renovate business parks;
3. **innovation, factor of development:** relocation of production tools in countries where labour is less costly and the evolution of the geopolitical equilibrium force the Mediterranean business parks to implement technological innovations to attract higher added-value businesses;
4. **networking of players:** in an open economy, networks enable knowledge to be capitalised and provide new synergies between the different players.

**IMPACT**

Med Zones has helped to identify the challenges which are faced in terms of business parks management and sustainable development in the Mediterranean. It has produced a document, unique in the region, on the conditions for the implementation of a sustainable development policy in these business parks.

Monographs and analyses of the functioning of 10 Moroccan, French and Tunisian business parks have been carried out and presented. A reference framework for networking and cooperation between parks has also been endorsed by the partners.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>DATE</th>
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<th>TYPE OF OPERATION</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>03/2010</td>
<td>Casablanca (Morocco)</td>
<td>Training / Workshop</td>
<td>Case studies and recommendations for sustainable and attractive business parks in the Mediterranean</td>
</tr>
<tr>
<td></td>
<td>06/2010</td>
<td>Marseille (France)</td>
<td>Training / Workshop</td>
<td>How to develop sustainable and attractive business parks in the Mediterranean?</td>
</tr>
<tr>
<td></td>
<td>2010</td>
<td>Study</td>
<td></td>
<td>“MedZones, for sustainable management of industrial zones” (see page 110)</td>
</tr>
</tbody>
</table>

**FUTURE DEVELOPMENTS**

Considering the transition context that Tunisia is currently facing, the CCI Marseille Provence and the Tunis CCI have signed a declaration of cooperation in April 2011 to develop three Tunisian business parks using the tools and the results of Med Zones. Study trips and twinning operations are planned. Moreover, the creation of a Mediterranean network of business park developers, managers and coordinators in the Mediterranean is under discussion.

**“THIS OPERATION SHOULD LEAD TO THE CREATION OF A CLUB OF MEDITERRANEAN BUSINESS PARKS’ MANAGERS AND TO CYCLES OF TRAINING.”**

Monir Hamdi, PARC D’ACTIVITE DE BIZERTE (Tunisia)
The main aim of SO’ECO was to enable the Lebanese, Syrian and Tunisian players (of the building industry in general and social housing in particular) to acquire or share competences in terms of sustainable building. The building sector is undergoing important transformations in the Mediterranean (energy constraints, sustainable building techniques). The local players seek technical and technological transfers, business partnerships which would enable them to develop a quality habitat, which is efficient both in price and energy consumption terms. Under the European policy aiming to bolster the environmental performance of buildings, technical and institutional know-how (regulations, incentives) has been developed by certain clusters including those of Bordeaux, Wallonia and Catalonia. SO’ECO allowed to transfer this know-how to the territories facing a growing demand for social housing and strong environmental constraints.

**ACTIVITIES**

<table>
<thead>
<tr>
<th>DATE</th>
<th>LOCATION</th>
<th>TYPE OF OPERATION</th>
<th>OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>07/06-10/10</td>
<td>Aleppo (Syria), Tunis (Tunisia), Beirut (Lebanon)</td>
<td>Technical assistance</td>
<td>Assessment of the eco-construction and social housing sector for each territory</td>
</tr>
<tr>
<td>17/10-13/01/11</td>
<td>Aleppo (Syria), Tunis (Tunisia), Beirut (Lebanon)</td>
<td>Training / Workshop</td>
<td>Training of trainers: SO’ECO sharing of best practices</td>
</tr>
<tr>
<td>16/03-18/03/11</td>
<td>Marseille (France)</td>
<td>Business meetings</td>
<td>Batimed Fair in Marseille: the SO’ECO meetings</td>
</tr>
</tbody>
</table>

**IMPACT**

The Beirut and Aleppo workshops answered a real need. In Syria, SO’ECO was instrumental in the signing of an agreement between THIKAH (Syria) and Nobatek (France) for the HEQ designing of historic bioclimatic architecture and eco-hotels (call for tender for a government project). The Municipality of Aleppo is to impose thermal insulation and the use of solar energy from 2011. “SO’ECO opened the way to new perspectives for institutional action in Lebanon”, according to Aline Farajian of the Beirut Chamber. While awaiting the formal constitution of an eco-cluster (the Lebanese CCI of Beirut and ALMEE backed by the Belgian AWEX), the SO’ECO workshop enabled a list of proposals to be drawn up and submitted to the government. The Marseille business meetings exceeded expectations for the target countries, notably in Algeria (project for a factory of concrete panels with the Catalan ERV Arquitectes). SO’ECO could also have an impact in the area of professional training (implementation of green materials and techniques, AFPA France / ALMEE Lebanon project).

“IT IS ALSO UP TO THE PROMOTERS TO CONVINCE THEIR CUSTOMERS OF THE ECONOMIC AND PRACTICAL INTEREST IN BUILDING ENERGETICALLY EFFICIENT ACCOMMODATION.”

G. Chelala, Responsible for social housing for the MARONITE FUND (Lebanon)

**FUTURE DEVELOPMENTS**

- **Lebanon Cluster**: the EU Delegation will support a TAIEX or a study visit
- **Projects for improved solid waste management on work-sites** (studies between the Wallonian cluster CAP 2020 and the Syrian consulting firm THIKAH), match-making with Véolia Propreté at the BATIMED trade fair
- **AGREEBUILT**: project for the creation of a technological resource centre dedicated to eco-construction at Aleppo between the University of Aleppo (Syria) and Ecocampus (France)
- **Lodging of a project by INTERCO - ERV Arquitectes** for the call for interest in ‘Mediterranean cities and sustainable development’ (AFD)
In the context of climate change, it seems crucial to change modes of production, distribution and consumption of energy and seek new sources of energy, both clean and sustainable. It is fundamental to favour a solid Mediterranean partnership, committed to the development and expansion of renewable energy, in response to the common challenges such as the promotion of a sustainable environment and a secure energy supply. The Sun for Med initiative, led by ACC1Ó, in partnership with Israel, the Czech Republic, France, Italy and for some activities Egypt, has contributed to the fulfillment of this objective by strengthening sectoral alliances and the institutional networks between the partner countries, revealing the potential of Mediterranean business and optimising sustainable regional cooperation through initiatives dedicated to the photovoltaic solar energy sector.

**IMPACT**

The initiative has revealed opportunities for the use of the photovoltaic sector in six Mediterranean countries (Egypt, Israel, Jordan, Lebanon, Syria, Palestinian Authority) by conducting an analysis of the identified strengths and weaknesses, in order to guide investors’ decisions in this field. Partner organisations have also exchanged their different expertise in the domain, through workshops and technical visits made notably in the Czech Republic. Beyond the socio-economic and environmental impacts, sectoral partnerships with the aim of fostering regional R&D and innovation have been encouraged, holding out the promise of concrete business agreements, licenses and technology transfers between EU and MED businesses.

**FUTURE DEVELOPMENTS**

ACC1Ó is willing to develop new Euromed partnerships so as to reproduce initiatives of this type in favour of renewable energy in the Mediterranean, while some of the partners are reinforcing their cooperation with a view to Sun for Med II.

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**SUN FOR MED-SUSTAINABILITY**

*Unleashing the solar sector in the Mediterranean*

**ACTIVITIES**

<table>
<thead>
<tr>
<th>DATE</th>
<th>LOCATION</th>
<th>TYPE OF OPERATION</th>
<th>OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>26/04/10-01/09/10</td>
<td>Ramallah (Palestinian Authority)</td>
<td>Technical assistance</td>
<td>Uncovering the potential for commercial PV applications in Palestine</td>
</tr>
<tr>
<td>26/04/10-21/10/10</td>
<td>Beirut (Lebanon), Tel Aviv (Israel), Amman (Jordan), Damascus (Syria), Cairo (Egypt)</td>
<td>Technical assistance</td>
<td>Action plan for investment promotion in the photovoltaic sector</td>
</tr>
<tr>
<td>01/06/10-31/07/10</td>
<td>Barcelona (Spain)</td>
<td>Training / Workshop</td>
<td>Training seminar for the development of photovoltaic energy in the Mediterranean</td>
</tr>
<tr>
<td>01/09/10-15/12/10</td>
<td>Montpellier (France)</td>
<td>Business meetings</td>
<td>Business meetings during the ENERGAIA conference</td>
</tr>
<tr>
<td>10/01/11-31/01/11</td>
<td>Prague (Czech Republic)</td>
<td>Exchange of personnel</td>
<td>Meetings and technical visits, assessment of the photovoltaic sector in the Czech Republic</td>
</tr>
<tr>
<td>15/01/11-28/01/11</td>
<td>Eilat (Israel)</td>
<td>Training / Workshop</td>
<td>Final workshop during the International Renewable Energy Conference</td>
</tr>
</tbody>
</table>

**IMAGES**

“JORDAN AND SYRIA HAVE THE NECESSARY POTENTIAL TO BECOME THE MOST ATTRACTIVE COUNTRIES FOR PRIVATE INVESTORS FROM THE EU IN THE PHOTOVOLTAIC SECTOR.”

Xavier Vallvé, TRAMA TECNOAMBIENTAL (Spain)

<table>
<thead>
<tr>
<th>PARTICIPANTS</th>
<th>QUANTITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants (incl. companies)</td>
<td>344</td>
</tr>
<tr>
<td>Participants from MED countries</td>
<td>160</td>
</tr>
<tr>
<td>Business meetings organised</td>
<td>253</td>
</tr>
<tr>
<td>Promising partnerships</td>
<td>64</td>
</tr>
<tr>
<td>Beneficiaries of training and/or exchanges of expertise</td>
<td>65</td>
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</tbody>
</table>
REINFORCING ORGANISATIONS’ CAPACITY IN SUPPORTING SME DEVELOPMENT

TERRITORIAL ATTRACTIVENESS GUIDE  82
MEDITERRANEAN INSTITUTE OF INTERNATIONAL BUSINESS  83
ECONOMIC INTELLIGENCE  84
MED-ACADEMY  85
MEDA FINANCE  87
MADE IN EUROMED  88
The initiative enabled the development of a “pilot” tool for promoting the attractiveness of the region of Tafna in Algeria (Wilayas of Tiemcen, Sidi Bel Abbes and Ain-Témouchent) to provide national and international business support organisations (BSOs) as well as private investors with an instrument for the dissemination of useful information for development. Spin-off operations into other Algerian regions are planned before the end of 2011.

