

4 YEARS BOOSTING BUSINESS IN THE EURO-MEDITERRANEAN REGION



E U R O M E D I N V E S T



Project funded by the
EUROPEAN UNION

EURO**MED**
INVEST



Union for the Mediterranean
Union pour la Méditerranée
الإتحاد من أجل المتوسط

THE CONSOLIDATION OF STRONG BUSINESS NETWORKS ACROSS THE MEDITERRANEAN

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

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

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

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

Even though a rather conducive business framework already exists in most Southern neighbouring countries, a lot more is expected by the private sector, yet recurrent government

reshuffles and democratic transition processes have slowed down the reform agenda, with consequences on both national and foreign entrepreneurs' confidence. At the same time, the challenge of wealth inequality, which is a major cause of political turmoil, creates high expectations and in a context of weak governmental capacities, the private sector is expected to take its responsibilities in this regard.

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

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



TYPE OF INSTRUMENT

- Euro-Med Business Roadshow in Europe
- Euro-Med Business Roadshow in Southern Mediterranean countries
- Masterclass for Young Entrepreneurs
- Entrepreneurs Mentoring Programme
- BSOs Mentoring Programme
- Academy



- ACCIÓ - Agència per la competitivitat de l'empresa
- ACIM - Agence pour la Coopération Internationale et le développement local en Méditerranée
- AFAEMME - Association of Organisations of Mediterranean Businesswomen
- Agence de l'Oriental
- AHK Marokko - German Chamber of Commerce and Industry in Morocco
- AIP - Feiras, Congressos e Eventos
- Alexandria Chamber of Commerce
- AMEC - ASOCIACIÓN MULTISECTORIAL DE EMPRESAS
- Andalusian Council of Chambers of Commerce
- ANDI - Agence Nationale de Développement de l'Investissement
- ANIMA Investment Network
- ANIREF - Agence Nationale d'Intermédiation et de Régulation Foncière
- APII - Agence de Promotion de l'Industrie et de l'Innovation
- ASCAME - Association of Mediterranean Chambers of Commerce
- AWEX - Wallonia Export and Investment Agency
- Barcelona Chamber of Commerce
- BECI - Brussels Enterprises Commerce and Industry
- BMTI - Borsa Merci Telematica Italiana S.c.p.A
- BUSINESSMED - Union méditerranéenne des confédérations d'entreprises
- Camera di Commercio Industria Artigianato e Agricoltura di Matera
- CCIA-BML - Chamber of Commerce, Industry and Agriculture of Beirut & Mount Lebanon
- CCIFM - Chambre de commerce italienne pour la France de Marseille
- CCIMP - Chambre de commerce et d'industrie de Marseille Provence
- CEEBA - Confederation of Egyptian European Business Associations
- CEIPIEMONTE - Centro Estero per l'Internazionalizzazione S.c.p.a
- CGEA - Confédération Générale des Entreprises Algériennes
- Chamber of Commerce and Industry of Avila
- Chamber of Commerce and Industry of Sabadell
- Chamber of Commerce and Industry of Serbia
- Chamber of Commerce and Industry of Slovenia (CCIS)
- Chamber of Commerce and Industry of Terrassa
- Chamber of Commerce and Industry of Zaragoza

- Chamber of Commerce of Pescara
- Chamber of Commerce of Potenza
- Chamber of Commerce of Rimini
- Chamber of Commerce, Industry and Navigation of Malaga
- Chamber of Commerce, Industry and Navigation of Valencia
- Chamber of Commerce, Industry and Services of Casablanca
- Chamber of Small and Medium Sized Industries from Thessaloniki
- Chambre de Commerce et d'Industrie Auvergne-Rhône-Alpes
- Chambre de commerce et d'industrie de Dahra
- Chambre de commerce et d'industrie Paris Ile-de-France
- Chambre de commerce et d'industrie Nice Côte d'Azur
- CIERVAL-MEDVALENCIA - Centre euro-méditerranéen de coopération des entreprises
- CIPA - Cyprus Investment Promotion Agency
- Croatian Chamber of Economy
- Czech Chamber of Commerce
- DINTEC - Consorzio per l'Innovazione Tecnologica
- EABC - Euro-Arab Business Council
- EBN - European Business and Innovation Centre Network
- EMDC Foundation - Euro-Med Development Center for micro, small and medium enterprises
- ERA1 - Entreprises Rhône-Alpes International
- EUROCHAMBRES - Association of European Chambers of Commerce and Industry
- FEDCOC - Federation of Egyptian Chambers of Commerce
- Federation of Belgian Chambers of Commerce
- FEI - Federation of Egyptian Industries
- GACIC - German-Arab Chamber of Commerce and Industry
- Heraklion Chamber of Commerce and Industry
- High Council of Chambers of Commerce
- Hungarian Chamber of Commerce and Industry
- INSME - International Network for Small and Medium Enterprises
- INTERCO Aquitaine
- INTERTRADE - Special Agency of the Chamber of Commerce of Salerno
- IRD - Institut de Recherche pour le Développement
- IZKA - Izmir Development Agency
- Latvian Chamber of Commerce and Industry
- Luccas Promos s.c.r.l
- Palestinian Federation of Industries
- Polish Chamber of Commerce
- Promocamere - Azienda Speciale della Camera di Comercio di Sassari Nord Sardinia
- PromoFirenze - Azienda speciale della camera di commercio di Firenze
- SEBC - Syrian Enterprise & Business Centre
- Sequa gGmbH
- Seville Chamber of Commerce, Industry and Shipping
- The Malta Chamber of Commerce, Enterprise and Industry
- Union of Hellenic Chambers of Commerce
- Unioncamere Campania
- Unioncamere Marche
- Unioncamere Piemonte
- Unioncamere Veneto
- VOKA - Chamber of Commerce & Industry Mechelen
- VOKA - Chamber of Commerce and Industry Antwerp-Waasland
- VOKA - Chamber of Commerce and Industry West Flanders
- VOKA - Kamer an Koophandel Halle-Vilvoorde
- VOKA - Limburg Chamber of Commerce and Industry
- WKO - Austrian Federal Economic Chamber

