Mobilising Diasporas for the economic development of the Mediterranean countries
Estimates reveal that close to 10 million migrants from the countries of the southern and eastern shores of the Mediterranean have already settled abroad. Among these migrants are many expatriate talents such as scientists, engineers, entrepreneurs, and intellectual professions, who left their country of origin to try their luck elsewhere. Some are driven by the hope of a better professional and social future; others are naturally attracted by a prestigious international career.

According to a study by the TalentRepublic recruitment agency, 54% of students from Arab countries leaving to study abroad do not return to their country of origin, and 100,000 scientists, doctors, and engineers each year leave Lebanon, Syria, Iraq, Jordan, Egypt, Tunisia, Morocco, and Algeria. Thus, approximately 80% of the Algerian Diaspora settled in the United States and Canada is composed of top graduates, while approximately 500,000 highly skilled white-collar Jordanians before the crisis were working in the Gulf countries according to the Gulf Cooperation Council (GCC).

Although economic Diasporas may have an ambiguous relationship with their countries of origin, they are rarely opposed to the idea of playing a positive role. At a time when the attractiveness of the southern Mediterranean coast has seriously diminished, they constitute a potential valuable asset as opinion formers, business contacts, know-how providers, or even as investors.

At its level, ANIMA has undertaken over several years a process of evaluating the existing actions and those to be implemented to capitalise on this human wealth based abroad. As a pilot project focused on three countries, MedGeneration is both an achievement and an important first step. This project allowed us to deploy and test a wide range of actions to help mobilise these talents including: connecting with actors of the country of origin, business missions, training of young entrepreneurs in the country of origin, and political advocacy missions. The project has also helped stakeholders in partner countries to organise themselves, to contact these talents in a coordinated manner, with concerted messages in line with the country’s development strategy.

MedGeneration confirmed to us that the expatriate talent of the southern Mediterranean countries are motivated, and they possess real leverage and skills. They can be key players assisting in the acceleration of the Mediterranean economies. Some are willing to offer their skills and time if they sense that the territory is mobilised around specific projects that recognise their value.

Finally, the project enabled summarising in a white paper how much is left to be done to facilitate the involvement of the Diasporas. Issues of mobility, portability of statutes and rights, and the lack of dedicated funds and facilities to promote the Diasporas’ projects remain impediments that we must tackle for years to come.

ANIMA wishes to thank all the partners for their commitment to this project, and all those who are interested in this pilot approach: the Union for the Mediterranean, the Mediterranean Parliamentary Assembly, and the World Bank.

Emmanuel Noutary
General Delegate, ANIMA Investment Network
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Mobilising Diasporas for the economic development of the Mediterranean countries

MedGeneration aims to mobilise economic Diasporas for the development of the Mediterranean countries.

Actions taken under the MedGeneration project have enabled the economic Diaspora representatives and the Jordanian, Lebanese and Palestinian governments to interact and share their views on the conditions necessary for a stronger mobilisation of Diasporas towards the development of the Mediterranean territories. Implemented from December 2013 to June 2016, its intention has been to contribute to the local development and strengthen the entrepreneurial base in Jordan, Lebanon and Palestine through support activities for investment projects, innovation transfer, training and coaching, and personalised support.

**Areas of intervention**

1. **Understanding the determining factors leading to the Diasporas’ engagement**
   Diagnose the economic attractiveness of the pilot countries and take stock of the Diasporas’ economic talents in order to provide stakeholders in the countries of origin the information and tools to help in the mobilisation of Diasporas

2. **Mobilise and accompany the Diasporas**
   Identify the talents of the Diasporas and their project, and propose concrete business opportunities in the target countries

3. **Strengthen the capacity of the private sector with the Diasporas’ help**
   Support the internationalisation of young entrepreneurs and promote the creation of transnational business links between countries of residence and origin

4. **Improve the mobilisation of Diasporas**
   Strengthen the political dialogue in the Mediterranean, and support local actors in the formalisation of national strategies to mobilise Diasporas

**Targeted actors**

- The project’s partners
- Support structures and business support organisations
- Future entrepreneurs and SME/VSEs/Start-ups
- The Diasporas of the countries concerned by the project
- The national and local authorities of the Mediterranean countries

**Pilot territories**

Activities were implemented in Jordan (Aqaba and Amman areas), Palestine, Lebanon and France (Provence-Alpes-Côte d’Azur Region).

**Funding**

- 3 pilot countries
- 30 months
- 49 operations
- 4 partners and 6 associates
- + than 1,920 persons directly involved
- 1,92 million euros

Funded 90% by the European Union through the ENPI CBC MED Programme.
The project has a budget of EUR 1.92 million, funded 90% by the European Union through the ENPI CBC MED programme and 10% by the partners or other co-financing sources. It was implemented over a 30 months period, from December 2013 to June 2016.

The European Union is made up of 28 Member States who have decided to gradually link together their know-how, resources and destinies. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders.

The European Union implements the multilateral cross-border cooperation "Mediterranean Sea Basin Programme" which is part of the new European Neighbourhood Policy and of its financing instrument (ENPI): it includes the European Union and partner countries regions placed along the shores of the Mediterranean Sea.

The management of the Programme is ensured by joint structures, and implemented by the Autonomous Region of Sardinia (Italy).

The general objective of the Programme is to contribute to promoting the sustainable and harmonious cooperation process at the Mediterranean Basin level by dealing with the common challenges and enhancing its endogenous potential.

The 2007-2013 ENPI CBC Mediterranean Sea Basin Programme is a multilateral Cross-Border Cooperation initiative funded by the European Neighbourhood and Partnership Instrument (ENPI).
MedGeneration in figures

- **6 pilot countries**
- **30 months**
- **4 partners and 6 associates**
- **1,92 million euros**
- Funded **90%** by the European Union through the ENPI CBC MED Programme

- **1283 participants at MedGeneration events**
- **230 Diaspora members** directly involved from **9 European countries**
- **3 country surveys**
- **54 Diaspora talents interviewed**
- **+ than 300 Diaspora members identified**
- **29 projects submitted and 14 Diaspora entrepreneurs accompanied in the framework of the MedGeneration call for projects**
- **+ than 40 local entrepreneurs coached by 11 Diaspora talents**
- **8 meetings with public authorities at local and national levels**
- **6 concrete recommendations formalised in a White Paper**
- **10 publications and 82 press clippings**
- **35 videos**
Understanding the determining factors leading to the Diasporas’ engagement

1. Understanding the profiles and expectations of the talents of the Diaspora

A need for factual information to influence the action of the project

MedGeneration has set itself the 30-month objective of accelerating the mobilisation of economic Diasporas for the development of Mediterranean countries. The objective of this pragmatic pilot project is to establish a framework that is conducive to the commitment of the Diasporas and the stakeholders related to their mobilisation by opening channels for dialogue and action on the legislative, commercial and financial levels.

Such ambitions can only be achieved within a defined geographical perimeter (in this case Jordan, Lebanon and Palestine) and by experimenting, within these territories and with the relevant stakeholders, a number of actions directly connected with the perceived image and needs of the different stakeholders.

An approach centred on “Talents”

The Diaspora as such remains quite difficult to define and is in fact even more difficult to mobilise. Many definitions try to define this group of individuals from the same country as a cluster within a group – the Diaspora – with a common geographical, cultural, and sometimes even legal, identity. In fact, the reality demonstrates great heterogeneity in the profiles of the individuals who comprise the Diaspora and the fact of claiming one nationality rather than another, the nature of the attachment and its practical implementation with the country of origin, or the fact of having migrated or not oneself makes the borders of these definitions somewhat fuzzy.

As a pilot project, MedGeneration therefore does not intend to mobilise this “nebula” of the Diaspora, but instead focuses on its action of identification on the “talents” of the so-called economic Diasporas: high-level profiles (entrepreneurs, senior management, investors, financiers, researchers, etc.), living in Europe, and who have the capacity to participate in and to influence the economic development of Lebanon, Jordan and Palestine.

By “economic Diasporas” we mean any expatriate or person affected by immigration, whether they be organised in a network or not, who possesses substantial economic capital (in private equity, entrepreneurial capacity, force of innovation, knowledge or transferable economic competence) acquired in one or several countries of residence.

The effective contribution of these economic Diasporas is indeed underpinned by the practices and perceived image of the regulators, by the actors responsible for local economic development in the countries of origin, and by their own capacity for action. Thus, a certain amount of data concerning the territories, its stakeholders, resources and potential is necessary in order to understand the strengths and weaknesses of these territories in terms of economic attractiveness, but also concerning the Diasporas themselves, in order to understand the expectations as well as the levers of their economic commitment towards the countries of origin.

The data was collected from March to July 2014. This resulted in the production in early 2015 of 3 guides to assist the mobilisation of the Diasporas in Jordan, Lebanon and Palestine.