**IMPACT**

The project was used to:

1/ Carry out a transfer of know-how enabling a real upgrading of the services of the Tafna CCI

2/ Give impetus to a territorial dynamic: three Wilayas have been involved in this project which enabled to overcome administrative boundaries and to propose a regional approach

3/ Develop collaborative and partnership relations with other international BSOs (ANIMA, ACC1Ó, BUSINESSMED, ANDI) and contributors (COFACE, KPMG)

**FUTURE DEVELOPMENTS**

This project is defined as a “pilot” action, the finality of which is to be able to replicate it on other MED regions thanks to the sharing and the transfer of experience. Dissemination seminars and workshops are planned to this effect. The wish is that the initiative may be used as a support for other similar initiatives in other regions of Algeria or in countries of the Southern Mediterranean basin.

**“THIS PROJECT HAS ENABLED US TO POSITION OURSELVES AS THE MAIN PLAYER IN THE DEVELOPMENT OF THE TERRITORY WITH THE CREATION OF A REAL NOVEL TERRITORIAL MARKETING TOOL.”**

Rédia Allal, CCI TAFNA (Algeria)
We observe in the majority of Mediterranean countries, a certain incongruity between the systems of training and the needs of the production sectors, as well as common difficulties (implementation of efficient instruments, identification of real needs, etc). These shared needs have increased the necessity for adopting a regional approach and making the development of competence a pillar of integration in the Mediterranean space. It was in this perspective that the project for the creation of a training and research structure dedicated to the Mediterranean CCI took its form as a Mediterranean Institute of International Business (MIIB), capable of providing a better positioning of the MED region in the global economy. An opportunity study was thus made so as to assess the relevance and the added value of the project for the European and Mediterranean economic actors as well as its complementarity with the existing training institutions, in order to assist, in a second phase, in the more precise definition of the project and its objectives.

**IMPACT**

This initiative enabled new light to be thrown on the main requirements in training terms in the sectors identified and on the existing offer, showing the interest and the potential for the creation of a Mediterranean Institute of International Business. The evaluation studies carried out upstream have thus been used to position the MIIB in terms of services offered and training offers compared to existing structures, while determining the strategic, economic and social impact of such a project. The report drawn up at the end of these studies is an essential tool in this respect.

In parallel, the initiative proposes the creation of the ASCAME Business Academy, which would become the Euromed network of Chambers of Commerce’s observatory of the professions, employment and training. It would assist businesses in the management of competence, and at the same time provide information for the definition of competence policies yet to come.

“THANKS TO THE MIIB, TRAINING IS BECOMING AN INSTRUMENT OF ECONOMIC AND SOCIAL CONVERGENCE FAVOURING THE COMPETITIVENESS AND THE COMPLEMENTARITY OF EUROMED BUSINESSES.”

Mounir Mouakhar, CCI TUNIS (Tunisia)
Economic Intelligence
Creation of an economic intelligence unit within UTICA

**SECTOR:** Transversal  
**BUDGET:** EUR 26 K  
**LEADER:** Union Tunisienne de l’Industrie, du Commerce et de l’Artisanat – UTICA (Tunisia)  
Maher Fkih  
m.fkih@utica.org.tn  
**PARTNERS:** Cercle Euro-Méditerranéen des Dirigeants du Textile, de l’Habillement et des Industries de la mode – CEDITH (France)

Every employers’ organisation willing to boost the competitiveness of its members has to deal with a major issue when coming to processing and transmitting the massive amount of information it receives each day (electronic information, general or specialised magazines or documents related to regulations and legislations). Aware of the necessity to improve its filing systems and its circulation of information processes in order to be able to provide relevant targeted information to its members, the UTICA has asked Invest in Med to undertake a feasibility mission to evaluate the opportunity of creating an economic intelligence unit. The aim of this technical assistance mission was to:

1. **Define**, in line with the Tunisian strategy, the knowledge and know-how which can be leveraged for investments;  
2. **Identify the sources of knowledge** and different systems for the collection of information;  
3. **Study ways of organising the information available** so that the decision-makers may find them easily;  
4. **Propose suitable tools** to target the information users.

An information management expert working for a European employers association, the CEDITH, has therefore been recruited to carry out a consulting mission within the UTICA in 2010, so as to analyse their needs and formulate specific recommendations.

<table>
<thead>
<tr>
<th>DATE</th>
<th>LOCATION</th>
<th>TYPE OF OPERATION</th>
<th>OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>05/2010</td>
<td>Tunis (Tunisia)</td>
<td>Technical assistance</td>
<td>Technical assistance mission of an expert at the UTICA</td>
</tr>
</tbody>
</table>

**IMPACT**

Considering that the control of information is a very important factor for the competitiveness of the Tunisian economy, the UTICA decided to provide itself, following an expertise mission carried out in the framework of Invest in Med, with an economic intelligence unit: this creation was approved by its executive board in June 2010, as well as a detailed action plan based upon the recommendations of the CEDITH.

The latter provided for:

- The recruitment of a unit Head with an assistant  
- Investments in equipment, especially computer material, for the unit and for the installation of the unit in the existing centre of documentation  
- The operational development of tools for the collection, management and dissemination of information  
- Partnership agreements with information sources  
- The organisation and participation of the personnel concerned in training in economic and strategic intelligence

The intelligence unit has been operational since October 2010.

“THANKS TO INVEST IN MED WE NOW HAVE AN EFFECTIVE ECONOMIC INTELLIGENCE SYSTEM, A KEY FACTOR FOR THE COMPETITIVENESS OF OUR COMPANIES.”

Maher Fkih, UTICA (Tunisia)
In order to professionalise the staff of business support organisations and encourage North-South and South-South dialogue, 20 Euromed training and experience sharing seminars were organised between 2008 and 2011. Alternating speeches from experts, presentations of tools, exchanges of Euromed best practices and practical exercises, these two to three-day seminars touched upon the different dimensions and steps to be taken into account to implement strategies and tools adapted to a specific problem. Each one rallied between 20 and 50 representatives of Euromed economic development organisations and enabled a total of 660 high level executives to better understand the finer details, to take inspiration from the practices of their Mediterranean counterparts adapted to their context and to envisage joint initiatives.

**MED-ACADEMY**

*Sharing experiences among economic development organisations in the Mediterranean*

**SECTOR:** Capacity building  
**BUDGET:** EUR 760 K  
**LEADERS:** ANIMA Investment Network, ASCAME, EUROCHAMBRES, ACFCI (France), CCI Marseille Provence (France), CCI Paris (France), Invest in Greece (Greece)  
**PARTNERS:** BUSINESSMED, AMDI (Morocco), API (Tunisia), World Bank, CDA-BML (Lebanon), CCIMP (France), CDIS Route Saïd (Morocco), CCI Tunis (Tunisia), CCIB (Belgium), CFGIM (Morocco-France), CGEM (Morocco), CONECT (Tunisia), Crédit du Maroc, CRI Meknès-Tafilalet (Morocco), CFCIM (Morocco-France), CEEBA (Egypt), FCMCIS (Morocco), GAFI (Egypt), Invest in Israel (Israel), Invest in Spain (Spain), Jordan Investment Board (Jordan), IFC (USA), UTICA (Tunisia)

### ACTIVITIES

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<thead>
<tr>
<th>DATE</th>
<th>LOCATION</th>
<th>LEADER</th>
<th>THEME</th>
</tr>
</thead>
<tbody>
<tr>
<td>10/2008</td>
<td>Casablanca (Morocco)</td>
<td>CCI Paris</td>
<td>ICC Services in Med: Training for the development of services provided by Mediterranean CCIs</td>
</tr>
<tr>
<td>01/2009</td>
<td>Marseille (France)</td>
<td>ANIMA</td>
<td>MED-Academy ‘Introduction to Foreign Direct Investment Issues’</td>
</tr>
<tr>
<td>02/2009</td>
<td>Annecy (France)</td>
<td>EUROCHAMBRES</td>
<td>Invest in Med Training Forum: International Trade Academy 2009</td>
</tr>
<tr>
<td>02/2009</td>
<td>Marseille (France)</td>
<td>ANIMA</td>
<td>MED-Academy ‘On-line Investor Servicing’</td>
</tr>
<tr>
<td>02/2009</td>
<td>Paris (France Rome (Italy))</td>
<td>CGEM</td>
<td>Med Biz: Reinforcing the services offered to members by MED enterprise federations</td>
</tr>
<tr>
<td>03/2009</td>
<td>Marseille (France)</td>
<td>ANIMA</td>
<td>MED-Academy ‘After-care and Territorial development’</td>
</tr>
<tr>
<td>05/2009</td>
<td>Athens (Greece)</td>
<td>Invest in Greece</td>
<td>Training in economic intelligence for FDI promotion</td>
</tr>
<tr>
<td>06/2009</td>
<td>Cairo (Egypt)</td>
<td>EUROCHAMBRES</td>
<td>Invest in Med Training Forum: Training for the Mashreq chambers</td>
</tr>
<tr>
<td>06/2009</td>
<td>Casablanca (Morocco)</td>
<td>EUROCHAMBRES</td>
<td>Invest in Med Training Forum: Training for the Maghreb chambers</td>
</tr>
<tr>
<td>10/2009</td>
<td>Nicosia (Cyprus)</td>
<td>ANIMA</td>
<td>MED-Academy ‘Web-marketing at the service of business in the Mediterranean’</td>
</tr>
<tr>
<td>12/2009</td>
<td>Casablanca (Morocco)</td>
<td>ACFCI</td>
<td>Business Networks in MED: Training in setting-up and managing clusters</td>
</tr>
<tr>
<td>01/2010</td>
<td>Amman (Jordan)</td>
<td>ANIMA</td>
<td>MED-Academy ‘Territorial Marketing’</td>
</tr>
<tr>
<td>02/2010</td>
<td>Cairo (Egypt)</td>
<td>ANIMA</td>
<td>MED-Academy: Invest in Med-World Bank seminar on investment facilitation</td>
</tr>
<tr>
<td>06/2010</td>
<td>Obidos (Portugal)</td>
<td>EUROCHAMBRES</td>
<td>Invest in Med Training Forum: Summer Academy 2010</td>
</tr>
<tr>
<td>11/2010</td>
<td>Meknès (Morocco)</td>
<td>ANIMA</td>
<td>MED-Academy ‘Setting up and managing an overseas promotion network’</td>
</tr>
<tr>
<td>11/2010</td>
<td>Tunis (Tunisia)</td>
<td>ASCAME-CCIMP</td>
<td>MED-Academy ‘Organising efficient business meetings’</td>
</tr>
<tr>
<td>05/2011</td>
<td>Beirut (Lebanon)</td>
<td>ASCAME-CCIMP</td>
<td>MED-Academy ‘Setting-up and managing efficient business meetings’</td>
</tr>
<tr>
<td>05/2011</td>
<td>Casablanca (Morocco)</td>
<td>ANIMA</td>
<td>MED-Academy ‘Project appraisal: How to promote sustainable investments’</td>
</tr>
<tr>
<td>09/2011</td>
<td>Beirut (Lebanon)</td>
<td>ANIMA</td>
<td>MED-Academy ‘Local Investment promotion’</td>
</tr>
<tr>
<td>09/2011</td>
<td>Tunis (Tunisia)</td>
<td>ANIMA</td>
<td>Diaspora Business Forum: Reinforcing the role of the diasporas to leverage investment in the Mediterranean</td>
</tr>
</tbody>
</table>
IMPACT AND FUTURE DEVELOPMENTS