INTRODUCTION

A VISION FOR THE FUTURE IN THE MEDITERRANEAN 7

PART I

THE PROJECT 8

EUROMED INVEST GOVERNANCE

The potential of a well-formed consortium 9

THE PROJECT

Promoting business partnerships and private investments for an inclusive development in the Mediterranean 10

THEY PARTICIPATED IN EUROMED INVEST 12

THE EUROMED INVEST PROJECT IN NUMBERS! 17

STRATEGIC PARTNERSHIPS AND SYNERGIES

Building a network of cooperation stakeholders and initiatives to jointly ensure a long-lasting impact 18

PART II

IMPACT, ACHIEVEMENTS AND LESSONS LEARNT 22

STRATEGIC IMPACT

Contributing to an improved, attractive and inclusive business environment 23

EUROMED INVEST IMPACT IN ALGERIA

Fostering country's strengths for economic development 26

EUROMED INVEST IMPACT IN EGYPT

Supporting diversification of energy sources and boosting agrifood exports on top of the agenda 27

EUROMED INVEST IMPACT IN LEBANON

Developing rural areas and reinforcing the capabilities of SMEs and BSOs to enhance competitiveness 28

EUROMED INVEST IMPACT IN JORDAN AND PALESTINE

Promoting profitable markets with high potential for social and economic development 29

EUROMED INVEST IMPACT IN MOROCCO

Strengthening triangular cooperation for further development of the Euro-Mediterranean area 30

EUROMED INVEST IMPACT IN TUNISIA

Encouraging balanced development between social inclusion and new potential economic sectors 31

EUROMED INVEST IMPACT IN EUROPE

Promoting Euro-Mediterranean Business in Europe to restore historical economic relationships between the two shores 33

KEY PUBLICATIONS 34

CONCLUSION 36



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

The performance of foreign direct investment (FDI) in the Mediterranean region over the last decade is mixed. On the one hand, the Mediterranean has confirmed over the past 10 years that it was for good on the map of international investors. Financial and economic crises, Arab Spring, Islamist terrorism and the cultural polarisation it tries to impose: none have ruined the attractiveness of these economies. They keep attracting 2 to 3% of foreign investment in the world every year and a volume of approximatively € 30 bn.

On the other hand, this level of FDI remains below the performance that could be expected from the region, given the weight of its GDP or its population. In addition, all countries have made progress during this decade in favour of a pro-business climate: liberalisation, privatisation, free trade agreements,

“ATTRACTIVENESS CANNOT BE CONCEIVED AS DISCONNECTED FROM THE POLICIES OF EDUCATION, INDUSTRY, SCIENCE AND TERRITORIAL DEVELOPMENT”

infrastructure, reforms of institutions in charge of investment management, sectoral policies and development of technology centres.

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

Attractiveness cannot be conceived as disconnected from the policies of education, industry, science and territorial development.