A study comprising several components

A true diagnostic work, the study conducted from March 2014 to January 2015 enabled us to identify and survey the stakeholders of the territories concerned, collect data, understand and confront the logic of these actors in order to imagine the actions to be undertaken with their collaboration. This work was structured around:

- A survey of the Jordanian, Lebanese and Palestinian Diasporas: a documentary and bibliographical review of studies produced by international organisations (OECD, World Bank, Carim, IOM, etc.) dealing with the Jordanian, Lebanese and Palestinian Diasporas and their mobilisation for the development of their countries of origin;
- A field study with the actors involved in the mobilisation of economic Diasporas: 3 missions to Lebanon, Jordan and Palestine to meet with more than 75 representatives of local authorities, development agencies (agencies for the promotion of investments, government ministries, etc.), and organisations that support the creation and development of economic activity (chambers of commerce, incubators, employers’ federations, etc.);
- The identification of more than 300 “talents” of the Jordanian, Lebanese and Palestinian Diasporas in Europe in order to better understand who they are, where they live, their profiles and their sectors of activity;
- The completion of 34 individual interviews with the talents of the Jordanian, Lebanese and Palestinian Diasporas in Europe in order to collect information concerning their needs and expectations in terms of commitment to the process of the economic development of their countries of origin.

2. Methodology

- Diagnostic field studies & interviews of Diaspora members
- Analysis of collected data
- Elaboration of the mobilisation guides
3. Guides to assist the mobilisation of the talents of the Diaspora

Objectives of the guides

Three guides to assist the mobilisation of the Jordanian, Lebanese and Palestinian Diasporas were produced during the first phase of MedGeneration. Directly based on the results and analyses of data collected during the research phase, field missions and interviews conducted with the different stakeholders (local actors and the talents of the Diaspora), these guides were completed and published in March 2015.

The drafting of the guides was entrusted to LINKED, a professional service provider specialising in the design and management of the ecosystems of the actors of innovation on the basis of an offer based on the terms of reference prepared by ANIMA.

Produced for the benefit of the national stakeholders of the 3 countries, the objectives of these guides were the following:

• Identify the potential, profiles and expectations of highly-qualified talents of the Jordanian, Lebanese and Palestinian Diasporas in Europe, including senior executives, entrepreneurs, scientists and investors; understand the relationships between these actors, the international networks and the countries of origin;

• Identify the main barriers to the commitment of the economic Diaspora, as well as the key levers and actors to mobilise in order to engage the highly-qualified talents of the Diaspora in economic development projects in the countries of origin;

• Propose specific recommendations for action aimed at the legislative frameworks, the channels of communication to be opened and the services to be developed in order to facilitate the commitment of the talents of the Diaspora.

Content of the guides

The three guides share a common basis and are structured in the following manner:

• The first part concerns the talents of the Diaspora. The objective here is to establish the current status of the European geography of highly-qualified talent in order to identify ‘hubs’, and to present an overview of the different professional networks which these talents belong to, detailing their main characteristics and services. This first part also presents some profiles among the talents of the Diaspora encountered and highlights the ecosystems in which they evolve; presenting their sector of activity, the position or function that they occupy, as well as the modalities of commitment that could correspond to them: investment, coaching young entrepreneurs, model of a “success story” to disseminate, etc.

• The second part of the guide deals with the existing dynamics and the sectors that could benefit or underpin the commitment of the talents of the Diaspora. In this part, the guides present an overview of the funds transferred from the Diaspora to the countries of origin and the sectors that the talents of the Diaspora wish to prioritise to carry their projects towards their countries of origin. This part also proposes to establish a parallel between the challenges and opportunities in the territories concerned and the vision of the talents of the Diaspora, with their willingness to commit themselves for the benefit of their countries of origin.

• The third part of the guide proposes a typology of the types of actors to associate with different modes of commitment (sourcing, coaching, mentoring, financing, strategic partner or facilitator, etc.). These proposals are supplemented by the details of the actors to associate at the national level and within the Diaspora, and then by specific recommendations per country targeting the lines of action to be undertaken. Finally, recommendations relating to the message to promote among the actors complete this guide.

Lessons for the orientation of the action developed by MedGeneration

Some of the general conclusions are found in each of the three guides to assist the mobilisation of the talents of the Diaspora, even though they are then treated specifically. Indeed, the results of the research and interviews conducted highlight the following points for each of the Diasporas concerned:

• The main hubs that concentrate highly-qualified talents from the Jordanian, Lebanese and Palestinian economic Diasporas in Europe are the United Kingdom, Germany and France;

• Among the profiles identified, we find very high-level talents, some of which can be considered as “success stories” that could be disseminated to inspire the younger generations;

• The talents interviewed all express the need to associate certain national or supranational institutions with the actions to be undertaken by MedGeneration or any other action for the mobilisation of the Diaspora;

• A number of obstacles, emanating in particular from the countries of origin, are mentioned by the talents interviewed;

• Each of the three countries of origin has opportunities (geographic or sectoral) or comparative advantages that should be taken into consideration in the actions to be undertaken;

• The different types of profiles of the talents of the Diaspora (business, finance, institutional, research, etc.) correspond to as many potential modes of commitment in favour of the economic development of the countries of origin (coaching, mentoring, investment, export relays, etc.).

Four recommendations effectively group together the national particularities:

• Improve the current legislative and legal environment governing the possible action of the Diaspora in the countries of origin. The improvement of the frameworks in terms of investment, transfer of funds, citizenship and work permits figure at the top of the list of needs cited by the talents of the Diaspora and the related networks;

• Mobilise highly-qualified talents for the benefit of the dissemination and reinforcement of the culture of entrepreneurship. All of the stakeholders interviewed recognised themselves in the proposals for actions for the transfer of skills and technology by the Diaspora, so as to reinforce the entrepreneurial capabilities of the actors in the countries of origin. This could be a question of taking advantage of the talents of the Diaspora to provide high-quality training and developing the skills of business, science and technology students;

• Develop services adapted to the commitment of the Diaspora. These technical or financial services, whether specific to the Diaspora or not, must be implemented to provide physical or dematerialised support to the commitment of highly-qualified talent;

• Constant communication and dialogue between professionals. Develop channels of communication between professionals and adopt a “peer-to-peer” approach for mutual understanding and to create sustainable connections between the sectoral actors in the countries of origin and residence and foster the creation of international ecosystems.

“We must build a peer-to-peer network involving both the individuals and the organisations with which we could do business in the Middle East. For this, I recommend that we involve the Diaspora but also the entrepreneurship networks in the countries of residence of the Diaspora.”

Robert Ayan, Managing Partner, Cambodge Adviser (Jordanian Diaspora)
Lebanon

Key figures and data
- **143** highly-qualified talents identified
- **24** interviews conducted

In Europe, the highly-qualified Lebanese Diaspora lives mainly in France, Sweden, the United Kingdom, Germany and Belgium. The proportion of highly-qualified profiles in terms of the total number of individuals of the Lebanese Diaspora in these countries varies from 12 to 46%. A Diaspora evaluated at between 8 and 14 million people, i.e., 2 to 3 times the population of the national territory.

OECD 2006; Migration Policy Institute 2013

Conclusions drawn from the MedGeneration study

**Opportunities**
- A model of operational distribution is often sought after by the entrepreneurs of the Diaspora who, by launching their start-up, wish to associate with Lebanese stakeholders rather than develop their activity in Lebanon exclusively;
- Most of the talents of the Lebanese Diaspora are willing to invest in the ICT sector. The capital necessary to develop most ICT applications is lower than in other sectors. Indeed, the ICT sector is nourished by the human brain and start-ups in this sector can be initially launched at home or in the legendary garage / office;
- The main actors of the innovation ecosystem (Sequence, Berytech, etc.) target this sector de facto. The main niches of ICTs are e-commerce, Arabic language content and the creative industries, followed by services (bank, retail trade) targeting the very important market of the Diaspora.

**Barriers**
- The current political instability in the region remains a major obstacle to investment;
- Misconceptions by the Diaspora of investment opportunities, and the need to resort to experts to help identify promising companies in which to invest;
- The possible disconnection with the cultural environment of the country of origin;
- The distrust of public authorities;
- The pervasiveness of administrative barriers and corruption;
- The quality of the infrastructures;
- Access to financing, particularly in the context of launching companies in which to invest;
- The possible disconnection with the cultural environment of the country of origin.

* The barriers, mentioned here and in the guides to assist the mobilisation of the Diaspora, are directly related to the perceived image of the talents of the Diaspora interviewed. They are therefore to be regarded as the perception of barriers negatively affecting the commitment of the Diaspora, in the eyes of the latter.


Jordan

Key figures and data
- **53** highly-qualified talents identified
- **13** interviews conducted

The majority of the Jordanians of the Diaspora are present in the United States and in the countries of the Gulf, but in Europe, the highly-qualified Diaspora lives mainly in the United Kingdom, France, Germany and Hungary. The Jordanian Diaspora residing in OECD countries is highly qualified, both in terms of education (in 2010, 41% held a postgraduate degree) and in terms of the occupation of positions of responsibility (in 2010, 69% were employed in highly-qualified jobs).