Beyond the analyses and recommendations of international experts, the seminars enabled the participants to widen their networks, taking inspiration from the experience and know-how of the other organisations represented and developing with them joint actions in the short and mid-term. Study visits and short term exchanges sometimes followed the seminars, laying the bases of longer term cooperation. While many themes were covered from 2008 to 2011, a number of shared and specific demands were not taken into account. A continuous programme of seminars and short-term missions dedicated to Euromed economic development organisations would facilitate the exchange of best practices.

Participants 660
Participants from MED countries 460

“All the sessions were interesting and several direct contacts were made with the perspective of targeted and long-term exchanges.”

Nadir Zaaboub, CCI SÉtif (Algeria)
The strong mobilisation from SME support organisations for the Invest in Med project may be explained notably by the scant information which these organisations, as well as the SMEs, have available in terms of lines of financing offered by international donors. MEDA Finance thus aimed to identify the SME support tools and instruments available in the Mediterranean and present them in a study and during a conference which brought together beneficiaries and financiers. MEDA Finance represented a step among other studies and actions to improve information for businesses and enable new initiatives to emerge to facilitate the international development of Mediterranean SMEs.

IMPACT
MEDA Finance enabled to identify EUR 22 billion of funds in the form of grants, loans or lines of credit. Benefitting from the patronage of the Egyptian government, the European Commission and the European Investment Bank, the MEDA Finance conference in Cairo has established itself over the years as a relevant forum for financiers who seek to promote their instruments among beneficiary organisations and countries, or coordinate with each other.

**THE RESULTS OF THIS PROJECT WILL BE ESSENTIAL FOR THE PROMOTION OF INVESTMENTS IN THE WHOLE OF THE MEDITERRANEAN REGION SO AS TO ACCELERATE THEIR REALISATION AND GROWTH.**

Assem Ragab, former Chair of the GAFI (Egypt)

FUTURE DEVELOPMENTS
The partners associated with this initiative repeated the study and the conference in 2010, without the support of the Invest in Med project. The study helped identify the strategies of the different financiers so as to help match-making with the initiatives promoted by Invest in Med which require support for their second phase.
The integration of young people and graduates into the professional system is a crucial question for the future of Mediterranean countries which have to address an increased demographic pressure. The professional training systems, although in the process of modernisation, are not yet in a position to respond fully to the requirements of businesses in terms of qualified labour. Work-study programmes, which are not widespread in Mediterranean countries, offer a considerable opportunity: by associating practical and theoretical skills, they guarantee a maximum of employability. Building on this assessment, the German, Tunisian and Algerian employers’ confederations decided after some exchange of expertise workshops to concentrate their collaboration on this key subject – the stake being to improve their knowledge of work-study programme practices and raise awareness among their own companies on the benefits of this method.

### IMPACT

The economic flow generated by the different business meetings has been estimated by the organisers at nearly EUR 30 million. Apart from the different export and import contracts planned between companies such as BAHO and the ERTHB group (timber for the construction industry), or CG International and ETGAL (low energy consumption light bulbs), numerous strategic partnerships have been launched. Hence the Global Sand-Lime group and Soralcof are currently discussing a contract for the operation of a EUR 20 million plant for the production of calcinated limestone. Soralcof is also preparing a joint venture with Probst Architekten to offer architectural planning services in Algeria, while the German company Strategy for People is initiating a partnership with an Algerian farm to enhance its production and its environmental-related strategy.

At the institutional level, a framework agreement has been signed on 1 June 2009 between the CGEA and Bavarian Employers’ Confederation (vbw) so as to develop direct contacts between their members. Tunisia has also developed a targeted communication strategy, with the support of the vbw, on work-study programmes and created, within its organisation, a position of Head of work-study programmes.

At global level, Made in Euromed has enabled exchanges of experience at management and operational level between the different organisations involved, and to create a work-study programme network. At the national level, the CGEA has involved the Ministry of Training and Education in the activities organised. The German company Knauf Plâtres Fleurus with offices in Oran and which is already applying the work-study method is committed to share its experience with new companies. Similarly, the UTICA has undertaken to develop long-term cooperation relations on these subjects with national organisations with the support of German expertise.

### THE BUSINESS MEETINGS HELPED ME REINFORCE MY ACTIVITIES IN ALGERIA AND FIND RELIABLE PARTNERS.”

Axel Klopprogge, STRATEGY FOR PEOPLE (Allemagne)

### DESCRIPTION OF THE INITIATIVE

- **SECTOR:** Transversal
- **BUDGET:** EUR 114 K
- **LEADER:** German Confederation of Employers’ Associations - BDA (Germany)
  - Anne Koester
  - koester.annes@bbw.de
- **PARTNERS:** Confédération Générale des Entreprises Algérienne - CGEA (Algeria), Union Tunisienne de l’Industrie, du Commerce et de l’Artisanat - UTICA (Tunisia), Bavarian Employers’ Confederation - vbw (Germany), Bavarian Economic Education Establishment - bbw (Germany)

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**TABLE: EXCHANGE OF EXPERTISE AND KNOW-HOW BETWEEN THE DIFFERENT EMPLOYERS’ ASSOCIATIONS**

<table>
<thead>
<tr>
<th>DATE</th>
<th>LOCATION</th>
<th>TYPE OF OPERATION</th>
<th>OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>19-24/04/09</td>
<td>Munich, Berlin (Germany)</td>
<td>Training / Workshop</td>
<td>Exchange of expertise and know-how between the different employers’ associations</td>
</tr>
<tr>
<td>30/05-06/09</td>
<td>Algiers (Algeria)</td>
<td>Business meetings</td>
<td>Business mission in the framework of the Algiers International Fair</td>
</tr>
<tr>
<td>08-13/11/09</td>
<td>Munich, Berlin (Germany)</td>
<td>Technical assistance</td>
<td>Promoting work-study programmes in Algeria: technical assistance mission</td>
</tr>
<tr>
<td>08-13/11/09</td>
<td>Munich, Berlin (Germany),</td>
<td>Technical assistance</td>
<td>Promoting work-study programmes in Tunisia: technical assistance mission and information day</td>
</tr>
<tr>
<td>25/02/10</td>
<td>Tunis (Tunisia)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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**IMPACT**

- Participants (incl. companies): 299 (16)
- Participants from MED countries: 181
- Business meetings organised: 40
- Promising partnerships: 11
- Beneficiaries of training and/or exchanges of expertise: 138
MODERNISING
THE AGRO-FOOD SECTOR
IN THE MEDITERRANEAN

AGROALIMED 90
ENVIRO FOOD TECH 91
MAG-TRACE 92
AGRO-FOOD AND ENVIRONMENT BUSINESS MEETINGS 93
TECH FRUITS & VEGETABLES 94
On 16 September 2010, the European Commission adopted a draft decision on a EU-Morocco bilateral trade agreement for agro-food and fisheries products. It will provide the immediate liberalisation of 45% of European exports, thus significantly strengthening the position of European exporters on the Moroccan market. Over the next ten years the full liberalisation of most products is planned. This situation creates a great opportunity for bilateral business cooperation that nevertheless requires information and training for both Moroccan – and more generally Mediterranean – and European SMEs on crucial issues such as production standards to be upgraded, marketing strategies to be adopted and legal requirements to be complied with. The Agroalimed initiative, the result of a close partnership between the chambers of commerce of Spain and Morocco, tackles this prime issue for agri-business professionals by disseminating information and knowledge on both markets’ opportunities, on new regulations to be complied with and on investment opportunities for European SMEs in the Mediterranean.

**Activities**

<table>
<thead>
<tr>
<th>DATE</th>
<th>LOCATION</th>
<th>TYPE OF OPERATION</th>
<th>OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>27/04/09</td>
<td>Valencia (Spain)</td>
<td>Training / Workshop</td>
<td>Agri-business: International marketing and how to reach the EU market</td>
</tr>
<tr>
<td>28/04/09</td>
<td>Valencia (Spain)</td>
<td>Business meetings</td>
<td>International agro-food business meetings in the framework of the Euro Agro Fruit Trade Fair</td>
</tr>
<tr>
<td>28/04/10 - 25/06/10</td>
<td>Valencia (Spain), Casablanca (Morocco)</td>
<td>Exchange of personnel</td>
<td>Exchange of agro-food expertise between Valencia and Casablanca chambers</td>
</tr>
<tr>
<td>29/09/10</td>
<td>Casablanca (Morocco)</td>
<td>Training / Workshop</td>
<td>Facilitate Euromed trade and investments in the agri-business sector</td>
</tr>
<tr>
<td>30/09/10</td>
<td>Casablanca (Morocco)</td>
<td>Business meetings</td>
<td>International agro-food business meetings in the context of the CFIA Fair</td>
</tr>
</tbody>
</table>

**Impact**

The partners of the initiative estimate that the business meetings organised will generate a cash flow of EUR 1.3 million. Indeed, several partnership agreements related to technological exchanges, technical assistance missions or commercial agreements have been signed or are under discussion between Spanish and Moroccan companies. It is the case, for example, for Infrac a and Tichka Frigo, or Fromatgeria Granja Rinya and the Group Distribution. The training sessions clearly helped the companies build their capacity in EU regulations and international marketing strategies in general. On the other hand, the investment workshop dedicated to European SMEs unveiled the various opportunities the Mediterranean market could offer in the agri-business sector.