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

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

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





PART I
THE PROJECT

The potential of a well-formed consortium



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

- **Executive Committee (co-applicants):** ANIMA Investment Network – as promoter, ASCAME, BUSINESSMED, EUROCHAMBRES, EMDC Foundation, Euro-Arab Business Council, German-Arab Chamber of Industry and Commerce, representing around 500 full member organisations;

- **Decentralised implementation:** 79 affiliated organisations (including several members of the Enterprise Europe Network) from 26 different countries (of which 7 are Southern Mediterranean countries, 3 are EU candidate/potential candidate countries and 16 are EU countries) were mobilised to take part in the implementation of most project activities;

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

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

“**EUROMED INVEST COMBINED A CENTRALISED MANAGEMENT BUT MOSTLY DECENTRALISED IMPLEMENTATION**”

In terms of implementation and after a first planning phase of the project that took place from December 2013 to August 2015, a framed decentralised process has been set up to grant activities through calls for proposals: two calls for proposals were organised; the first call was launched just after the project's kick-off meeting in June 2014 and the second one ended in July 2015. 103 proposals were submitted in total by almost 60 partner and affiliated organisations.■

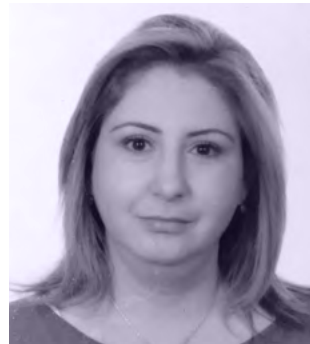
36 and 17 operations were respectively selected following the first and the second calls for proposals involving consortia composed of four organisations per activity on average.

For the second call for proposals, a geographic and a sectoral focus were specified in order to cover countries and sectors that were not tackled in the first call.

What is the added value of collaborating on the EUROMED Invest networking programme?

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

What has your organisation obtained as a concrete result?



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

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

“ **SUCH ACTIVITIES HAVE CONTRIBUTED TO THE CHAMBER’S ENDEAVOURS TO BUILD CAPACITY OF ITS STAFF MEMBERS** ”

*Nada Al-Waked
Jordan*



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

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

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

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

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

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

“ **THE EXPERIENCE OF USING A NEW EFFICIENT B2B MATCHMAKING TOOL, B2MATCH, OPEN FOR PROJECTS IN THE SOUTHERN MEDITERRANEAN** ”

*Gala de Bastida
Spain*



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

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

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

“ **THE ADDED VALUE IN COLLABORATING IN SUCH KIND OF PROGRAMMES IS THE NETWORKING, KNOWLEDGE-SHARING AND KNOW-HOW TRANSFER** ”

*George Catinis
Syria*

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



*Dr. Alaa Ezz
Egypt*

“ **HIGH QUALITY AND TIMELY TECHNICAL ASSISTANCE, WHERE AND WHEN NEEDED** ”

Dr. Alaa Ezz
Secretary General, GACIC German Arab Chamber of Commerce and Industry, Egypt

It could be summed up in 6 key points:

- Networking: Everlasting partnerships beyond the duration of the projects.
- Partnerships: Concrete business bridges across the Mediterranean.
- Sustainability: Everlasting replicating multiplier impact.
- Upgrading: Newer and better services for our members, and novel management practices leading to delivering more from less.
- PPP: Bringing together public and private BSOs which never talked to each other before.
- Complementarity: learning to create comprehensiveness through pooling in-kind resources.

I would like to highlight 5 major concrete results:

- Partnership in 22 ENPI CBC projects serving our members through the elaboration of Invest in Med and EUROMED Invest projects, within the network generated around the Mediterranean.
- Several self-sustained demand-driven initiatives that were replicated annually after the initial funding such as Meda Finance, Medi Tours, Tex Med, etc.
- Capacity building, systems, services and most importantly human resources.
- High quality and timely technical assistance, where and when needed.
- Most importantly, a MedAlliance that is there to stay and serve Mediterranean BSOs and their 28 million member SMEs. ■



Zakaria Fahim
President, Hub Africa, Morocco

Hub Africa has become the leading platform for investors and entrepreneurs in Africa with 10,000 participants from 26 countries across the continent. In this context, Hub Africa called on EUROMED Invest to set up its Euro-Mediterranean matchmaking platform to link companies from Africa and Europe. More than 2,000 B2B meetings have been organised by Hub Africa thanks to EUROMED Invest support, which has contributed to the identification of interesting company profiles to pitch their innovative solutions, enabled the event to be promoted internationally via its network and mobilised investment agencies from Europe, the Southern Mediterranean and Africa to participate in the country helpdesks organised by Hub Africa and Maroc Export.

Thanks to EUROMED Invest, Hub Africa was able to offer a business opportunity and a deeper understanding of Africa's entrepreneurial ecosystem to European companies. We have moved from 1,000 to 2,000 BtoB meetings in 2017, and the quality of participants' profiles has also improved.

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

The participation of EUROMED Invest in Hub Africa also brought a triangular dimension (North-South-South) to the Forum.

“ WE HAVE MOVED FROM 1,000 TO 2,000 BTOB MEETINGS IN 2017, AND THE QUALITY OF PARTICIPANTS' PROFILES HAS ALSO IMPROVED ”

*Zakaria Fahim
Morocco*



Annalisa Gamba
Foreign Markets and Fundraising Coordinator, Centro Estero per l'Internazionalizzazione - CEIPIEMONTE S.c.p.a., Italy.