UNESCO Institute for Statistics, Global flow of tertiary-level students, 2014

Conclusions drawn from the MedGeneration study

**Opportunities**
- The political stability of Jordan;
- The difference in wages between Jordan and the Gulf countries is around one to five. Although this is in itself a barrier to the physical mobilisation of the best talent of the Jordanian Diaspora, this could also provide a competitive ad-

**Barriers**
- During the period of 2009-2014, Jordanian migration to the countries of the Gulf increased significantly. Although migration to the Gulf countries has been stimulated by the oil industry during the last three decades, other markets are today experiencing record growth in sectors unrelated to oil;
- Most of the entrepreneurs of the Jordanian Diaspora emphasise their willingness to adopt a regional approach to the development of their projects beyond their own country of origin, by identifying market opportunities in neighbouring countries;
- In 2013, Jordan recorded USD 3.65 billion in remittances from the Diaspora. Jordan has benefited from the brain drain that followed the oil crises of 1973 and 1979. The majority of these transfers are sent from the West Bank, Gaza, Saudi Arabia and the United States.

Recommendations

**Concerning the legal environment:**
- Target the investments of the Diaspora and foreign investments supported by the Diaspora in the services developed by the institutions in charge of the promotion of investment in Lebanon;
- Continue the dynamics of creation of an ecosystem of the stakeholders of innovation in Lebanon incorporating the Diaspora and facilitating private investment in these start-ups;
- Develop financial mechanisms through which to provide important safeguards to investments;
- Encourage access to capital for “small” Lebanese entrepreneurs, through the development of funding mechanisms targeting the Lebanese Diaspora (e.g., participatory financing);
- Build a mentoring platform specific to the Diaspora, incorporating criteria and support services by the talents of the Diaspora.

**Concerning the communication system to be developed:**
- Develop a platform ensuring the visibility of business opportunities with the Diaspora;
- Adopt a personal approach and promote a comprehensive offer of services to the talents of the Diaspora and their families (including services of resettlement, schooling, housing, etc.);
- Highlight the competitiveness of Lebanon and its emerging ecosystem and promote the spirit of enterprise through timeliness and “success stories”.

*The barriers, mentioned here and in the guides to assist the mobilisation of the Diaspora, are directly related to the perceived image of the talents of the Diaspora interviewed. They are therefore to be regarded as the perception of barriers negatively affecting the commitment of the Diaspora, in the eyes of the latter.
Barriers

• Underdeveloped entrepreneurial ecosystem: in spite of some very encouraging initiatives (OASIS 500), the spirit of entrepreneurship is still insufficiently widespread in Jordan and newly established SMEs and start-ups encounter difficulties of access to local commercial partnerships;

• Excessive individual-level and organisational hierarchy in Jordan;

• The educational system does not meet the requirements of businesses in terms of training and practical skills;

• The lack of long-term vision on the part of the public authorities;

• Competition with Doha or Dubai, which have many advantages as business centres and which concentrate a Jordanian Diaspora that is attracted not only by high wages, but also by the quality of the lifestyle.

Recommendations

Concerning the legal environment:

• Establish a public-private working group that could serve as a focal point for the entrepreneurs of the Diaspora in certain identified sectors (ICT, energy, water, etc.). The existing professional networks could be put to good use (e.g., Int@j, EDAMA, etc.).

Concerning the modes of action and services to be developed to channel the commitment of the Diaspora:

• Support the creation of resource centres for entrepreneurs of the Diaspora, acting as a single interface and preparing the talents for all the administrative procedures they will be confronted with locally, and facilitate networking with local stakeholders who already have international experience;

• A system of role models involving “success stories” of the Diaspora and through them, a social network specific to Palestine and its Diaspora could be an excellent way to inspire and encourage young people to pursue an entrepreneurial career. It is also important that these models serve as mentors for young people who have already created a start-up and wish to internationalise.

Concerning the communication system to be developed:

• Increase the visibility and scope of new initiatives that strengthen the entrepreneurial ecosystem (QRCE, Oasis500), which need to be connected with highly-qualified talents of the Diaspora*; the actors of the country of origin must not “overcommunicate”. The best practice is to make a global announcement (including calls for projects, mentoring, etc.) rather than sending numerous emails from different organisations. Indeed, the talents of the Diaspora wish to receive concrete, targeted and high-level proposals: avoid the descriptions of programmes or projects which are of little interest to them.

Palestine

Conclusions drawn from the MedGeneration study

• Most of the business leaders of the Palestinian Diaspora are based in the Gulf countries or the United States and the “success stories” are in fact localised there;

• Investment in energy and the environment is considered as a major humanitarian cause by the talents of the Diaspora. However, these projects can require enormous investments, particularly in terms of infrastructure;

• As in the entire region, ICTs are the most attractive sector for Palestinian entrepreneurs. Palestine is banking on this sector and developing increasing expertise in the field of mobile applications, Arabic language content, as well as in the cultural and creative industries.

Opportunities

• Qualified Palestinian labour force;

• Very strong desire on the part of the Palestinian Diaspora to participate in the reconstruction effort of the national economy;

• The social and mobile networks offer facilities for building sustainable relationships between the Palestinian territories and the community residing abroad;

• The many local initiatives of NGOs are levers of economic development that can create business opportunities.

“The programmes of NGOs should incorporate new models that are more innovative and accessible to the greatest number. I think that we should rely on professional mobile application developers to develop our projects in Palestine”. Hazam Tahbub, GIZ.

Palestine possesses key strengths in the ICT sector: qualified engineers, international connections (mainly with the United States) and good-quality incubators.

• ICTs, software in particular, are the prime engine of growth for the Palestinian economy. This growth is mainly generated by telecommunications services and the new generations of incubators”. Abdul Malik Al-Jaber, Arabreneur

* Based on the responses of the talents of the 3 Diasporas interviewed, this recommendation is valid for the 3 countries targeted by the study.

Favour measures that promote investment in ICTs, which is the sector identified by the Diaspora as presenting the least risk and which does not require heavy investments in infrastructure;

• Support Palestinian entrepreneurs by creating export relays for their products; the local market is not capable of supporting the growth and sustainability of Palestinian businesses;

Concerning the modes of action and services to be developed to channel the commitment of the Diaspora:

• Associate the Diaspora with the new financing instruments and tools, in particular those designed for start-ups, such as that implemented by the MENA Business Angels Network (MBAN), which aims to work with the talents of the Diaspora alongside other investors;

• Promote the emergence of new networks of business angels and crowdfunding in Palestine to take advantage of the talents of the Palestinian Diaspora;

• Propose to entrepreneurs from the Diaspora to join in some of the projects developed by NGOs present in Palestine (agri-industry, environment, creative industries, etc.) that are seeking to develop new models that go beyond simple philanthropy.

“I would like to return to Palestine to work with the best in the field of wireless technology and mobile applications, but also to help Palestine become a leading country in ICT”. Wafa Dajani, Addicts 123

Concerning the communication system to be developed:

• Explain how the problems identified can be overcome, based on the testimony of success stories;

• Use online tools to disseminate knowledge and best practices. A social network specific to Palestine and its Diaspora could be created in order to facilitate the access of Palestinian entrepreneurs to these resources (in the form of posts or questions to which the mentors of the Diaspora could respond).

16 17
Mobilise and accompany the Jordanian, Lebanese and Palestinian Diasporas

On the strength of this information on the Jordanian, Lebanese and Palestinian Diasporas, ANIMA and its partners have organised, in Europe and in each territory, a series of meetings and activities aimed at mobilising these talents and accompanying them with an individualised approach. This cycle of activities was successively composed of meetings with the talents of the Diaspora established in Europe, study tours in the country of origin, the launch of a call for projects for the entrepreneurs of the Diaspora, business tours in Palestine and Lebanon, etc. All are essential activities for the establishment of lasting links between members of the Diaspora and the stakeholders in the economic development of the territories. The results obtained include the sharing of information on the needs of the Diaspora and the situation in the countries of origin, deeper understanding among the stakeholders, accompanied business projects and new partnerships, all in the service of the economic development of the territories involved.

1. Meeting the Diaspora living in Europe

The partners of MedGeneration organised informational meetings with the members of the Diaspora living in Europe. These meetings fall in direct line with the field studies conducted in each of the three countries, as well as with the work to identify the high-level profiles residing in Europe, the projects identified and the needs and expectations of the Diaspora, thus putting to use the lessons contained in the guides. After identifying some of the economic strengths and weaknesses of the territories concerned, the MedGeneration team, accompanied by a delegation of representatives from the private sector of each country (start-up incubators, industrial federations, etc.), came to meet the members of the Diaspora in their cities of residence in Europe in order to testify to the real desire to mobilise these talents and to establish a first direct and personal contact.