**“AGROALIMED GAVE US THE OPPORTUNITY TO CARRY OUT OUR FIRST BUSINESS EXPERIENCE IN MOROCCO.”**

Sergio Aguilar, STOLLER IBERICA SL. (Spain)

**FUTURE DEVELOPMENTS**

Throughout Agroalmed, problems tackled by the initiative have been confirmed as highly relevant for participants. Indeed, it is essential to inform and train SMEs on major problems such as food safety. Following this first cooperation experience, the chambers of Valencia and Casablanca have expressed their intention to pursue their collaboration not only in agri-business related issues but also on newly identified sectors such as transport and logistics, renewable energy and textiles.
The Mediterranean Basin can be seen as an integrated area where new forms of partnerships in the food and beverage sector could be developed. Both rims show similarities and complementarities: Italy, Spain and France, thanks to their traditions, knowledge and geographical position, are well-placed to help foster links between the Mediterranean and EU countries in the food sector. The processing of food from raw materials requires large volumes of water. In countries suffering from water shortages and drought, it is essential to apply sustainable food processing technologies that foresee water re-use. As a result, the Enviro Food Tech initiative was initiated to consolidate sustainable commercial relationships between Mediterranean and EU SMEs, between business support organisations (BSOs) from the two rims. Regional synergies for food processing and waste water treatment technologies were also developed.

**IMPACT**

The initiative was able to enhance collaboration between different kinds of BSOs and to update their knowledge on servicing enterprises. The business meetings helped companies to match their offers and requests in food processing, to share common practices on internationalisation matters and to acquire know-how in processing machinery, packaging, labelling, traceability, etc. Following the success of the operation, Marseille Innovation plans to organise business meetings for Mashreq countries such as Egypt.

Moreover, Promofirenze asked the assistance of CEEBA to test market opportunities for a Florentine cosmetic company interested in exporting to Egypt. It also helped a company participating in the business meetings to start a partnership with a Palestinian company which produces chocolate.

**FUTURE DEVELOPMENTS**

The partners involved will continue to exchange best practices in the field of business support with a specific focus on assistance in the framework of business-to-business meetings. To ensure the sustainability of the initiative, EU distance tutoring will be implemented.

Promofirenze is continuing to collaborate with the partners’ project. In particular the Palestinian partner which accepted to collaborate again on sustainable tourism and cultural heritage. The need has been felt to work on other projects (including other sectors) involving Mashreq and EU countries.

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**THE ENVIRO FOOD TECH MATCHMAKING EVENT: 6 PARTNERS, 57 COMPANIES, 336 MEETINGS. THE MEDITERRANEAN AGRO-FOOD TECHNOLOGY JOINS IN NEW ENTERPRISES.**

Giacinto Bosco, PROMOFIRENZE (Italy)
In 2008, according to the ANIMA-MIPO Observatory, agro-food industries in the Mediterranean attracted 24 projects worth an announced EUR 1.7 billion: an average performance given the Mediterranean potential (products, gastronomy). The Mag-Trace initiative is thus to be found in a perspective of stimulation and announced EUR 1.7 billion: an average performance given the Mediterranean potential (products, gastronomy). The Mag-Trace initiative is thus to be found in a perspective of stimulation and approach of Mediterranean companies to develop technological agreements, thus facilitating a better consideration of European requirements in terms of traceability.

**Operational Activities**

<table>
<thead>
<tr>
<th>DATE</th>
<th>LOCATION</th>
<th>TYPE OF OPERATION</th>
<th>OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>11-25/05/09</td>
<td>Algeria, Morocco, Tunisia</td>
<td>Technical assistance</td>
<td>Food safety in the Maghreb: diagnosis of food traceability</td>
</tr>
<tr>
<td>30/05-06/09</td>
<td>Cairo (Egypt)</td>
<td>Training / Workshop</td>
<td>Transfer of South-South competence in the domain of food safety</td>
</tr>
<tr>
<td>19/11/09</td>
<td>Tunis (Tunisia)</td>
<td>Training / Workshop</td>
<td>North-South exchange for sharing best practices in food safety</td>
</tr>
<tr>
<td>19-20/11/09</td>
<td>Tunis (Tunisia)</td>
<td>Business meetings</td>
<td>Agro-food business meetings in the context of the SIAMAP</td>
</tr>
</tbody>
</table>

**Impact**

Mag-Trace has provided a successful start to regional collaboration in the domain of food safety and has initiated a new dynamic with regard to the technical improvement of the Maghreb professional federations. The business meetings organised in the context of the SIAMAP have enabled the participating Euro-Mediterranean companies to develop technological agreements, thus facilitating a better consideration of European requirements in terms of traceability. The Italian laboratory LABO SCIENTIFICA, for instance, plans to install industrial laboratories for the Tunisian food processing industry. LANZI et MAURIS, an Italian consortium including technology providers, has planned to carry out site visits to Moroccan producers. Moreover, Mag-Trace represents an original model of partnership based on a South-South cooperation in which the three Maghreb farming federations to support their member companies in introducing appropriate food traceability systems. The approach used has been based upon the Etrace programme, implemented in Egypt by UNIDO, and the experience of the European clusters.

**Future Developments**

Cooperation with the REME, steered by the GIZ, has been initiated in the framework of the initiative so as to ensure its follow-up. The actions planned for this second stage cover, on the one hand, in-depth training sessions focused on certification processes and, on the other hand, field actions targeting agricultural producers.

Egyptian experience has played a major role. The initiative has also triggered off a long-term training process with technical assistance missions planned by the programme Etrace and some European clusters (Centuria RIT and Vitagora).

A cooperation agreement has in addition been signed between the Réseau des Entreprises Maghrébine pour l’Environnement (REME) and the UMAGRI so as to continue the work initiated.
How to build business partnerships between Europeans and Mediterraneans (production, co-contracting, sub-contracting, commercial agreements in the agro-food and environment domains, two sectors with high development and innovation potential, but in which competition is strong between the two rims of the Mediterranean? The agro-food and environment business meetings organised by UNIDO answered this question precisely by undertaking fieldwork over six months so as to identify the industrial expectations of the North and South of the Mediterranean. An identification methodology and the creation of partnerships was transferred to business and investment promotion networks. One hundred or so business meetings were subsequently organised.

### IMPACT

The operation was considered good or very good by 70% of the participants and excellent by 25% of them. 87% of the companies that participated in the meetings feel their goals have been met on a good or very good level.

Several partnerships were in advanced negotiations six months after the event. Thus, the two companies PURE WATER (France) and KHRYSTAL collaborate on a joint investment project in the field of water treatment service to small and medium-sized communities, individuals and industry. Vitropic (France) is negotiating with CEVITAL (Algeria) for the creation of a laboratory of seed for fruit, vegetable, horticulture and aromatic species.

### FUTURE DEVELOPMENTS

The businesses have been monitored by UNIDO and certain were associated with new business meeting operations.

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**THE BUSINESS MEETINGS ENABLED US TO STUDY THE TECHNOLOGICAL PARTNERSHIP PROJECT WITH A FRENCH BUSINESS AND TO PARTICIPATE IN CALLS FOR TENDER IN THE REFUSE COLLECTION AND PROCESSING FIELD.**

Mongi Daoud, AMAL (Tunisia)
The Mediterranean fruit and vegetable sub-sector is subjected to a strict legislative framework and growing pressure from distributors who continually impose new requirements in terms of agro-food safety. In an attempt to comply with them, businesses have to develop increasingly refined technological solutions which should nevertheless remain competitive. Boosted by its long experience in the Mediterranean, the COIFM has partnered, for the implementation of the Tech Fruits and Vegetables initiative, with organisations federating agricultural territories – such as the Vaucluse and Parma CCIs – as well as clusters dedicated to agro-food innovation. The seminars organised have given the opportunity to share experience on a series of themes (such as innovation in packaging, conservation of fruits and vegetables) and to initiate a sustainable cooperation between the territories of Bizerte, Parma and Avignon. The business meetings, which brought together a hundred or so companies from nine Mediterranean countries, as well as the information workshops carried out have encouraged the exchange of know-how and the conclusion of technological and strategic agreements between SMEs from the region.

**IMPACT**

Agri3D, a company specialising in agricultural production and machinery, has made an agreement with Algeria’s Bachtazi Agro: together they are today developing techniques for greenhouse and open field agricultural mechanisation, as well as training and counselling services in new production techniques. Tunisia’s Packtec is developing collaboration with the Packaging Centre of the Parma University to develop packaging techniques in modified atmosphere. The French company Bonduelle, world leader in prepared vegetables, has made contact with numerous Mediterranean SMEs. Moreover, Tech Fruits and Vegetables has laid the foundations of a sustainable cooperation between the clusters of Avignon, Parma and Bizerte. A partnership agreement has been signed between the Bizerte and Avignon clusters on innovation, sustainable development and partnership promotion. The Avignon cluster and the experimental canned food station (SICCA, Italy) are planning to work together on European projects. Other collaboration projects are intended, more particularly on technologies for the valorisation and packaging of 4th range products, on enhancing sorting variances, on the exploitation of prickly pear fruit, on the implementation of exchanges between students and researchers or on the creation of an experimental station for canned foods in Tunisia.

**FUTURE DEVELOPMENTS**

Considering the adhesion and interest shown by the professionals of the sector, the CCIFM and its partners have decided to sustain the Tech Fruits meetings, nowadays to be organised annually with the support of the private sector: the 2nd edition took place in Avignon on 11 and 12 October 2010, whilst the 3rd edition should take place in Parma on 19 and 20 October 2011.

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**“TECH FRUITS AND VEGETABLES 2009 WAS A VERY BENEFICIAL EVENT, WHERE WE MADE SPECIAL CONTACTS WHICH RESULTED IN A SERIES OF COLLABORATIVE VENTURES.”**

Guillaume Delattre, BONDUELLE FRAY (France)
PROMOTING ADDED-VALUE TOURISM IN THE MEDITERRANEAN

BEST MED 96
ETINET 97
MOVIEMED 98
The ambition of **Best Med** is to promote the development of a tourism sector which respects the environment in the Mediterranean. Two complementary strategies are implemented: raising awareness among tourism operators and hotel companies on the advantages of sustainable tourism and promoting a better reconciliation of the supply with the demand in the sector of eco-sustainable products through business meetings. This initiative represents an important lever not only for the tourism sector but also for other sectors of activity linked to the new environmental sustainability technologies.