Participating in EUROMED Invest presented a number of significant added values, namely:

- Strengthening links and synergies between BSOs, IPAs of Med and EU countries.
- Useful Peer learning and experience sharing for both BSOs and SMEs.
- Increasing awareness as to market opportunities offered by the MED area.
- Encouraging business to business and innovation to business cooperation opportunities between EU and MED SMEs.

EUROMED Invest was for CEIPIEMONTE a unique opportunity to be part of a community of interesting stakeholders, both in Europe and in the MED area, which allowed us to enrich our network and develop further cooperation relationships.

Some of the concrete results achieved included:

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

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

“ ENCOURAGING BUSINESS TO BUSINESS AND INNOVATION TO BUSINESS COOPERATION OPPORTUNITIES BETWEEN EU AND MED SMES ”

*Annalisa Gamba
Italy*



Katarzyna Kaniewska
Project manager, Polish Chamber of Commerce, Poland

Collaborating with EUROMED Invest allowed us to exchange experience within the implementation of new technologies in the fields of green energy and clean technologies between European and Egyptian partners, but also to contribute to the promotion of both sectors in Southern ENI countries through the private sector and public-private partnerships of the countries involved.

The main beneficiaries of the workshop were business support organisations, companies, and technology parks dealing with water, green energy and clean technology sectors.

We are convinced that the operation developed by the Polish Chamber of Commerce in the framework of the EUROMED Invest project may serve as an example for the further development of cooperation in green solutions, clean technologies, waste water management and biofuels between Southern ENI countries and EU partners.

Thanks to the EUROMED Invest project, the Polish Chamber of Commerce could strengthen bonds of collaboration with the Business Support Organisations and SMEs of the countries involved in the project: Egyptian, Polish, Italian and Czech, as well as business branch associations and other business organisations.

In addition, the Polish Chamber of Commerce deepened its experience in cooperating with Egyptian partners. The Green Solutions in MED Roadshow was actually our first project developed with an Egyptian partner and in Egypt; the procedures and implementation of the seminar and study visits were very interesting and led us to a twofold conclusion:

There is a favourable background and interest within the Egyptian business community to develop trade relations with foreign partners from the European Union and

Mediterranean Countries, so we are convinced that this kind of projects and events should be continued in the nearest future.

We should consider different fields of interest for entrepreneurs as well, not only in the sector of renewable energy, although it is very promising.

“ WE ARE CONVINCED THAT THIS KIND OF PROJECTS AND EVENTS SHOULD BE CONTINUED IN THE NEAREST FUTURE ”

*Katarzyna Kaniewska
Poland*





Kamel Ouerfelli
Director, APII – Agence de Promotion de l'Industrie et de l'Innovation, Tunisia

I would highlight three points:

- Activating Business to Business, Business to Investors and Business to Research connections under a sectoral approach to encourage the creation of long-lasting partnerships and to enhance areas of excellence and partnership opportunities in Tunisia, but also building a Euro-Mediterranean community of key stakeholders focused on innovation.
- Developing innovative partnerships: R&D, technical cooperation, investment and financing, production trade and joint-venture agreements.
- Developing specific opportunities for networking between SMEs and clusters through the creation of a Euro-Mediterranean network of investors.
- Fostering the integration of Tunisian industry within the Euro-Mediterranean economic area, particularly in the Maghreb, through the connection to international Technology and Innovation networks in order to raise its level of integration and increase the added value of Tunisian manufactured products and to implement innovative projects with technological content.
- Promoting Tunisian companies' potential in the fields of partnership and investment.
- Giving greater visibility to Tunisia's competitiveness as a regional production and export base through the pool of high skills available open to technology.
- Proving to investors from Europe, Asia, America and the Arab world that Tunisia remains a privileged location offering competitive advantages, a favourable environment for business and a clear regulatory framework. ■

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

Kamel Ouerfelli
Tunisia



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

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

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

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

Rabih Sabra
Lebanon

Activities



Achievements and results



Building a network of cooperation stakeholders and initiatives to jointly ensure a long-lasting impact



STRATEGIC PARTNERSHIPS

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

OECD, the Organisation for Economic Co-operation and Development, will guarantee a link with the MENA Investment programme and the technical assistance projects that it carries out with the Deauville partnership. Their input, as well as the evaluation results of the Euro-Mediterranean enterprise charter, will have a great deal of influence on the subject and contents of the Med Academy seminars. EUROMED Invest recently took part

in the regional seminar on inclusive growth organised in Rabat; in addition, discussions on a general cooperation agreement are currently ongoing.

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

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

The Technical Unit of the Agadir Agreement was systematically invited

to the matchmaking events and the EUROMED Invest academies to promote South-South integration and the advantages of the Agadir Agreement at the Med Academy seminars. The secretariat was particularly active during the project kick-off, the CAT Tunisia roadshow where a seminar on the integration of Maghreb countries was organised, and the Brussels EUROMED Invest Academy during which the Agadir Agreement secretariat was represented by its president, M. Elaid Mahsoussi.