Although the participants of the countries of origin were able to present their organisations and the local opportunities during these meetings and to express their willingness to work with the Diaspora, the objective of the meetings was to present the MedGeneration project and the approach adopted, as well as the main activities of the project and its added value for the Diaspora. This involved identifying the skills and mobilising the talents met during the activities of the project based on the profiles and expectations of each (coach, mentor, entrepreneur seeking accompaniment, investor, etc.). Finally, it also involved identifying entrepreneurial projects that include a component in Jordan, Lebanon or Palestine, that include a component in Jordan, Lebanon or Palestine.

2. Identifying the talents of the Diaspora through a call for projects

The participants at these meetings proved to be a majority of entrepreneurs, executives and researchers, as well as a few journalists. These participants had different profiles, but all had specific skills that can be mobilised in the context of the activities of the project. These meetings were the opportunity for these talents of the Diaspora to benefit from the services offered by MedGeneration: the participation in study tours to Jordan, Lebanon and Palestine, and B2B meetings with the private sector, or to benefit from custom accompaniment for the realisation of their project.

3. Inviting the talents of the Diaspora to their country of origin

They were then invited to rediscover the country from a different, practical angle through targeted business and study tours: the MedGeneration Study Tours and Business Tours.
From 19 to 26 April 2015, ANIMA and the Jordan Investment Commission (JIC) also continued to mobilise the “top talents” of the Jordanian Diaspora in Paris, Lille, Berlin and Bucharest in order to strengthen the mobilisation of these actors around the opportunities provided by MedGeneration. Particularly fruitful relations were forged during these events, which brought together a total of 54 participants for the 3 countries. A Jordanian delegation composed of representatives of sectoral employers’ federations (IT, environment and renewable energies), the director of the Franco-Jordanian Chamber of Commerce, journalists and representatives of different economic development programmes implemented in Jordan had made the trip to Europe for the occasion. In Paris, the meeting with the Diaspora took place at the Embassy of the Kingdom in the presence of the Ambassador. In Lille, the Jordanian delegation was able to meet with several generations of the talents of the Diaspora. This meeting in Lille was marked in particular by the visit to the company created by Youssef Younes, a young entrepreneur of the Jordanian Diaspora in France.

MedGeneration Study Tours

Study tours for the talents of the Diaspora

As a result of these meetings and with the objective of deepening the links already established with certain talents of the Diaspora and to identify new ones, while federating the Diaspora community, what could be more effective and relevant to promoting the opportunities of a territory than to invite these actors to come to see things for themselves, directly on the spot? Indeed, many of them, often members of the second generation, are not connected with the actors of their country of origin. The objective of these study tours? To better identify the services offered by the countries to the members of the Diaspora, to identify opportunities for local business, but also to grasp the positive role that they themselves could play in the economic development of the country.

These study tours also provided a valuable opportunity for these talents to extend their networks by meeting stakeholders who helped them to better understand the legal, technical or financial framework in order to implement their projects. The talents of the Diaspora were thus able to refine their projects, which took on a new dimension through the meetings and visits that took place during these study tours.

Lebanon Study Tour

Beirut, Lebanon - 4/12/2014

On 4 December 2014, the Chamber of Commerce, Industry and Agriculture of Beirut and Mount Lebanon organised a study tour for the benefits of the talents of the Lebanese Diaspora living in Europe. This tour brought together 54 participants, including 13 members of the Lebanese Diaspora living in France, the United Kingdom and Germany. These entrepreneurs, artists, executives and financial managers thus went to meet the stakeholders in local economic development (investment agency, seed accelerators, financial organisations, etc.) and were able to benefit from privileged information concerning the services that Lebanon could offer them. The programme of the Study Tour included a group meeting at Berytech, discussions with the presidents of commissions of the Chamber of Commerce of Beirut and then with the leaders of Kafala, an information session on the context of investment at IDAL, followed by an informational meeting with Middle East Ventures Partners (MEVP), a venture capital fund for the financing of technology start-ups.

Palestine Study Tour

Ramallah, Palestine - from 24/05/2015 to 26/05/2015 and 16/05/2016

From 24 to 26 May 2015, the Palestine Incubator for Information Technology and Communications (PICTI), and the Palestine Investment Promotion Agency (PIPA) organised a study tour for the benefit of the talents of the Palestinian Diaspora living in Europe. These talents from Germany and France met with 27 representatives of public and private networks. These entrepreneurs, journalists and research doctors from the Diaspora were thus able to meet with different stakeholders in the economic life of Palestine (entrepreneurs’ associations, financial institutions, investment agencies, incubators, investment funds, etc.). They were also able to participate in a pitching session for projects by local entrepreneurs who were participating in a training programme implemented by PICTI. To complete this first networking opportunity, a second Diaspora study tour took place on 16 May 2016. These new Diaspora talents from Estonia, France, Sweden and Germany met with entrepreneurs’ associations, employers federations, economic cooperation programmes, private banks and investment funds.

MedGeneration call for projects

Identify the Diaspora success stories of tomorrow

To identify the entrepreneurs of the Diaspora who are best placed to invest in the Lebanese, Jordanian and Palestinian territories, MedGeneration launched a call for projects aimed to identify and accompany the project holders of the Diasporas of the pilot territories. This call for projects, disseminated among the different relays and networks of the identified Diasporas, aimed to select business projects conducted by the Diaspora in order to support their implementation through MedGeneration activities.

More specifically, this call targeted entrepreneurs of the Lebanese, Jordanian and Palestinian territories living in Europe holding an economic project with at least a part to be implemented in the MedGeneration pilot territories. The most pertinent projects among the applications received were selected by an ad hoc committee consisting of MedGeneration partners and the organisations associated with its implementation, to benefit from personalised accompaniment.

What projects targeted?

What should the criteria for these projects be? First, at least a part of the project must be implemented in Palestine, Lebanon or Jordan. They must demonstrate economic viability, have a ripple effect on the sector or ecosystem, associate local stakeholders and generate employment in the long term.

Although no sector was excluded from this call for projects, certain sectors were identified as particularly relevant for the pilot territories: ICTs, water and new energies, agri-food, tourism, transport and logistics, creative and cultural industries.

This diversity of sectors also left the field open to very diverse initiatives among the applications received:

- Projects of creation (start-ups and businesses)
- Investment projects
- Projects of knowledge and technology transfer
- Development of an existing activity in one of the target territories (internationalisation)

Objective

Through this call for projects, ANIMA and its partners aimed to provide individualised support during the start-up phase of the projects, and to promote the creation of strong and lasting links with regional and local organisations to boost these projects by a financial contribution, or technological or financial support.
Beyond this technical accompaniment provided by the partners of MedGeneration, the selected candidates also enjoyed the general services offered by MedGeneration: Networking within the MedGeneration community, Connections with intermediate stakeholders (investors, entrepreneurs, business networks, NGOs, students and researchers, institutional actors, etc.), Meetings in Europe with other project holders to promote the exchange of experience and networking, Meetings in Europe with the embassies to reinforce links with the target country, Supply of information on the investment structure in the country of origin.

This call for projects has helped to identify some of the participants of the MedGeneration Business Tours. The purpose of this activity was to connect the entrepreneurs of the Diaspora with opportunities for local business that could stimulate their project by a financial, technological or commercial contribution. These Business Tours included pitching sessions for the projects of the Diaspora in the presence of private sector stakeholders from the pilot territories, B2B meetings, as well as visits to strategic sites (economic activity area, universities, technological park, etc.)

Each participant had previously received an agenda of personalised business meetings. These entrepreneurs and leaders were also able to pitch their projects in front of the business community of the country gathered for the occasion.

The projects presented by these bi-national talents covered very diverse fields: Draw me a song is a Parisian agency that offers a range of visuals merging graphic arts and music; Tomorrow is a brand of fair trade textiles; the Pomètre is a medical device capable of assessing the state of arteries within two minutes; as for Ramzi El Feghali, he has developed a medical devices company; Efiester is a mobile application for programming events; and finally, Little Corner develops advertising equipment intended for public lavatories in large urban areas.

MedGeneration Business Tour in Lebanon:

MedGeneration Business Tour in Lebanon: Beirut, from 22 to 26 June 2015

MedGeneration Business Tour in Palestine: Ramallah, from 16 to 19 May 2016

"It started with a prospecting trip in Paris, London and Berlin, where we identified the talents of the Diaspora holding projects and wishing to participate in the accompaniment programme. We then invited them to Lebanon for a trip that enabled them to take the temperature of the economic environment in general and to feel the pulse of investment in their countries of origin. During their stay, they were placed in contact with investment funds, incubators and the Authority for the Promotion of Investment in Lebanon (Idal), and a visit to the Ministry of Economy and Trade was organised."

Hadi El Assaad, CCIA-BML, Lebanon

The Chamber of Commerce, Industry and Agriculture of Beirut and Mount Lebanon organised a Business Tour for the Lebanese Diaspora from 22 to 26 June 2015. This initiative in Beirut brought together seven entrepreneurs from the Diaspora living in Europe who had come to meet potential commercial or financial partners, sectoral experts, or organisations to promote their local establishment.