### Activities

<table>
<thead>
<tr>
<th>DATE</th>
<th>LOCATION</th>
<th>TYPE OF OPERATION</th>
<th>OPERATIONS CARRIED OUT IN THE CONTEXT OF THE INITIATIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>28-29/10/09</td>
<td>Thessaloniki (Greece)</td>
<td>Business meetings</td>
<td>Business meetings during the PHILOXENIA International tourist fair</td>
</tr>
<tr>
<td>14/11/09</td>
<td>Tunis (Tunisia)</td>
<td>Training / Workshop</td>
<td>Sustainability in the hotel and tourist industry: stakes and implementation</td>
</tr>
<tr>
<td>17-20/02/10</td>
<td>Cagliari (Italy)</td>
<td>Exchange of personnel</td>
<td>Exchange of personnel of the CCI for the preparation of the Cagliari meetings</td>
</tr>
<tr>
<td>28/04/10</td>
<td>Cagliari (Italy)</td>
<td>Business meetings</td>
<td>Business meetings during the Hospitando Sardegna fair</td>
</tr>
<tr>
<td>29/06/10</td>
<td>Sophia Antipolis (France)</td>
<td>Business meetings</td>
<td>Workshops and business meetings during the Innovation and Sustainable Development Forum</td>
</tr>
<tr>
<td>02-03/06/10</td>
<td>Cairo (Egypt), Tunis (Tunisia)</td>
<td>Exchange of personnel</td>
<td>Identification of new opportunities of partnerships between the <strong>Best Med</strong> players</td>
</tr>
<tr>
<td>30/07/10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td>Study</td>
<td>&quot;The business of eco-sustainable tourism in the Mediterranean area&quot; (see page 112)</td>
</tr>
</tbody>
</table>

### Impact

By giving the lion’s share to business meetings, **Best Med** has awakened among Mediterranean tourism operators “an even livelier interest” than Carlo Spagnoli, main protagonist of the initiative at UnionCamere, the Union of Italian CCIs, would have dared hope. New eco-products and sustainable technologies have been introduced in the MED countries thanks to nearly 300 meetings between Italian, Greek, French, Tunisian, Egyptian and Moroccan businesses. The identified and planned contracts cover the installation of photovoltaic and solar-heating equipments, the development of solutions for energy efficiency as well as optimisation and rationalisation of the use of water resources. The partner chambers of commerce have moreover undertaken to continue their collaboration and to support the implementation of a Mediterranean network for sustainable tourism.

**“THANKS TO BEST MED, I DISCOVERED INNOVATIVE TECHNOLOGIES WHICH I WOULD LIKE TO INTRODUCE IN MY HOTELS.”**

Hamouda Ben Gachem, MAJESTIC HOTELS (Tunisia)

### Future Developments

Several partners in the initiative are currently preparing a **Best Med Plus** project to continue the work initiated and create new levers for green investments in the MED hotel sector. The strategic orientations targeted include the definition of approval criteria and the promotion of environmental certification in the Mediterranean.
With the aim of responding to the challenge of sustainable tourism development in the Mediterranean (diversification of products, increase in average tourist spending, reduction in seasonality, etc.), by encouraging the emergence of novel tourist products, the Malaga Chamber of Commerce has created the Euro-Mediterranean Centre for Knowledge, Innovation and Training in tourism. It also chairs the ASCAME Tourism Commission. In collaboration with the Marseille Provence CCI, the Tunis CCI and the Tangiers CCIS, it drew up the ETINET initiative with the objective of stimulating investment, commercial relations and creating synergies between European and Mediterranean tourism operators in two high added-value tourism sub-sectors: cultural and nautical tourism.

**IMPACT**

The two studies and the workshop provided the opportunity for the promotion of products little known but strategic for the development of nautical and cultural tourism as well as for the identification of new areas of cooperation between Euro-Mediterranean businesses. The 500 contacts made between 28 Algerian, Egyptian, Jordanian, Lebanese, Moroccan, Palestinian, Syrian and Tunisian firms as well as a hundred or so from Spain and some French groups provided a basis for future collaboration. They should lead to concrete partnerships once the economic, social and political situation becomes more favourable for business. The Spanish firm Sobre 2 ruedas, for example, has entered into negotiations with the Greater Amman Municipality to export its cycles, which are particularly adapted to mobility in Mediterranean towns. Its compatriot Almeida Voyages, on the other hand, had discussions with the Tunisian Federation of Travel Agencies and FUN DAYS VOYAGES with a view to create franchises in Morocco and Tunisia. Other companies exchanged information on their respective markets or are in discussion to provide engineering and consulting services.

**FUTURE DEVELOPMENTS**

Following positive feedback from participating companies, the Malaga Chamber of Commerce will invite them to trade shows, business meetings and visits from experts it is likely to organise in the future. The four CCIs will moreover continue their collaboration by starting new projects in the nautical tourism sub-sector.
Audio-visual production is an important source of economic, media and tourism spin-offs for the territory which knows how to take advantage of it (accommodation, equipment rental, employment for technicians, etc.). Nevertheless, the film tourism sub-sector, or in other words the valorisation of a territory for and through the intermediary of audio-visual production, is a perfectly new venture for the Southern Mediterranean countries which possess, however, considerable natural, human and technical resources. The MoveMed initiative has thus undertaken to promote the assets of the Mediterranean for audio-visual production as well as to stimulate the introduction of a suitable strategy by local territorial players. The MoveMed meetings 2010 and 2011 have encouraged new public-private cooperations and offered a meeting and common collaboration platform for both tourism and cinema players. MoveMed has also launched, for the first time in the Mediterranean, the film-tourism project and product awards bestowed, on the one hand, to a production which promotes a territory and, on the other hand, to a territory which has developed a specific film-tourism communication.

### IMPACT

A number of partnership agreements are in the process of being concluded between audio-visual producers, hotel groups, airlines and local authorities. The Accor group, for example, has entered into discussions with three Moroccan producers with the aim of offering them adapted accommodation conditions; the Ouarzazate Film Commission (Morocco), Commission Régionale du Film PACA (France), Conseil Régional PACA (France), Provence Promotion (France), Alout France (France), Mission Cinéma de Marseille (France), Centre Méditerranéen de la Communication Audiovisuelle (France), European Film Commission Network (Belgium), Institut National de l’Audiovisuel (France), Neon Production (France) have volunteered to organise the next Mediterranean film-tourism network which is today cooperating with Profilm (Spain) on a project for a film-shoot and Open Bro (UK) is in contact with Moroccan organisations to provide them with integrated film location software. Several film-tourism circuits are also in the process of being created as a result of new cooperations between involved operators (AlloCiné, Cinévoyages, Marseille Office of Tourism, the Moroccan National Tourism Office, etc.). At the institutional level, the initiative has raised awareness among the territories involved on the importance of developing tailored strategies. The territory of Ouarzazate has hence decided to create a specific fund to support the development of film-tourism products while the Moroccan National Tourism Office decided to be increasingly involved in audio-visual productions. In the same way, in Lebanon the Ministries of Culture and Tourism are today reinforcing their collaboration. Published studies have also facilitated the visibility, at the international level, of the actions undertaken in the Mediterranean and helped reinforcing operator capacities. Furthermore, a real network of cooperation between the partner countries has been built, facilitating the sharing of information, the development of new cooperations (in the context of the Cannes Festival for instance) or of common communication platform.

### FUTURE DEVELOPMENTS

MoveMed has facilitated the emergence of a Euro-Mediterranean film-tourism network which plans today the creation of dedicated associations. Other countries (Israel, Turkey, UK) would also like to join the network. Several countries (Egypt, Spain, France) have volunteered to organise the next MoveMed 2012 and 2013 meetings, to sustain the work carried out.
THE MAJOR INVEST IN MED CONFERENCES

| MED BUSINESS DAYS                      | 100 |
| **CONFERENCE TO KICK-OFF THE INVEST IN MED PROJECT** (Marseille 2008) |
| **EURO-MEDITERRANEAN**                | 100 |
| **GOVERNMENT & BUSINESS ROUNDTABLE** (Marseille 2008) |
| **MED INVEST SUMMIT**                 | 101 |
| **BEIRUT 2009**                       | 101 |
| **ANNUAL INVEST IN MED CONFERENCE**   | 101 |
| **ATHENS 2009**                       | 101 |
| **3rd MEDITERRANEAN ECONOMIC**        | 102 |
| **LEADERS’ WEEK**                     | 102 |
| **(Barcelona 2009)**                  | 102 |
| **MEDA WOMEN**                        | 103 |
| **(Tunis 2010)**                      | 103 |
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| **(Cairo 2010)**                      | 103 |
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| **(Barcelona 2010)**                  | 104 |
| **MEDA CITY 2011**                    | 104 |
| **(Beirut 2011)**                     | 104 |
MED BUSINESS DAYS:
CONFERENCE TO KICK-OFF THE INVEST IN MED PROJECT

The Invest in Med kick-off conference took place on 1 and 2 July 2008 in Marseille in parallel to the “MED Business Days” forum, which gathered 4,000 entrepreneurs from the Mediterranean and Europe.
This conference brought together members of the MedAlliance networks associated in the consortium selected by the European Commission to run Invest in Med, as well as their special partners: ANIMA Investment Network, ASCAME, EUROCHAMBRES, BUSINESSMED, UNIDO, GIZ and the Euroméditerranée Public Development Establishment.
More than 200 high level guests, who came from the two rims of the Mediterranean, participated in this meeting. The financial support from the PACA region and the City of Marseille has officially been signed during this event.