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

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

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

“**EUROMED INVEST ALSO PROMOTES THE INVOLVEMENT OF NEW BUSINESS INTERLOCUTORS ENGAGED IN INDUSTRIAL AND TERRITORIAL DEVELOPMENT SUCH AS CLUSTERS, TECHNO-PARKS, INCUBATORS AND BUSINESS ACCELERATORS. ALMOST 50 ORGANISATIONS OF THIS KIND HAVE BEEN ASSOCIATED WITH THE PROJECT'S ACTIVITIES.**”

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



SYNERGIES

EUROMED Invest has also developed synergies with other ongoing EU initiatives such as:

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

UNIDO, The United Nations Industrial Development Organisation, will guarantee a link with their initiative in the arts and culture industries, which has been labelled by the UfM, and in the food and agriculture

industries. UNIDO will take part in the SAC work for these two sectors and will propose exit strategies for the cooperation structure. Additionally, national coordinators and identified CCI clusters are systematically mobilised in activities targeting Cultural & Creative Industries: 2nd SAC meeting in Oujda organised by ANIMA and Agence de l'Oriental in Morocco, and the ICC Young

“ **EUROMED INVEST WAS INVITED TO PRESENT ITS ACHIEVEMENTS ON THE OCCASION OF THE REGIONAL SEMINAR ON MSME ACCESS TO FINANCE FOR INCLUSIVE AND SUSTAINABLE GROWTH IN THE MED REGION,** ”

Entrepreneurs Masterclass that took place in Tunisia on 31 May-1 June, organised by Business Med.

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



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

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

master classes and the mobilisation of entrepreneurs and coaches in Maghreb and Mashreq countries.

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

BUILDING ON PREVIOUS EU FUNDED INITIATIVES

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

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





STRATEGIC IMPACT

Contributing to an improved, attractive and inclusive business environment



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

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

CONTRIBUTION TO THE REVISION OF THE NEIGHBOURHOOD POLICY

During the revision process of the Neighbourhood Policy by the European

Commission, the MedAlliance networks were consulted, and ANIMA consolidated their recommendations. BSOs advocated the importance of regional (multi-country) initiatives and requested longer duration for projects, which was taken into account by the European Commission. BSOs also requested some simplification in the design and implementation of EU-funded projects in order to favour the participation of civil society organisations. BSOs lastly requested the possibility to associate neighbours of neighbours in the Neighbourhood Policy

initiative, in order to contribute to forging a large EMEA (Europe – Middle East – Africa) region.

ADVOCATING REGIONAL ECONOMIC INTEGRATION

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



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

Fadi Amroush, Co-founder, Afkar Plus, Syria

Fostering country's strengths for economic development

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

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

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

A total of 242 people benefitted from the training sessions and 359 BtoB were organised leading to 93 business partnerships of which 18 partnership agreements were signed.

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



They implemented the EUROMED Invest operations in Algeria

OPERATION	LED BY	WITH THE SUPPORT OF
AGROTECH in MED	Polish Chamber of Commerce (Poland)	Chamber of Commerce and Industry of Dabra (Algeria), Chamber of Commerce, Industry and Services of Casablanca (Morocco), CEIPIEMONTE (Italy), Hungarian Chamber of Commerce and Industry (Hungary)
Pollutec 2015 - EUROMED Invest Roadshow	Chambre de commerce et d'industrie de région Auvergne-Rhône-Alpes (France)	Chamber of Commerce and Industry of Dabra (Algeria), AMEC (Spain)
Young Entrepreneurs' Masterclass in Algeria	EBN - European Business and Innovation Centre Network (Belgium)	INSME (Italy), Chamber of Commerce and Industry of Dabra (Algeria)
Exporting agro-food products to the European Union, Algeria	Voka - Chamber of Commerce and Industry Antwerp-Waasland (Belgium)	Chamber of Commerce, Industry & Services of Casablanca (Morocco), Chamber of Commerce and Industry of Marseille Provence (France), German Chamber of Commerce and Industry in Morocco (Morocco)
Development of business services in the Dabra region	Sequa. GmbH (Germany)	Chamber of Commerce and Industry of Dabra (Algeria)

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

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

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

“ More than 700 organisations took part in the EUROMED Invest actions in Egypt: 400 companies & start-ups, more than 200 BSOs, 20 clusters & technoparks, about 50 public authority representatives, 10 universities and research centres, and 100 civil society and media organisations. ”