Each participant was thus able to benefit from personalised meetings according to their needs (human resources, marketing, business development, etc.). These entrepreneurs from the Diaspora, some of whom participated in more than 15 meetings, had come to Lebanon to develop or implement their project in different economic sectors, including medicine, communication, e-business, crafts, etc.

On 24 June 2015, a pitching session for the projects of the Diaspora was organised at the Mövenpick Hotel in Beirut. The session was attended by the local MedGeneration community and enabled the optimisation of exchanges between these talents of the Lebanese Diaspora and the actors mobilised for the occasion, including investment funds, incubators and banks. The seven entrepreneurs of the Lebanese Diaspora were thus able to present their projects in front of an audience of nearly one hundred people.

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Talia cut her teeth in the luxury industry in Paris. A graphic arts graduate of graphic arts, Talia is passionate about visual imagery. Today, as artistic director of Tomorrow, the brand is marked by hope. With their hand-embroidered fabrics in organic cotton, we have been to India to provide a brand of decoration that draws inspiration from the causes that it supports rather than from the world of fashion.

3 Lebanese Diaspora entrepreneurs

Ramzi Feghali > Manager of a company that develops medical devices

Can you tell us more about your medical project?
Omics & Nanotech, in partnership with the Clinical Innovation Proteomic Platform of the University Hospital of Dijon, is developing a prototype of an antibody chip to simultaneously analyse the 40 biomarkers of cardiovascular diseases, including coronary heart disease and myocardial infarction. These biomarkers have now been approved by the WHO, but have still not been tested in clinical and medical routines in Lebanon.

Who is this antibody chip designed for? This antibody chip for routine clinical and medical use will be marketed to medical biology laboratories and hospitals and will enable them to anticipate the detection of cardiovascular diseases in order to adapt early treatment for various human cardiovascular disorders.

Who supports your ambitious project apart from MedGeneration? This development project, coordinated and managed by Omics & Nanotech, has been supported since April 2013 by a grant of EUR 35,000 awarded jointly by the Institut de Recherche pour le Développement in Marseille and by the Berytech incubator in Beirut. It has also benefited from a zero rate loan of USD 20,000 awarded by the Beirut Chamber of Commerce to continue the analyses of validation and to develop the commercial distribution network in Lebanon. The objective of MedGeneration is to find a sponsor to finalise the development of the chip and to file a first patent with the National Institute of Industrial Property (INPI) in France. The total cost of this step amounts to $100,000 and will be carried out jointly with SATT Grand-Est of Dijon (association for the acceleration of technology transfer).

Hadi El Khoury > Creator of the ‘Keefak’ mobile application

At the age of 37, Hadi is at the head of the company he founded in 2011, specialised in cyber-security counselling. After years of experience in France, in particular at Thales, this telecommunications engineer specialised in information security systems has created a mobile application named "Keefak", which consists of a fun way of learning Lebanese.

How did this innovative idea come to you? The idea of “Keefak” began to germinate in my mind in 2009, when my first daughter was born in France. I wanted to make learning Lebanese accessible to the greatest number. Through a fun and educational mobile application where digital technology is highlighted through content developed by renowned linguists such as Antoine Fleyfel and Pascale Aoudé.

How did the idea come to life? The project was realised in early 2012 after my brother Joseph designed and developed the mobile application for the Apple environment, and the Android and Windows environments were respectively taken in charge by Rawad Rahmeh and Tony Asmar.

What is the objective of your participation in MedGeneration? It is my dearest wish to bring Lebanese descendants, but also the spouses and friends of Lebanese nationals, closer to their homeland, aside from any confessional, political or partisan consideration. The objective is also to learn to celebrate Lebanon anywhere and everywhere. We all have a part of Lebanon in our hearts, values and in our way of being and communicating with others.
Sasha Nassar creates a project based on Palestinian traditional embroideries, highlighting the specificities of Palestinian school of fashion and design. Her project is to promote the Palestinian culture. Sasha Nassar was born and raised in Jaffa, studied in 3 fashion capitals (Milan, London and Paris) and has recently graduated from Marangoni Institute, a private Italian school of fashion and design. Her graduate collection won the “Best international collection” prize at the “Graduate Fashion Week” in London, which enabled her to present it during Paris and London Fashion Weeks, and to collaborate with the Danish brand M use. Sasha created a project based on Palestinian traditional embroideries, highlighting the specificities of Palestinian school of fashion and design. The collection was produced in collaboration with the Danish brand M use, and to collaborate with the Danish brand M use. Sasha created a project based on Palestinian traditional embroideries, highlighting the specificities of Palestinian school of fashion and design. The collection was produced in collaboration with the Danish brand M use, and to collaborate with the Danish brand M use. What are you looking for in Palestine? The Fashion Institute can be the answer for many young Palestinians, allowing them to express their passion for their history. The first steps to initiate this project are to communicate and launch a campaign for new talents selection, get funds to finance the online training courses and the production, and find facilities to host two weeks workshops. What did you expect from the MedGeneration Business Tour in Palestine? I wanted to access a network of like-minded professional businessmen, who can support this project by becoming a strategic partner or investor. This Business tour allowed to share experience and expertise, especially on training skills.

Sasha Nassar > Fashion Designer, Co-founder of Ramallah Fashion Institute

Mazen Al Ramahi is the owner and CEO of Zara Hotels, which was set out with the aim of creating hotels with a unique style in the centre of the Hungarian capital. His Boutique Hotel Zara*** opened in 2005, with 74 rooms in the proximity of Budapest’s famous shopping street Váci utca. Arrived in Budapest in 1989, Mazen Al Ramahi obtained his degree in IT engineering at the Faculty of Electrical Engineering of the Technical University of Budapest. After completing his university studies, he set up exchange offices within hotels, which was an innovative idea in Budapest at the time. After that, in 1997 he became active in the operation of hotels before launching his own business activities. In 2014 and 2016, he was added to the list of the 50 most influential persons in Hungarian Tourism. He supervises his companies himself, with a team of 355 persons. For the near future, Mazen Al Ramahi has set himself the objective of creating a hotel chain in Budapest, composed of four or five hotels of unique style.

Mazen Al Ramahi > CEO & Owner of Zara Hotels

Can you tell us more about your project, the Ramallah Fashion Institute? The idea of the project is to create a Fashion Design Institute in Palestine to promote the Palestinian culture. The image of the political situation in Palestine takes the whole attention in Europe and creates a gap in the business industry in Palestine. I believe that part of the work of Palestinians abroad is to broaden this horizon and inspire people through other field than politics.

What are you looking for in Palestine? The Fashion Institute can be the answer for many young Palestinians, allowing them to express their passion for their history. The first steps to initiate this project are to communicate and launch a campaign for new talents selection, get funds to finance the online training courses and the production, and find facilities to host two weeks workshops. What did you expect from the MedGeneration Business Tour in Palestine? I wanted to access a network of like-minded professional businessmen, who can support this project by becoming a strategic partner or investor. This Business tour allowed to share experience and expertise, especially on training skills.

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Strengthen the capacity of the private sector in the countries of origin with the Diasporas' help

Master Class for young entrepreneurs and mentoring programme

**Objective**

To increase the contribution of the talents of the Mediterranean Diaspora to the economic development of their countries of origin, accompanying young Palestinian, Jordanian and Lebanese entrepreneurs and promoting their internationalisation.

The first essential step to reaching the objective of this project is to identify young entrepreneurs in the three MedGeneration pilot countries. For this, a specific call for projects was launched to stimulate the interest of young entrepreneurs wishing to be accompanied by the talents of the Diaspora and to benefit from their experience.

After wide dissemination through the channels of communication of the project (email, internet sites, social networks, etc.) and thanks to the entrepreneurial network of each partner, a first selection of candidates was conducted. The profiles of the candidates, as well as their projects, were then studied by a selection committee with the aid of a scoring and evaluation grid, which served to determine which candidates would participate in each MedGeneration Master Class.

It was then necessary to identify and select the coaches of the Diaspora who distinguish themselves by their international experience and who are recognised in their sector or specialty (finance, business development, marketing, communication, etc.). The programme and content of the Master Class were developed to correspond as closely as possible to the needs and expectations expressed by the candidates.

Each Master Class lasted a full day and took place as follows: an introduction to coaching, pitching sessions by the coaches of the Diaspora and then by the entrepreneurs, an introduction to the conditions of internationalisation, followed by speed coaching sessions.

The mentoring programme was designed in the following manner:

- Group session of introduction to mentoring and the mentor-mentee relationship
- Specific session intended for mentors, their rights and duties
- Specific session intended for mentees, their rights and duties
- Signature of a mentoring agreement between the two parties
- 1 work interview between the mentor and mentee
- Monthly monitoring of the relationship of each pair by a third party

The main idea of this innovative coaching technique was to organise short coaching sessions by the talents of the Diaspora and to ensure a rotation of entrepreneurs at each coaching table. This mechanism enabled each coach to provide their advice to each entrepreneur through the prism of their speciality (finance, marketing, etc.). The entrepreneurs were thus able to individually meet with all the coaches mobilised for the occasion.