EURO-MEDITERRANEAN
GOVERNMENT & BUSINESS ROUNDTABLE

This event was organised by Economist Conferences, with the backing of the ANIMA Investment Network and Euroméditerranée. The summit brought together around 200 participants, including investors, personalities from the business world and members of governments. Discussions were organised on the main growth levers for FDI in the Mediterranean (attractiveness of the territories or yet public-private cooperation). This event also devoted a session to the financing of projects in the Euro-Med region, notably in the fields of energy, water and infrastructure. The impact of government initiatives was discussed as well as the importance of public-private cooperation to provide long-term productivity and growth.
The “Med Invest 2009” Summit took place in Lebanon on 20 and 21 February 2009. It was organised by BUSINESSMED and Al-Eiktissad Wal-A’amal with the backing of Business Europe and the Invest in Med project. It was placed under the Patronage of His Excellency the President of the Lebanese Republic. This summit brought together more than 500 participants from Europe, the Mediterranean and the Gulf States. The aim of the forum, oriented around investment and a strengthening of Euro-Mediterranean relations, was to promote a co-operative triangle between Europe, the Mediterranean and the Gulf countries, as a lever to face the international financial crisis. Individual exchanges between businesses took place and more than 100 business meetings were carried out.

One year after the launch of the Union for the Mediterranean, the forum entitled “A Bridge over the Mediterranean” took place in Athens from 8 to 10 July 2009, on the sidelines of the annual Invest in Med conference. This event, intended for the Euro-Mediterranean private sector, was organised by the Greek business federation (SEV) with the backing of Invest in Med and in cooperation with BUSINESSMED and Business Europe.

It brought together more than 800 businessmen and women, business leaders, representatives of employers’ federations, business supporting organisations and political personalities from all the countries of the Mediterranean. This forum provided an opportunity to reiterate the strong commitment of the private sector to intensify the exchanges between Europe and Mediterranean in order to contribute to the development, growth and the creation of jobs in the Euro-Mediterranean region. Individual business meetings were also organised.
Three events backed by Invest in Med took place within the context of the 3rd Mediterranean Economic Leaders’ Week from 2 to 6 November 2009 in Barcelona. For each of these forums, Invest in Med financed the organisation of individual business meetings.

**MEDALOCAL FORUM ON DEVELOPMENT**

The MedaLocal Forum on development rallied nearly 200 participants on 3 and 4 November 2009. This exchange was organised by ASCAME, several Mediterranean CChIs, as well as by the Egyptian Federation of Chambers of Commerce. The latter met around key subjects for urban development in the Mediterranean region. During the two days, more than 300 business meetings in the domains of environment, tourism and training were organised.

**MEDITERRANEAN WOMEN ENTREPRENEURS FORUM**

The workshop “Mediterranean women entrepreneurs” took place on 5 and 6 November 2009 in the context of the 1st edition of the MEDA WOMEN ENTREPRENEURS Forum 2009. It mobilised members of the personnel of ASCAME, the Barcelona CCI and AFAEMME in Spain and in the Mediterranean countries, as well as business women from the region. More than 100 business meetings were organised and contributed to the networking of women entrepreneurs by leading to partnerships between the private sector and the public sector.

**6TH NABDF FORUM (NORTH AFRICA BUSINESS DEVELOPMENT FORUM) FOR THE DEVELOPMENT OF BUSINESS IN NORTH AFRICA**

From 2 to 3 November 2009, a large business meeting took place in the context of the 6th edition of the NABDF. It was organised by ASCAME and IEMED. More than 300 participants and 30 businesses from the Maghreb attended and contributed to strengthening the regional economic cooperation in key sectors for the economic development of the region: automobile industry, textiles, banking, health and ICTs.
MEDA WOMEN:
“CREATING NEW OPPORTUNITIES FOR WOMEN IN THE MEDITERRANEAN”

BUSINESSMED organised on 24 and 25 February 2010 in Tunis a Mediterranean MEDA WOMEN Forum with the theme “Creating new opportunities for women in the Mediterranean”. It was organised with the backing of the Invest in Med project and in collaboration with GIZ and the CNFCE (National Chamber of Tunisian Women Entrepreneurs). It brought together more than 160 women entrepreneurs from 13 Mediterranean countries.

More than 90 business meetings were also successfully organised between the participants coming from the countries from around the Mediterranean.

EUROMED INDUSTRY FORUM:
“RETHINKING THE MEDITERRANEAN INDUSTRY AFTER THE CRISIS”

The Euromed Industry Forum organised by BUSINESMED took place in Cairo on 21 and 22 April 2010, under the theme “Rethinking the Mediterranean industry after the crisis”. Emphasis was placed on the potential of the industry to go global and go beyond the economic crisis, and the conference led to a declaration of the MedAlliance in favour of arrangements promoting industrial cooperation in the region.

A large number of business appointments were organised throughout this event to help create partnerships between businesses and business organisations.

A private meeting of the Board of the MedAlliance also took place, which was used to present the progression of the Invest in Med project for its 2nd year of activities and to elicit recommendations from the members of the Board in the perspective of the coming annual conference of the project.
ANNUAL INVEST IN MED CONFERENCE 2010: MEDITERRANEAN ECONOMIC LEADERS SUMMIT

The 3rd annual Invest in Med conference took place in Barcelona on 3 and 4 June 2010 in the context of the Mediterranean Economic Leaders Summit. This event was organised by the MedAlliance with support from Spanish partners (IEMed, ACC10).

The results of the Invest in Med project, after two years, were presented to the 500 participants, comprising representatives of public and private authorities from the region, investors, business networks, businesses, large institutions, including the European Commission and the European Investment Bank.

This event was the occasion to present the numerous initiatives of the project, to favour networking, to highlight the synergies with the priorities of the Union for the Mediterranean and to discover the tools developed by the Invest in Med project. Business meetings were also organised in parallel.

MEDA CITY 2011: 3rd ECONOMIC FORUM OF THE MEDITERRANEAN CITY

MEDA CITY 2011, the 3rd Economic Forum of the Mediterranean City, was held on 12 and 13 September in Beirut. This forum was organised by the Beirut and Mount Lebanon Chamber of Commerce, Industry and Agriculture (CCIA-BML). ASCAME and the Municipality of Beirut were partners in the event, with the collaboration of ANIMA Investment Network in the context of the Invest in Med project. This forum enabled for two days more than 300 participants to attend the sessions and debates, as well as the seminar “MED-Academy - Local Promotion of Investments”.

The necessity of a public-private partnership was highlighted to foster the economic development of Mediterranean cities and meet the economic and environmental challenges they face.
The tools developed by the Invest in Med project
The Resource Centre

The aim of the Invest in Med resource centre is to facilitate the development of investments and business partnerships between Europe and the Mediterranean by:

- Informing the economic players (businesses, business support organisations, administrations, institutions) on the business environment (news, public policies in favour of investment, infrastructures, opportunities, events) and on the business activity in Mediterranean countries (investments, partnerships, development of sub-sectors)
- Enabling these players to meet to develop common projects and partnerships during physical events or on a dedicated Internet site

MIO

The Mediterranean Investment and Partnership Observatory

Since 2003, the ANIMA-MIPO Observatory (Mediterranean Investment and Partnership Observatory), created by ANIMA Investment Network and developed within the context of the European project Invest in Med, provides the business community with real time information on all the announcements of investments and partnerships towards the Southern rim of the Mediterranean (MED-11 countries, including Turkey and Libya).

Since 1 January 2003, it has identified:

- more than 6,500 announcements of foreign direct investment projects (FDIs), defined as tangible, dated and localised projects (creation, extension, acquisition, joint-venture, subsidiary) involving a significant volume of investment made, at least partially, by a foreign operator in the MED country concerned;
- more than 2,000 partnerships, defined as projects enabling a foreign business to get closer to a domestic MED market, either through an identified partner or by creating a local representation (agency, network, etc.).

The observatory is also linked to a geographical information system, the on-line atlas of investment and partnerships in the Mediterranean, MedMaps, which is used to geo-locate projects.

“We are convinced that businesses will increasingly turn to MIPO to support their expansion strategy. MIPO is unique as it provides real-time information on the investment opportunities and the business climate South of the Mediterranean.”

Paraskevi Boufounou, Chair, INVEST IN GREECE (Greece)
Developed in 2009 within the framework of the Invest in Med project, MedMaps is an on-line geographical information system which provides economic decision-makers with a picture of the overall trends of foreign direct investment in the MED region.

The interactive atlas of investment and partnerships in the Mediterranean, MedMaps, may be used to identify:

- Investment and partnership projects detected by the ANIMA-MIPO Observatory (Mediterranean Investment and Partnership Observatory)
- Business info detailed project by project (name of investor, sector concerned by the investment or the partnership, web links of the business, etc.)
- The main areas of economic activity situated on the Southern rim of the Mediterranean (science parks, competitiveness clusters, industrial areas, incubators, innovation clusters, etc.)

The cartography of the structures which support innovation, designed in 2011 in partnership with the project MIRA, EC/DG Research, the European Investment Bank and the CMI (Centre for Mediterranean Integration), will be used to optimise the qualification of organisations in charge of innovation on MedMaps. www.medmaps.eu

“As I am constantly in search of new investment opportunities in the Mediterranean region, the on-line atlas MedMaps is without doubt a real plus for me.”

ENG Mohamed El Sawy, CEO, ENCON GROUP (Egypt)
The documentary database comprises a collection of **more than 40 documents to help decision-making** for businesses and business support organisations: sectoral monographs to identify opportunities, guides to assist locating South of the Mediterranean, an observatory of investment funds, economic data, directories of players, etc.

All the documents (guides, studies, data sheets, press releases, etc.) that have been made in the context of the Invest in Med project are to be found here. These documents are easily accessible thanks to the research engine available. They can be downloaded free of charge on: [www.invest-in-med.eu](http://www.invest-in-med.eu)

The number of published reports and studies throw extensive light on specific sectors of activity, the economy of the Mediterranean countries or even on the business and investment climate.

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### DOCUMENTARY DATABASE

**“I used the Invest in Med ‘BtoB Guidebook’ when I had to organise business meetings. It enabled me to take advantage of other experiences on the subject and improve the organisation of my own event.”**

ALINE FARAJIAN, Project Manager, BEIRUT CCIA (Lebanon)

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### INVEST IN MED STUDIES AND PUBLICATIONS

**July 2008**  
**Study No 1: Foreign direct investment in the Mediterranean in 2007 (ANIMA/MIPO)**  
**Author: ANIMA Investment Network**

The most recent data on Foreign Direct Investment (FDI) in the MED region confirm the integration of this area in economic globalisation. In a context of shifting dynamism between developed countries, often in relative decline, and emerging countries whose growth seems unstoppable, the Mediterranean follows the same pattern as the rest of the world.