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

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

They implemented the EUROMED Invest operations in EGYPT

OPERATION	LED BY	WITH THE SUPPORT OF
Agrifood logistics & transport Roadshow	CEEBA - Confederation of Egyptian European Business Associations (Egypt)	ASCAME (Spain), EMDC Foundation (Italy)
The Euro-Med Green Energy Business Roadshow at Electricx & Solar-Tec 2015	GACIC - German Arab Chamber of Industry and Commerce (Egypt)	GACIC (Egypt), ASCAME (Spain), BUSINESSMED (Tunisia)
Green Solutions in MED	Polish Chamber of Commerce (Poland)	Federation of Egyptian Industries (Egypt), Czech Chamber of Commerce (Czech Republic), CEIPIEMONTE (Italy)
Young Entrepreneurs' Masterclass in Egypt	EBN - European Business and Innovation Centre Network (Belgium)	INSME (Italy), GACIC (Egypt)
Tourclass Mashreq	Official Chamber of Commerce, Industry and Navigation of Malaga (Spain)	CEEBA (Egypt), CCIMB
KIASSAS Mentoring Abu Daoud for Dairy & Trading	GACIC - German Arab Chamber of Industry and Commerce (Egypt)	
Exporting agro-food products to the European Union, Egypt	Voka - Chamber of Commerce and Industry Antwerp-Waasland (Belgium)	CEEBA (Egypt)
Exporting agro-food products to the European Union, Egypt	Voka - Chamber of Commerce and Industry Antwerp-Waasland (Belgium)	CEEBA (Egypt)
Good Governance in Mashreq BSOs	EUROCHAMBRES (Belgium)	GACIC (Egypt)
MEDA FINANCE	CEEBA - Confederation of Egyptian European Business Associations (Egypt)	ASCAME (Spain), BUSINESSMED (Tunisia), GACIC (Egypt)

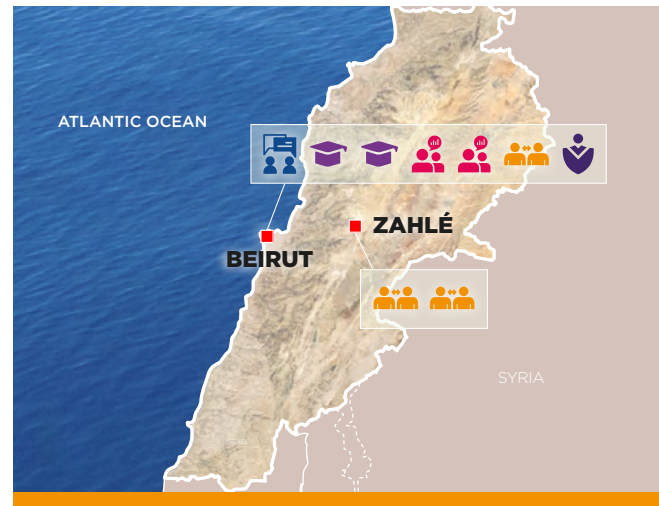


Developing rural areas and reinforcing the capabilities of SMEs and BSOs to enhance competitiveness

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

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

“ More than 800 organisations have benefitted from these activities: almost 100 start-ups, 250 companies, 250 BSOs, around 40 government institutions, several research centres and technology transfer offices. ”



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

Besides, more than 500 organisations from Lebanon have participated in EUROMED Invest project activities across the Euro-Mediterranean countries.

They implemented the EUROMED Invest operations in Lebanon

OPERATION	LED BY	WITH THE SUPPORT OF
EUROMED Invest Franchise Roadshow	GACIC – German Arab Chamber of Industry and Commerce (Egypt)	ASCAME (Spain)
Med Exchange	CCIA-BML – Chamber of Commerce, Industry and Agriculture of Beirut & Mount Lebanon (Lebanon)	Chamber of Commerce and Industry of Paris Ile-de-France (France)
Young Entrepreneurs' Masterclass in Lebanon	EABC – Euro-Arab Business Council (Egypt)	EMDC Foundation (Italy)
Mentor Plus	CCIA-BML – Chamber of Commerce, Industry and Agriculture of Beirut & Mount Lebanon (Lebanon)	
CBO Consulting Mentoring Toumy	ANIMA Investment Network (France)	
EuroMediation	Lebanese Mediation Center (LMC) at CCIA-BML (Lebanon)	Centre de mediation et d'arbitrage de Paris (CMAP) at Chamber of Commerce and Industry of Paris Ile-de-France (France)
BSOs Cooperation & Mentoring Programme	BECI – Brussels Enterprises Commerce and Industry (Belgium)	Chamber of Commerce, Industry & Agriculture of Zahle & Bekaa (Lebanon)
Exporting agro-food products to the European Union, Lebanon	Voka – Chamber of Commerce and Industry Antwerp-Waasland (Belgium)	Chamber of Commerce, Industry and Agriculture of Zahlé & Bekaa (Lebanon)
3 rd Euro-Arab Conference to Support SMEs and EUROMED Roadshow	EABC – Euro-Arab Business Council (Egypt)	EMDC Foundation (Italy)