At the end of the day, the coaches of the Diaspora, as well as the moderator of the training day and the organisers, assessed the entrepreneurs on the basis of their need for reinforcement and mentoring before going international. The winners were thus able to join the MedGeneration mentoring programme. To do this, pairs were formed on the basis of these needs (marketing, fundraising, legal advice, etc.) and by sectoral grouping between entrepreneurs (the mentee) and a member of the Diaspora (the mentor).

This experience was envisaged as a win-win partnership: first, as a means for these talents of the Diaspora to take an active part in the economic development of their countries of origin, through a rewarding transfer of experience, but also as a way to stay connected to the latest trends in technological development or entrepreneurial innovation.

For the project holders, these activities were the opportunity to increase their capacity to formulate and develop their business project, establish connections with stakeholders operating at the international level, and to benefit from their networks.

Finally, it was a way to strengthen the entrepreneurial culture in the pilot territories and to promote infrastructures dedicated to innovation and entrepreneurship in the three countries of the project.

**Call for projects for participation in the Master Class**

**Objective**

To strengthen entrepreneurship in the pilot countries and more particularly with young graduates participating in the Master Class.

The entrepreneurs selected in the context of the call for projects did indeed benefit from training in different disciplines related to entrepreneurship provided by the coach-trainers of the Diaspora (entrepreneurs, business angels, executive managers, etc.) mobilised for the occasion. Some of the selected projects were thus able to take advantage of a pilot mentoring experience with a pair from the Diaspora over a period of 6 to 12 months.

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**What accompaniment?**

As soon as their project is selected and they are registered for the master class, entrepreneurs have access to certain of the project's resources. This support takes various forms:

- Networking with the MedGeneration Community
- Connections among project holders with similar profiles or complementary skills
- Connections with coach-trainers from the Diaspora (entrepreneurs, business angels, etc.)
- Referral to the local structures in charge of economic development (chambers of commerce, business schools, investment promotion agencies, incubators, technological parks, etc.)
**Selection process**

The sector concerned, the added value of the project, the methodology followed, and the feasibility and sustainability of the project are all elements which are taken into account in the selection process.

The projects submitted should also include (at least partially) one of the countries of the MedGeneration project, and, ideally, adopt a regional approach in its design. The themes of the projects should also be relevant for the development of the region, sustainable in their execution and impact, and capable of generating employment locally.

This call was open to all Jordanian, Lebanese and Palestinian entrepreneurs, students (business schools or equivalent) and young graduates developing a project for the creation of start-ups or having created their business within the previous five years and wishing to develop at the international level.

**Mentoring programme**

The mentoring programme is a service proposed by entrepreneur-mentors of the Jordanian, Lebanese and Palestinian Diaspora to young entrepreneurs, previously selected during the Master Classes.

The idea is simple: use the talents of the Diaspora to train and coach young entrepreneurs in the countries of origin. The mentors provide a wealth of experience and valuable perspective, and are particularly able to understand the expectations and barriers encountered by their young mentees. They are chosen for their competence and their networks, but also for their desire to strengthen the economy of their countries of origin and to participate in the reinforcement of the capacities of young entrepreneurs. In the end, five entrepreneurs were selected for each country, and five working pairs were formed. An external expert was assigned by MedGeneration to monitor the evolution of the pair on a monthly basis.

**Shared profits, a win-win situation**

There are numerous benefits for young mentees: enhanced productivity and skills, increased capacities for innovation and creation that optimise their chances of success in the near future. This aids the mentees to develop an international network, particularly in Europe. Their management, communication, marketing, business development, finance and leadership skills are enriched.

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**Focus**

Liberano Master Class

The young entrepreneurs Master Class in Lebanon was held on 5 and 6 December 2014 at the Ecole Supérieure des Affaires in Beirut. This event allowed certain talents of the Diaspora to share their experience with students and young creators of Lebanese businesses. The event brought together a group of 20 young Lebanese entrepreneurs, selected for their potential for international development. They thus participated in the discussion sessions and training facilitated by professionals with international profiles and proven expertise.

During the first day, the talents of the Lebanese Diaspora living in the United Kingdom, France or Germany, representing different spheres of the business world, met with the young pre-selected Lebanese entrepreneurs, who pitched their projects, benefiting in return from advice on marketing, communication, finance, leadership and management.

The second day of the Master Class was devoted to matching five mentors of the Diaspora with five mentee entrepreneurs chosen from among the pre-selected young entrepreneurs, to join the MedGeneration mentoring programme for a year. This day also offered the students of the ESA and all the non-selected candidates for the Master Class the opportunity to participate in a question and answer session with the panel of the talents of the Diaspora.

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**Focus**

Palestine Master Class

A Young Entrepreneur Master Class was held in Ramallah on 17 May 2016 at the Palestine Plaza Hotel, co-organised by PICTI and PIPA. 15 young Palestinian entrepreneurs were locally selected by PICTI on the basis of their ability to internationalise. 7 coaches from the Palestinian Diaspora came to work with them from Europe especially for the occasion. After a brief presentation of each entrepreneur and their start-ups, the coaches also in turn described their career paths and professional situation in Europe.

3 collective training sessions were then provided by the coaches on the themes of "Running a successful crowdfunding campaign", "Choosing partners" and "Conditions for international expansion". The young entrepreneurs ended the day discussing face to face with the Diaspora coaches the subject of internationalising start-ups during the speed-coaching sessions.

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**Young entrepreneurs Master Class**

The programme and content of the Master Class were then developed to correspond as closely as possible to the needs and expectations expressed in their application dossiers.

The “task force” of entrepreneurial talents of Mediterranean origin (e.g., entrepreneurs based in Europe or Silicon Valley, business angels, specialists of innovation and the world of start-ups, etc.) was therefore called upon to offer their time to participate in the awareness-raising and training of dozens of young local entrepreneurs and students in Jordan, Palestine and Lebanon, within the framework of interactive Master Classes associating incubators and local universities. At the end of the Master Classes, five young project holders per country thus benefited in Lebanon and Palestine from a mentoring and mentoring programme from these leaders of the Diaspora over a period of 6 to 12 months.

**Capacity building for the creation of start-ups and internationalisation**

- Participation in training courses offering a format adapted to individual coaching and personalised accompaniment: market study, training in business planning, project pitching, fund raising, the transfer of innovation, etc.
- Duration of the mentoring programme up to 12 months
- Custom monitoring by a pair from the Diaspora
- Opportunities for immersion trips in the mentor’s environment
- Focus particular to understand the momentum and their networks, but also for their desire to strengthen the economy of their countries of origin and to participate in the reinforcement of the capacities of young entrepreneurs. In the end, five entrepreneurs were selected for each country, and five working pairs were formed. An external expert was assigned by MedGeneration to monitor the evolution of the pair on a monthly basis.

**Mentorings**

- Custom monitoring by a pair from the Diaspora
- Opportunities for immersion trips in the mentor’s environment
- Duration of the mentoring programme up to 12 months

**Gains of visibility**

- Promotion of the project and increased visibility through the tools of communication of the MedGeneration project and its partners
- Opening at the Euro-Mediterranean and international level, notably by participating in MedGeneration events

**Focus**

Young entrepreneurs Master Class

The sector concerned, the added value of the project, the methodology followed, and the feasibility and sustainability of the project are all elements which are taken into account in the selection process.

The projects submitted should also include (at least partially) one of the countries of the MedGeneration project, and, ideally, adopt a regional approach in its design. The themes of the projects should also be relevant for the development of the region, sustainable in their execution and impact, and capable of generating employment locally.

This call was open to all Jordanian, Lebanese and Palestinian entrepreneurs, students (business schools or equivalent) and young graduates developing a project for the creation of start-ups or having created their business within the previous five years and wishing to develop at the international level.
In return, the mentor has the opportunity to invest in the success of young talent by the transmission of these skills. This process is also the occasion for them to acquire greater leadership and capacities for transmission and communication. They thus remain connected to the realities of entrepreneurship and keep an update on the business environment and the context of economic development in their country of origin (a useful means to strengthen this link and role toward the territory).

Roles and mutual commitments

The mentor and mentee undertake to maintain a relationship based on mutual trust, respect, openness, transparency and confidentiality. This programme is designed for a minimum of 12 exchange sessions. In reality, it is up to them to forge their relationship and to personalise it according to the different needs and different elements of the context (agenda, decisions, actions, frequency of interaction, etc.). The “made to measure” aspect is a particularly valuable advantage in this context.

The mentees agree to share information and difficulties with the mentor. This programme allows them to explore new ideas, enriched with a new scrutiny of their project at each stage of its construction.

The mentors agree to support their mentees and act as guides, directing them toward the most adapted opportunities and proposing new prospects, while confronting them with the weaknesses of their project to help them evolve.