**October 2008**  
**Study No 2: Med Funds Survey, an overview of Private Equity in the Mediterranean**  
**Author: ANIMA Investment Network**

Neglected or deserted by investors, according to the often circulated stereotype, the MED region is in fact highly attractive for many. While attracting more and more Foreign Direct Investments, it also experiences strong growth in private equity operations. This survey gives a good overview of the industry with 320 investment funds for an investment potential of USD 30 billion.

**March 2009**  
**Study No 3: Foreign Direct Investment towards MED countries in 2008 (ANIMA/MIPO)**  
**Author: ANIMA Investment Network**

In 2008, countries from the Southern and Eastern Mediterranean started to feel the global financial and economic crisis. For MED countries, the time has come to think about a new attractiveness policy, orientated towards projects that would be both more sustainable and socially beneficial.

**September 2009**  
**Study No 4: Priority investments for the development of logistics in the Mediterranean**  
**Author: ACC10**

This study analyses the logistics sectors of North African countries (Algeria, Egypt, Morocco, Tunisia) and provides an overview of the investments needed to increase their competitiveness.
The tools developed by the Invest in Med project this study presents a catalogue of investment opportunities, ranging from added-value productions within traditional MED activities (smart fabrics, new tourism and agro-food products, etc.) to new businesses addressing markets created by technological and global changes (health tourism, offshore web design, 3D modelling, integrated logistics, etc.).

Welcoming film production has a great impact on the economic attractiveness of a location: films shoots are a major source of income and have considerable impact on the brand image of a tourist destination.

Conducted in the framework of the MovieMed initiative, this study reveals the opportunities available in six Mediterranean countries and provides a user-friendly catalogue of all the facilities offered to the producers.

Obtaining better insight into the expectations of migrants as regards remittance and financial transfers in the Euro-Mediterranean region is an essential step towards the development of services more adapted to their needs. The La Poste Group, in partnership with Planet Finance and the Euromed Postal, has therefore conducted a detailed analysis of migrants’ specific requirements, drawing up a review of the products offered today and making proposals for new developments.
**Final Report: Invest in Med 2008 / 2011** The tools developed by the Invest in Med project

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**October 2010**

**Study No 13: Investment opportunities in the Maghreb hazardous waste management sector**

Author: BUSINESSMED

This study presents an overview of hazardous waste management in three Maghreb countries: Algeria, Morocco and Tunisia. It provides useful details about the regulations in force, the national strategies implemented and the incentives offered for investors in the sector. A number of case studies and niche sub-sectors are also identified.

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**May 2010**

**Study No 14: Foreign Direct Investments and partnerships in the MED countries in 2009 (ANIMA/MIPO)**

Author: ANIMA Investment Network

Affected by the crisis later, the Mediterranean region would seem to have found a varied and pragmatic response to it. Indeed, some very large projects continue to be cancelled, especially those coming from the Gulf States. On the contrary, its proximity to Europe and the need for companies interested in the Euro-Mediterranean market to be competitive works in favour of the MED region. In their search for diversification, even small and medium-sized enterprises (SMEs) consider the not too distant South as a possible outlet, with fewer linguistic, legal or logistical obstacles than with Asia. Finally, the talk about the Union for the Mediterranean would seem to be having some effect, especially in France, Spain, Italy, and Germany, where this initiative has found political support (which is less obvious in Northern or Eastern Europe).

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**November 2009**

**Study No 16: MEDA Finance 2009: guide of financing instruments for SMEs in the Mediterranean**

Author: CEEBA (The Confederation of Egyptian European Business Associations)

This survey, produced thanks to the cooperation of the European Commission, EIB, bilateral and multilateral donors, and development banks, includes 113 highly needed instruments encompassing grants, technical assistance and preferential lines of credit available to the Mediterranean region.

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**May 2010**

**Study No 15: Atlas of investments and partnerships in the Mediterranean**

Author: ANIMA Investment Network

Providing economic decision makers with real-time snapshots of major Foreign Direct Investment trends in the MED region; helping entrepreneurs wishing to gain a foothold in the Mediterranean markets to short list key territories to approach or to get relevant details about investments in a given geographical area; such are the objectives of MedMaps, the new Atlas of investments and partnerships. ANIMA provides, through this collection of 15 thematic maps (referring, unless exceptions, to the period from January 2008 to April 2010), decision makers with a snapshot of FDI in the MED region. As for understanding the logic of territorial and sectoral location of businesses, ANIMA helps to highlight the economic forces currently at work in the Mediterranean.

www.medmaps.eu

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**June 2011**

**Study No 17: MedFunds 2011: an overview of Private Equity in the Mediterranean region**

Author: ANIMA Investment Network

The private equity industry has developed greatly in Southern and Eastern Mediterranean countries since the 2000s, in particular within Arab countries, where it was rather discreet previously. Today, nearly 309 management companies are targeting the MED region and intervene via 534 investment funds. This report gives an updated panorama of private equity activity in the MED region, analysing its impact in terms of job and growth creation, highlighting new opportunities and studying its development potential.

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**June 2010**

**Study No 18: The creation of a Mediterranean Arbitration Center**

Author: ASCAME (Barcelona CCI)

This study aims at providing reliable information regarding the present situation of national arbitration centers in all Mediterranean countries, and in some other countries member of the ASCAME network. It analyses the possible gaps and missing services in each country, which would need to be addressed and which could potentially be provided by a regional Mediterranean Arbitration Center.

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**December 2010**

**Study No 19: Med Zones, for sustainable management of industrial zones**

Author: Chambre de Commerce et d’Industrie Marseille Provence

The Med Zones Guide proposes a methodological approach, cases studies and practical recommendations for the development of sustainable Mediterranean industrial zones.
Mobilisation of the highly-skilled Diasporas is the new economic challenge for MED countries if they wish to accelerate their economic development in the context of globalisation. For most of the countries forming the MED region, it represents a «win-win» option, which could enable them to increase their sources of external revenue, benefit from a multi-skilled human capital with a dual culture, and finally attract more investment projects - initially modest but with a high added-value and job prospects (ICT, renewable energy, agribusiness, etc.). A directory containing 470 networks of talents from the Mediterranean Diasporas has been put together and complements the study. Based on the Chinese and Indian models which have widely used their skilled Diasporas to achieve their technological advances, MED countries should engage with Diaspora talents using new types of cooperation, more pragmatic and more oriented towards the creation of added value. To move beyond declarations of intentions, ANIMA and Invest in Med propose a concrete and realistic plan of actions to accelerate the engagement of Mediterranean Diaspora talents in favour of their countries of origin.

Caught between two crises (the world economic storm of the 2008-2009 and the Arab revolutions of early 2011), the Southern rim of the Mediterranean experienced in 2010 a year of transition marked by good achievements in terms of the attraction of foreign direct investment (FDI) and international partnerships. 826 FDI projects were announced in 2010, against 542 in 2009, that is +52%. The increase is less marked in terms of amounts: EUR 33.2 billion against EUR 28.4 billion in 2009, i.e. +17%. The international partnerships of companies continue for their part their increase: 493 projects in 2010, against 288 in 2009 (+71%). In 2010, FDI created nearly 175,000 direct jobs (against 93,000 in 2009), and approximately 585,000 indirect jobs, that is more than 750,000 jobs in total. Despite these good achievements, the development model of the Mediterranean partner countries in Europe appears disputed, particularly through the changes in progress in North Africa (Tunisia, Egypt, Libya): the dividends of economic liberalisation hardly profit the whole population and are accompanied by adverse effects (strong concentration of FDI in certain areas, reduced local added value, sometimes negative impact on the environment or culture, ousting of certain domestic companies to the profit of foreign operators etc). A model of development creating even more jobs, reinforcing the local industrial fabric, giving more importance to the initiatives of the South, better respecting social responsibility criteria, developing all the territory and population, remains largely to be built…

Tourism is one of the major focuses of the Mediterranean countries’ development strategies. One can imagine the creation of a “Mediterranean” label which would develop the national potentials, but also sell the region as a whole. The final objective of this study is to set the basis to establish a strategy based on a clear positioning of specific Mediterranean products, and the creation of a “Mediterranean” brand for tourist products.

The guide for the development of women’s entrepreneurship in the Maghreb region outlines, on the one hand, the problems and constraints encountered by businesswomen in the Maghreb and, on the other hand, the facilities and opportunities for women to develop their activities in the region. The objective of this guide is to maximize the economic benefits of women’s entrepreneurship and also to promote exchanges and networking among businesswomen in the region.

Audiovisual production had for more than 100 years a considerable cultural impact: it has the power to transform a passive audience into active consumers or visitors for the products or locations associated with a film. This is why the CCIMP and its partners have published a manual of best practices focused on how to better support local Mediterranean players by benefiting from the economic and tourist spin-offs from movie production in their territories. This very complete manual includes a chronological list of actions to be implemented as well as successful case studies.

This report, produced by the Chamber of Commerce of Malaga within the ETINET initiative, studies the offer of cultural tourism in Spain, France, Morocco and Tunisia and identifies investment and business opportunities for companies from the tourism sector. The scope of this work involves the identification of the main destinations and resources of cultural tourism in the aforementioned countries; the characterisation of the offer of cultural tourism in Spain, France, Morocco and Tunisia; an analysis of the trends in cultural tourism; an understanding of best practices in cultural tourism; a diagnosis of cultural tourism in the countries under study; and finally, the development of a database on the cultural tourism companies and those line of business is complementary to cultural tourism.
The Mediterranean is considered a favourable area for the practice and development of yachting. Despite all these common assets, the Mediterranean presents a noticeable imbalance on the two shores as regards yachting with a mature market in the North and an emerging market in the South. This study, carried out by the CCIMP in the framework of the ETINET initiative, lists the main nautical centres of four countries on the Mediterranean: Spain, France, Morocco and Tunisia, and analyses their functioning and their effects on the tourist economy. Its aim is to provide a detailed view of the potential they represent, through their main projects, the synergies that they develop between tourism and yachting and of their consideration of sustainable development in their approach to yachting.

Being the first worldwide destination for tourism, the Mediterranean welcomes more than a third of the international tourism. As a result, the BestMed initiative aims, through this study, at raising awareness among the tourist-hotel operators about available eco-sustainable products, services and technologies. This report on investment opportunities in the sector aims at analysing both the market (supply and demand) of products, services and clean sustainable technologies (water purification technologies, energy efficiency and water services devices, the Ecolabel renewable energy sources services) in the tourist-hotel sector in Egypt, Morocco, Tunisia, and the potential development of demand in these countries.