Promoting profitable markets with high potential for social and economic development

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

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

“ More than 70 organisations took part in the EUROMED Invest actions in Jordan and Palestine: 55 companies, 13 BSOs, and 2 local and national public authorities. 21 organisations were also trained and 35 BtoB meetings were organised within these two activities. ”



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

They implemented the EUROMED Invest operations in Jordan and Palestine

OPERATION	LED BY	WITH THE SUPPORT OF
EUROMED Business Roadshow in Jordan	CEIPIEMONTE Centro Estero per l'Internazionalizzazione (Italy)	Unioncamere Piemonte (Italy), CCIIFM (France), CEEBA (Egypt)
Exporting agro-food products to the European Union, Palestine	Voka – Chamber of Commerce and Industry Antwerp-Waasland (Belgium)	Palestinian Federation of Industries (Palestine)

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

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

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

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

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



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

They implemented the EUROMED Invest operations in Morocco

OPERATION	LED BY	WITH THE SUPPORT OF
Agro-Med Biz Roadshow	ACCIÓ – Agència per la competitivitat de l'empresa (Spain)	Chamber of Commerce, Industry and Services of Casablanca (Morocco), Unioncamere Veneto (Italy), BMTI (Italy)
HUB Africa 2016 www.hubafrica.co	ANIMA Investment Network (France)	MedAlliance consortium
GREEN BATIMED	Polish Chamber of Commerce (Poland)	Latvian Chamber of Commerce and Industry (Latvia), Chamber of Commerce and Industry of Dahra (Algeria), Chamber of Commerce, Industry and Services of Casablanca (Morocco)
EU-MED Connect to Business	CEIPIEMONTE – Centro Estero per l'Internazionalizzazione (Italy)	PromoFirenze (Italy), Polish Chamber of Commerce (Poland), Chamber of Commerce, Industry and Services of Casablanca (Morocco)
Tourclass Maghreb	Official Chamber of Commerce, Industry and Navigation of Malaga (Spain)	Chamber of Commerce, Industry & Services of Casablanca (Morocco), BUSINESSMED (Tunisia)
SIARQ Mentoring LYDEC	CCIFM – Chambre de commerce italienne pour la France de Marseille (France)	
Agro-Export Mentoring Program	BMTI – Borsa Merci Telematica Italiana (Italy)	Association Nationale des GIE de l'Olivier (Morocco)
Fostering Women leaders – Women in BSOs Academy	BUSINESSMED – Union of Mediterranean Confederations of Enterprises (Tunisia)	AIP (Portugal), EUROCHAMBRES

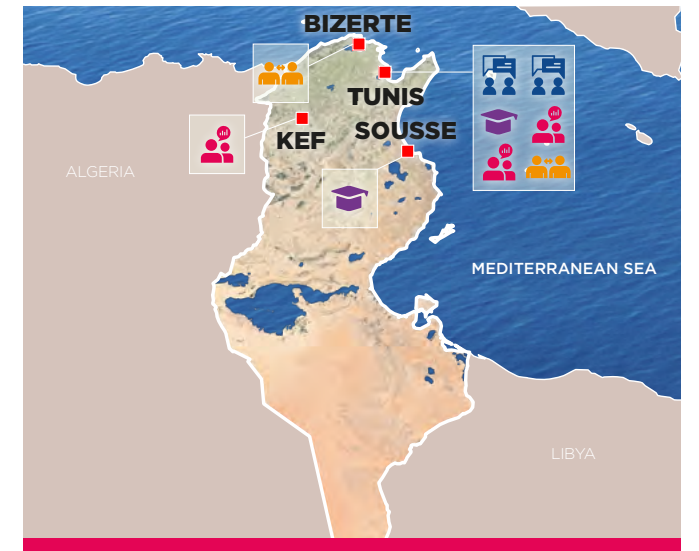
Encouraging balanced development between social inclusion and new potential economic sectors

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

“ Almost 700 organisations participated in the EUROMED Invest activities held in Tunisia: 80 start-ups, 435 companies, 40 BSOs, 5 clusters/ technoparks, 20 local and central authorities, 2 technology transfer offices, 50 CSOs and media representatives, and other type of structures. ”

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

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



Aside from that, 1,355 Tunisian organisations have benefitted from EUROMED Invest services across the Euro-Mediterranean area over the whole length of the project.