The point of view of a mentor

“This has been a very positive experience from a personal point of view. The mentorship programme allowed me to reconnect with Lebanon and to recreate a connection with the local entrepreneurial environment. With Karim, we were in very regular contact by phone, email, Skype, WhatsApp, etc. I also met with his partner Brahim, with whom we carried out pitching sessions in London. I believe I have provided support and challenged their ideas. I made them change their business plan several times and provided my expertise in finance. Today, they have managed to raise funds and have received a UK Aid grant. They are recruiting and purchasing equipment and are in full expansion, going from the seed stage to that of a recruiting company in the period of one year. I think that the wager has been successful.”

Jadd Chamie, Coach et Mentor MedGeneration

Mentoring Lebanon

The MedGeneration Mentoring Programme for Lebanese entrepreneurs

In Lebanon, five pairs were formed. The mentors of the Diaspora were thus chosen on the basis of their skills to strengthen the capacities of entrepreneurs.

The European meeting of the Mexican Talent Network took place in London from 1 to 3 October 2015, in the presence of more than 30 highly-qualified Mexican talents living in Europe. The main objective of this network is to bring together members of the Mexican Diaspora who wish to build stronger links with their countries of origin. Jadd Chamie, a financier established in London who is also the coach of a young Lebanese entrepreneur in the framework of the MedGeneration mentoring programme, shares his experience. This meeting is the result of exchanges during the MedGeneration MedAcademy (Beirut, 16 & 17 September 2015), which brought together experts on the mobilisation of Diasporas from over 10 countries. “It was a privilege to speak during the 2015 European Meeting of the Mexican Talent Network. During the morning session, I was able to share my experience, in particular explaining how, as a Lebanese expatriate, I continually seek to maintain strong links with my country of origin. I was also able to mention my involvement in the MedGeneration Mentorship programme which has played a fundamental role in allowing me to fulfill my desire to remain close to the social and economic environment of Lebanon. The audience was particularly interested in the innovative approach of the programme and the benefits provided both to the expatriate mentor and to the local entrepreneur.”

The Lebanese Diaspora: a MedGeneration mentor shares his experience in London with a network of the Mexican Diaspora

A far-reaching initiative

The MedGeneration Mentorship Programme for Lebanese entrepreneurs

In Lebanon, five pairs were formed. The mentors of the Diaspora were thus chosen on the basis of their skills to strengthen the capacities of entrepreneurs.
MedGeneration has worked to raise public authority awareness of the importance of taking into account the talents of Diasporas when developing economic development strategies in their countries of origin. This advocacy was carried out with the support of all actors involved in the mobilisation of Diasporas in their countries of origin: Lebanon, Jordan and Palestine.

1. Reinforcing the dialogue and advocating for a pro Diaspora legislation

Goal and tools

To encourage dialogue and understanding between the economic Diasporas and the Mediterranean governments, MedGeneration has laid the foundations for a constant dialogue between the two parties, through various targeted measures:

- Regional seminars of political advocacy intended to challenge governments and regional bodies on the obstacles to the economic engagement of Diasporas, to present innovative systems and experiences, and to disseminate the results of the project to the countries of the area.
- Meetings between public authorities and Diasporas to raise awareness amongst Mediterranean governments on the needs of the Diasporas’ talents in order to invest in their country of origin and favor pro Diaspora laws;
- Publication of strategy notes and recommendations to influence the debate and endorse MedGeneration proposals in the economic agenda of the Mediterranean countries.

The goal? Promote the start of a ‘New Deal’ between the countries of origin and the economic Diasporas, in order to improve the image of these agents of change, remove the constraints that bicultural talents are facing, and set up a framework with proper tools for their contribution to the Mediterranean countries’ economic development.

Regional seminars of policy advocacy

1st high-level meeting for the economic Diasporas’ mobilisation in the Mediterranean - Marseille, June 24th & 25th, 2014

The first international meeting of the Mediterranean Diasporas was held in Marseille, with a high-level seminar for “New policies in favor of Diaspora investment in the Mediterranean”. Alongside MedGeneration’s launch, ANIMA and ADM held an exclusive meeting on the 24th and 25th of June with representatives of the Mediterranean Diasporas, entrepreneurs, international funders, and investment agencies and associations, to discuss their projects and share their findings to determine recommendations that would set the foundation for new public policies on Diaspora investment. This high-level seminar was held in partnership with the Parliamentary Assembly of the Mediterranean and the Regional Council of Provence-Alpes-Côte d’Azur.

Throughout the day, many strategic issues were addressed: what should public policy be towards the Diaspora’s contribution to economic development? What kind of support should be provided to project leaders? How to facilitate financial and technological transfers, to direct them toward productive investment? How to improve the legal and regulatory frameworks and policies for foreign nationals?

With a focus on the Maghreb Diasporas (Algeria, Morocco, and Tunisia) and a section of the Mashreq (Egypt, Jordan, Lebanon, and Palestine), this event helped highlight the good practices and experiences observed in other countries. A hundred European and Mediterranean participants gathered, including economic and institutional actors, as well as key networks of representatives from the Mediterranean Diasporas.

2nd high-level meeting for the economic Diasporas’ mobilisation in the Mediterranean - Aqaba, June 2nd & 3rd, 2015

A year later, on June 2nd & 3rd, 2015, the project launched in Aqaba was continued in Jordan. Organised by the Jordanian Investment Commission (JIC) and ANIMA in partnership with ASEZA, the Aqaba advocacy seminar remained in line with the recommendations made during the first edition. It brought together over 40 participants representing private sector associations, NGOs, international organisations, local and national authorities as well as representatives of Diasporas from Egypt, France, Jordan, Lebanon, Palestine, and Tunisia.

The discussion revolved around three main guidelines:

- Establishing a favorable regulatory and institutional framework (public policies to be carried out in the North and in the South, facilitating communication with the Diasporas, and overcoming obstacles);
- Creating a coordination structure in the countries of origin providing services to the Diasporas, promoting business opportunities, and developing a national strategy;
- Developing financial instruments for Diaspora investors (Diaspora funds, new financial instruments, and the role of institutional actors).

The participants also followed the guidelines established at the Marseille seminar: substantial progress has been observed in Jordan, Lebanon and Palestine in terms of creating a public structure for coordination and mediation that would become the sole contact for investors from the Diaspora. Moreover, the participants praised ANIMA, Arabreneur and EBAN for their work on the MBAN network, which is set to combine the investment capacity of the Diasporas, with that of the MENA region’s innovative ecosystems.

The fruitful dialogue allowed to add new recommendations to the first 6 formulated in Marseille a year earlier, regarding the economic involvement of Diasporas in the Euro Mediterranean region.

3rd high-level meeting for the economic Diasporas’ mobilisation in the Mediterranean - Beirut, June 1st, 2016

The third high-level seminar on the mobilisation of the Diaspora in the Mediterranean was held on June 1st, 2016 in Beirut. It was organised by the Chamber of Commerce, Industry and Agriculture of Beirut and Mount Lebanon, in partnership with ANIMA. This being the third and final session of this series of seminars, the aim of the event was to capitalise on the results of the MedGeneration project and ensure the continuity of the advocacy that was carried out during the past year with a goal of setting up a Euro-Mediterranean strategy that would mobilise the Diaspora’s economic talents.

The goals of the seminar were the following:

- To raise further awareness amongst the governments and
The MedGeneration White Paper

As a result of all the work carried out in this line of research since its launch in late 2013, ANIMA and its partners present their case to the decision-makers in charge of migration policies, attractiveness and economic development of territories. Based on the study work on economic Diasporas led by ANIMA for 10 years and the experience feedbacks such as those produced under MedGeneration, this White Paper takes the format of a White Paper on the investment contribution of the economic Diasporas in the Euro-Mediterranean region.

1. Create a coordination and mediation structure in each country
Create in each country of "origin" a coordination and mediation structure that could become the sole contact for investors from the Diaspora, bringing together the Diaspora’s talents, provide them with a promotion and exchange platform and ensure a better organisation of their support systems.

2. Implement a more suitable legal framework in the country of origin
Although corruption, difficulties accessing start-up financing, poor infrastructure, and bureaucracy remain the toughest challenges holding back the full potential of Diasporas, work also needs to be done to develop properly adapted legal frameworks that take into account the difficulties related to issues of the dual status of the members of the economic Diasporas (facilitate the exchange of skills, the portability of rights, and alleviate double taxation, etc.)

3. Create a Diaspora Fund
Create a Diaspora Fund with matching finance from the public investment banks, acting in co-investment with financial partners such as banks, venture capital funds, business angel networks, and actors in participatory financing, etc.

4. Encourage banks and financial institutions to adapt their instruments to the Diaspora
To round off the Diaspora Fund, other financial products involving the Diaspora can be developed to provide alternative and innovative funding solutions to meet the challenges of the social and economic development of the Mediterranean zone such as crowdfunding, participatory investment platforms, and “Diaspora bonds” issued by the territories, etc.