The deep ongoing social unrest shaking up most MED countries is largely a result of unbalanced economic growth. The sustainable development of the region calls for the strengthening of local investment promotion capabilities in order to help Mediterranean territories face tougher national and international competition for investment, jobs and wealth. This practical compendium includes 10 case studies, which show different ways of defining a promotion strategy, turning a promotion strategy into an effective communication plan, fine-tuning the prospection plan. Each case study provides an institutional profile, an analysis of the organisation’s promotion strategy and an examination of its prospection and communication plans.

This study produced by the Tunisian CJD (Centre for Young Leaders) highlights the stakes of innovation in entrepreneurship with regard to the support organisations and the mentoring measures implemented for the Maghreb young entrepreneurs.

In order to enhance the economic potential of Western Algeria and boost investments in this area, the CCI Tafna produced this guide. The objective of this “pilot” project is to offer to all economics players, such as operators, investors, and institutional partners, an accurate tool for the dissemination of relevant data and the promotion of regional visibility. In this way, CCI TAFNA seeks to attract local and foreign investors to the region object of the study and disseminate this tool to other regions of the Mediterranean Basin.

In order to meet the challenges raised by the secure transport of containers and the difficulties related to costs and security issues, which have been the focus of widespread international debate, in particular since 11 September, it appeared critical to provide a framework for exchanging best practices, identifying needs with regard to training for the players and preparing for specific actions which should result in the achievement of strong investments. This report specifies the expression of the needs and the expectations of the market: a secure maritime freight transport, a reduction in the risks during the transport of the sensitive products and the environmental protection. This document gives the recommendations for the concretisation of the Med Tracking system on the basis of existing products and carries the ambition for the Euro-Mediterranean zone to be identified on the international scene as the leader and reference for the secure transport of containers.
**August 2011**

**Study No 32: Socially responsible investment, which strategy for the MED countries?**  
Author: ANIMA Investment Network

This study highlights the challenges of sustainable investment in the Mediterranean region and identifies key stakeholders (public regulators, business support organisations, planning agencies, finance providers, companies, contractors, providers, etc.), stages (pre-project phase, project definition, implementation, management, follow-up and assessment) and dimensions (economic viability, environmental impact, resource efficiency, local redistribution, social equity, etc.) for the introduction of sustainable principles in the investment process.

**June 2011**

**Study No 33: Value chain of technical textiles in the Mediterranean**  
Author: EBN (European Business and Innovation Centre Network)

This study gathers and structures all the data collected through the previous operations of the initiative: it gives a description of the segments of main and support value chains, the final markets and trends, and analyses regional and national specialisations. This document provides a mapping of players through the value chain of textiles for technical applications, along with an analysis of data on global, national and Euromed markets. It presents illustrations of cross-sector partnerships with biotechnologies, construction, ICT, etc.

**September 2011**

**Study No 34: Mapping of innovation support structures**  
Author: ANIMA Investment Network

In partnership with the European Commission (MIRA project) and the European Investment Bank (IT1 programme), ANIMA Investment Network is undertaking a survey which aims to identify and highlight the main structures supporting the valorisation of innovation in Southern and Eastern Mediterranean countries and understand their needs in terms of co-operation with other stakeholders.

**January 2010**

**Study No 35: Euromed Postal: for an enhanced postal cooperation within the Euro-Mediterranean region**  
Author: La Poste

This study offers an analysis of the postal sector in the Mediterranean region and highlights the various joint actions that could be implemented by the Mediterranean postal services (gathered in a Euromed Postal structure) to enhance regional exchanges.

**April 2011**

**Study No 36: Investment opportunities in renewable energy in Tunisia and Egypt**  
Author: ASEM

The Med Energy study is a new business toolkit for international investors looking towards Egypt and Tunisia in the renewable energy sector, with a focus on wind energy, solar energy and biomass. It presents a comprehensive overview of the business and institutional framework, highlights opportunities and current projects.

**July 2009**

**Boosting business in the Mediterranean: Entrepreneurs’ success stories**  
Author: ANIMA Investment Network

This booklet contains stories of entrepreneurs who have successfully invested in the partner countries. These stories demonstrate that the Euro-Mediterranean area is an economic reality.

**December 2009**

**MED Advocacy: promote the Euro-Mediterranean private sector**  
Author: BUSINESSMED

In spite of the great interest shown by the European Union in the Mediterranean region, underlined by the rebranding of the relationships under the Union for the Mediterranean, the voice of the private sector remains insufficiently audible. This comprehensive survey presents the needs and demands of the Euromed business, the involvement of the private sector in Euro-Mediterranean policies and the strategies implemented through concrete actions to improve the image of Southern Mediterranean businesses.

**May 2011**

**Entrepreneurs’ Success Stories in the Mediterranean**  
Author: ANIMA Investment Network

This brochure, produced by ANIMA Investment Network, the European Investment Bank and the European Commission (the Directorate-General for Enterprise and Industry), gathers a collection of success stories highlighting the assets and potential of the Euro-Mediterranean. Entrepreneurs speaking in this brochure show that despite the upheavals in the region and the variable situations that prevail in the different partner countries, interdependence is growing between the European Union and the South and East Mediterranean countries. This brochure, published within the framework of the Invest in Med programme, was presented during the 9th FEMIP conference on Monday 30 May 2011 in Casablanca.
AGENDA MED
THE CALENDAR OF BUSINESS EVENTS IN THE MEDITERRANEAN

With **more than 1,500 events listed** and more than 130,000 pages visited, Agenda Med is the leading portal of Mediterranean business events. It is a free and unique tool which enables users to better get to know, plan and appreciate business events in the Mediterranean with clear (thanks to the advanced research options per sector of activity, type of event, country etc.) and customised information (thanks to email alerts). This on-line service also guarantees optimal visibility for the events listed.

To enable partners to access the calendar, receive alerts, promote events, interfaces have been developed on the Invest in Med site. Several Internet sites such as Econos-trum.info have decided to externalise their business calendar, by falling back upon Agenda Med, while continuing to supply the events database proposed by ASCAME, ANIMA Investment Network and the members of the MedAlliance networks. [www.agendamed.biz](http://www.agendamed.biz)

“**Agenda Med represents an excellent business intelligence tool because it enables me to be permanently informed of the whole range of activities which are taking place in the Mediterranean.**”

Réda Allal, Director, CCI DAHRA – Mostaganem (Algeria)
**LINK IN MED**

THE LEADING BUSINESS COMMUNITY IN THE MEDITERRANEAN

**Link in Med** is the reference service for bringing together economic players in the Mediterranean: more than 6,500 organisations are recorded, including 4,200 businesses visible by more than 100,000 visitors per month (1st quarter 2011).

This on-line directory, open to the Euro-Mediterranean business community, brings together all the businesses detected by ANIMA-MIPO, the businesses supported by the Invest in Med project, and receives new subscribers every day.

This relational service may be used to find:
- Information communicated in their profile by other members of the community (businesses, support and economic development organisations, professional associations, etc.)
- Business or partnership opportunities published by these members
- The latest investments identified by Invest in Med for the business members of Link in Med
- The possibility of being put in contact with the other members

www.invest-in-med.eu/linkinmed

*“Link in Med gives me a considerable plus and enables me to save precious time. It is a very practical tool which networks the Mediterranean business community.”*

Douja Gharbi, Managing Director, ROYAL TAPI, INTERNATIONAL and EXPRESSION (Tunisia)
Between 2008 and 2011 Invest in Med developed several communication tools to increase the visibility of the project. Notably the following:

**Internet site**

The Invest in Med internet site www.invest-in-med.eu was launched in October 2008 and has received more than 1,300,000 visits in three years. In the first quarter of 2011 it received more than 100,000 visitors per month. It is used to find general information on the project and its initiatives, as well as on businesses and organisations oriented towards the Mediterranean. The resource centre is also accessible via the site.

**RSS Flows**

RSS flows are used to convey a continuous stream of information coming from the Invest in Med site onto a page of a partner internet site. These flows exist for information of the Agenda Med, for economic news published by the project and for the ANIMA-MIPO Observatory.

**Widgets**

The widget is an advanced “plug and play” search engine which enables the internet user to search for an event or a partner by selecting different criteria: country, type of event or partner, sector of activity, etc. They are located on the sites of partners in the Invest in Med project and so may also be used for a wider dissemination of the Agenda Med and Link in Med services developed by the project.

**Success stories’ Posters**

Following the success of the brochure “Boosting business in the Mediterranean: Entrepreneurs’ success stories” published in 2009, posters reiterating the individual testimonies of entrepreneurs were printed. With these posters, the project hoped not only to show that the Euro-Mediterranean region represents a promising area for economic trade but also to encourage European entrepreneurs to invest in Mediterranean partner countries.

**Invest in Med Biz Board Newsletter**

It has been published since 18 June 2008 in both French and English to a list of around 8,000 contacts. These contacts are businesses, economic development players working in the Euro-Mediterranean space and national and international institutions from European or Mediterranean countries. *Invest in Med Biz Board* presents each month the latest news of the project, a selection of articles informing on business opportunities within the countries of the East and South of the Mediterranean, foreign investments made in the past month and a calendar of business events (mainly the events of the Invest in Med project) on the Euromed area.
• Promotional data sheets •
Different types of data sheets were created to present the project, the initiatives, the partners, the countries targeted by the project or even the opportunities per sector. They were subsequently widely disseminated during trade shows or seminars.

• Book-marks •
Book-marks were created to promote the services of Agenda Med, Link in Med and MedMaps.

• Brochure •
A brochure was published to present the results of the project from its launch: description of the 48 initiatives, maps to highlight the location of the operators, operations and FDI.

• Banners •
A 7-minute film was made to present the Invest in Med resource centre, ie. Link in Med, Agenda Med, the ANIMA-MIPO Observatory, MedMaps and the documentary database. These five tools were developed within the framework of the project to help businesses and business support organisations in their decision-taking. The film was shown on the occasion of numerous events, and is also available on the Invest in Med internet site and on youtube.

Invest in Med created its own Facebook page in March 2010 and now has more than 250 ‘fans’. This page was created to disseminate to participants of events organised by the project pictures and/or videos of the events. The Facebook page today attracts a much wider public and not necessarily linked to the MedAlliance and its partners. This media item was notably effective in reaching a younger population and making them aware of the activities of the European Union in terms of economic cooperation in the Mediterranean.