5. Create a network or a collaborative platform of Mediterranean Diasporas
Create a network or a collaborative platform that would bring together associations, networks, and the skills of the Mediterranean Diasporas. This platform would enable an exchange of experience between associations and networks, an appreciation of Diaspora success stories, and promote economic cooperation among these actors. Such a platform could also generate expertise that would benefit national actors of the Diaspora’s mobilisation and become a privileged intermediary for authorities at a regional level.

6. Encourage ad hoc development projects involving the Diaspora
High-level Diaspora skills can act as agents of change and acceleration for the development of the Mediterranean country economies. Encouraging and supporting ad hoc projects involving government backing of these high level talents who seek to make available their know-how and their networks should be reinforced. The support for these projects should be based on local needs and national strategies for local development, marketing and employment. Such support could be specifically provided in areas such as research (particularly health), infrastructure, academic cooperation, and support for entrepreneurship.

Short-term missions for “direct dialogue” between Diaspora talents and public authorities

To further carry these meetings on to a larger scale, ANIMA and the project partners have organised short-term missions of dialogue between representatives of the Diaspora and public authorities. The objective of these more direct and personalised meetings was to create a space of privileged and extensive dialogue between Diasporas’ talents and public authorities, to question them directly, to shed light on the real needs, obstacles and challenges while providing concrete ideas to optimise the intervention range of these Diasporas.

Lebanon - December 2014
The first mission, conducted on December 4th, 2014 as part of the Beirut study tour, allowed 7 economic talents of the Lebanese Diaspora in France, Germany and the United Kingdom to meet with Mrs. Aila Abbas, Executive Director of the Ministry of the Economy, and share their expectations concerning the arrangements to be made for their optimal involvement.

Palestine - May 2015
On the 24th and 25th of May, 2015, 3 representatives of the economic Diaspora of Palestine living in Germany and France came to Ramallah to meet with the "Palestine Investment Promotion Agency" (PIPA), "Palestine Monetary Authority" and the "Higher Council of Innovation and excellence", three key public organisations for investment in Palestine, to inform them of their expectations.

2. Reinforcing national actors’ capacity to develop and promote a mobilisation strategy for the Diasporas

Alongside the advocacy work, MedGeneration is reinforcing the actors’ capacity to design and implement a strategy specifically adapted to the national context, to sectoral priorities, to the expectations and needs of the Diaspora, to the specific constraints of the countries of origin, and even to the expected relationship with the Diaspora, etc. To that effect, ANIMA and its partners have set up “Med Academies”. These events follow an original methodological approach based on the true needs of the agents and on sharing experiences. Technical assistance missions were also conducted to support the implementation of strategies designed within this framework.
The first regional workshop for experience sharing was held in Aqaba on the 21st and 22nd of September, 2014. The workshop brought together 23 participants from Jordan, Palestine and Lebanon and introduced the first results of the survey conducted on the economic Diasporas and on the strengths and weaknesses of the pilot areas in terms of economic attractiveness. The workshop also encouraged reflection on a national scale concerning the guidelines to follow in order to mobilise the talents of the Diaspora.

The event was organised by ANIMA and CCIA-BML. For the event, ANIMA Investment Network and its partners gathered experts from all around the world to present their experiences. 50 executives and managers of public and private organisations working on Diaspora involvement strategies took part in the event. The project also benefited from a high-level international comparative analysis, with a full review of the best practices and tools to mobilise the Diaspora's contribution to the economic development. The knowledge helped them reinforce their own mobilisation capacity and build on the best practices in order to apply them to the specificities of their national context.

The three delegations were thus able to benefit from a high-level international comparative analysis, with a full review of the best practices and tools to mobilise the Diaspora's contribution to the economic development. The knowledge helped them reinforce their own mobilisation capacity and build on the best practices in order to apply them to the specificities of their national context.

To that end, this regional seminar was followed by local seminars in each country to build a range of services to facilitate the mobilisation of the Lebanese, Jordanian and Palestinian Diasporas.

The delegations of the three countries in partnership with the MedGeneration project - one of its aims being the development of services facilitating the economic Diaspora’s involvement in each country - took part in the exchange with 25, 12 and 8 participants respectively from Lebanon, Palestine and Jordan. The three delegations were thus able to benefit from a high-level international comparative analysis, with a full review of the best practices and tools to mobilise the Diaspora's contribution to the economic development. The knowledge helped them reinforce their own mobilisation capacity and build on the best practices in order to apply them to the specificities of their national context.

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The goal of this second regional seminar for exchanging experiences was to share the good practices in terms of tools and services developed to mobilise the talents of the Diaspora in the different economic development processes of the Mediterranean region.

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Palestine > Transform ideas into concrete actions

The Palestine seminar was held on November 30th, 2015 in Ramallah (Palestine Trade Tower) in the presence of Mrs. Abeer Odeh, Palestinian Minister of Economy. Organised by ANIMA and its local partners PIPA and PICTI, it brought together public and private actors to establish a joint Diaspora strategy and define a concrete action plan comprised of priorities, leaders in responsibility and to organise the assignment of tasks. Showing a true spirit of voluntarism and adopting a proactive approach, participants agreed to collectively increase the effectiveness and coherence of their political advocacy. At the day’s conclusion, Mr. Yahya Al-Salqan, President of the Palestinian IT Association of Companies (PITA) and the Palestine ICT Incubator (PICTI), announced the creation of a National Diaspora Committee, intended to coordinate the actions of the various actors involved in the mobilisation of the Diaspora. Another purpose of this Committee will be to implement, on location, the action plan defined during the seminar.


Technical assistance missions

To reinforce Med Academies’ dynamics and go further in the implementation of the lines of actions set out in each country, experts were recruited for technical assistance missions to assist local actors in the implementation of such action plans and activities defined during the national seminars.

Lebanon

The goal of the Lebanese technical assistance mission was to decide how to operate the “Hub” platform destined for the Diaspora, making available a number of resources and aggregating support and promotional services for all the concerned actors in Lebanon.

Palestine

The technical assistance mission carried out in Palestine was intended to create a platform that would put in contact interns or young graduates from the Diaspora (having previous international experience) with some Palestinian enterprises in order to carry out a limited duration professional mission, thus strengthening their capacity for internationalisation.

MedGeneration publications and tools

Project presentation brochure

3 mobilisation guides (Lebanon, Jordan, Palestine)

Recommendations of the 1st High Level International Seminar on Diasporas

"For new policies in favour of Diasporas’ investment in the Mediterranean” Marseille, France, June 2014

Recommendations of the 2nd High Level International Seminar on Diasporas

"Mobilising economic Diasporas for Mediterranean development” Aqaba, Jordan, June 2015

White Paper on the investment contribution of the economic Diasporas in the Euro-Mediterranean region

An appeal towards policy makers in charge of migration policies, as well as towards improving the attractiveness and economic development of the territories - June 2016

Lebanon brochure “Invest In Home - Be the next success story”

Palestine brochure “Invest in Home - Be the next success story”

Final brochure

Impact and results of the MedGeneration project after 30 months of implementation
Authors: Mathias Fillon, Lauriane Ammouche, with the contribution of Emmanuel Noutary

We would like to thank all of the MedGeneration partners and associates for the information provided to create this brochure.

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MedGeneration project aims to mobilise economic Diasporas for the Mediterranean countries development. Activities implemented in the project will allow representatives of the economic diaspora and Jordanian, Lebanese and Palestinian governments to exchange and share their views on the necessary conditions for a stronger engagement of Diasporas for the development of Mediterranean territories. The project is implemented from December 2013 to June 2016 and funded 90% (EUR 1.73 million) by the European Union through the ENPI CBC MED programme, for a total amount of EUR 1.92 million.

www.medgeneration.eu

The 2007-2013 ENPI CBC Mediterranean Sea Basin Programme is a multilateral Cross-Border Cooperation initiative funded by the European Neighbourhood and Partnership Instrument (ENPI). The Programme objective is to promote the sustainable and harmonious cooperation process at the Mediterranean Basin level by dealing with the common challenges and enhancing its endogenous potential. It finances cooperation projects as a contribution to the economic, social, environmental and cultural development of the Mediterranean region. The following 14 countries participate in the Programme: Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, Malta, Palestinian Authority, Portugal, Spain, Syria, Tunisia. The Joint Managing Authority (JMA) is the Autonomous Region of Sardinia (Italy). Official Programme languages are Arabic, English and French. www.enpicbcmed.eu

The European Union is made up of 28 Member States who have decided to gradually link together their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders. www.europa.eu

ANIMA Investment Network is a multi-country cooperation platform for economic development in the Mediterranean. The ANIMA network gathers national and regional investment promotion agencies, international organisations, business federations, innovation clusters, financial investors and research institutes from the region. It is operated from Marseille (France) and is chaired by Khalil Laabidi, General Manager, FIPA Tunisia. ANIMA's objective is to contribute to the continued improvement of the Mediterranean business climate, as well as encourage a shared and sustainable economic development for the region. www.anima.coop; contact@anima.coop

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