They implemented the EUROMED Invest actions in Tunisia

OPERATION	LED BY	WITH THE SUPPORT OF
Carrefour d'Affaires et de Technologies « CAT'2014 »	APII – Agence de Promotion de l'Industrie et de l'Innovation (Tunisia)	EMDC Foundation (Italy), INTERTRADE (Italy), Chamber of Commerce, Industry and Services of Casablanca (Morocco), BMTI (Italy)
Tunisian National Days of Technology Transfer – JNTT'2016	APII – Agence de Promotion de l'Industrie et de l'Innovation (Tunisia)	Barcelona Chamber of Commerce (Spain), EMDC Foundation (Italy), Chamber of Commerce and Industry of Dahra (Algeria)
Cultural and Creative Industries	BUSINESSMED – Union of Mediterranean Confederations of Enterprises (Tunisia)	Official Chamber of Commerce, Industry and Navigation of Malaga (Spain), AIP (Portugal)
Social Entrepreneurship for BSOs	BUSINESSMED – Union of Mediterranean Confederations of Enterprises (Tunisia)	EABC – Euro Arab Business Council (Egypt)
Smart In Factory Mentoring Intellitech	ANIMA Investment Network (France)	
EDR Mentoring Jellali	ANIMA Investment Network (France)	
Monini Mentoring Kef companies	CCIFM – Chambre de commerce italienne pour la France de Marseille (France)	
Agro-Commerce Mentoring Programme	BMTI – Borsa Merci Telematica Italiana (Italy)	Chambre de Commerce et d'Industrie du Nord-Est Bizerte (Tunisia)
Good Governance in Maghreb BSOs	EUROCHAMBRES (Belgium)	BUSINESSMED (Tunisia)



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

37 operations were held in European countries since the beginning of the EUROMED Invest project, almost half were Euro-Med Business Roadshows (16). Also, 8 academies, 6 young entrepreneurs' masterclasses and 7 mentoring missions for BSOs were held in European Union countries.

Around 3,000 organisations have participated in the EUROMED Invest operations held in Europe, almost 2,000 coming from European countries, more than 1,000 organisations from Southern Mediterranean countries and the rest from other locations.

Among the participants, mostly companies or start-ups (around 1,000) and BSOs (1,400), we also identified clusters, technoparks, incubators and accelerators (almost 40); Government Institutions (nearly 300); more than 50 universities and Technology Transfer Offices; around 100 civil society associations; 105 cooperation organisations; and 30 other organisations, mostly media.

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

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

THEY IMPLEMENTED THE EUROMED INVEST OPERATIONS IN EUROPE

ACIM – Agence pour la Coopération Internationale et le développement local en Méditerranée	
AFAEMME – Association of Mediterranean Businesswomen	
API – Agence de Promotion de l'Industrie et de l'Innovation	
Alexandria Chamber of Commerce	
AMEC – Association of Internationalised Industrial Companies	
ANIMA Investment Network	
ASCAME – Association of Mediterranean Chambers of Commerce	
Barcelona Chamber of Commerce	
BECI – Brussels Enterprises Commerce and Industry	
BMTI – Borsa Merci Telematica Italiana	
CCIFM – Chambre de commerce italienne pour la France de Marseille	
CEEBA – Confederation of European Egyptian Business Associations	
CEIPIEMONTE – Centro Estero per l'Internazionalizzazione	
Chamber of Commerce and Industry of Beirut and Mount-Lebanon	
Chamber of Commerce and Industry of Dahra	
Chamber of Commerce and Industry of Marseille Provence	
Chamber of Commerce and Industry of Serbia	
Chamber of Commerce, Industry & Services of Casablanca	
Complexe Industriel et technologique du Kef	
Czech Chamber of Commerce	
EABC – Euro-Arab Business Council	
EBN – European Business Network	
EMDC Foundation	
ERAI – Entreprises Rhône-Alpes International	
EUROCHAMBRES	
FEDCOC – Federation of Egyptian Chambers of Commerce	
Finnish Chamber of Commerce	
GACIC – German-Arab Chamber of Industry and Commerce	
German Chamber of Commerce and Industry in Morocco	
Heraklion Chamber of Commerce and Industry	
Hungarian Chamber of Commerce	
INSME – International Network for Small and Medium Enterprises	
IZKA – Izmir Development Agency	
Latvian Chamber of Commerce and Industry	
MedAlliance consortium	
Polish Chamber of Commerce and Industry	
SEBC – Syrian Enterprise & Business Centre	
Sequa gGMBH	

TYPE OF INSTRUMENT

- Euro-Med Business Roadshow in Europe
- Euro-Med Business Roadshow in Southern Mediterranean countries
- Masterclass for Young Entrepreneurs
- Entrepreneurs Mentoring Programme
- BSOs Mentoring Programme
- Academy



5 SECTOR ACTION PLANS

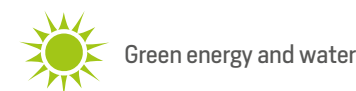
The Sector Action Plans developed in the framework of EUROMED Invest are five strategic studies providing current status and trends of five key sectors for economic development in the Euromed area. These publications, released in May 2014, supported the EUROMED Invest consortium in their understanding and design of specific operations contributing to the enhancement of these sectors.



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



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



The great potential of southern Mediterranean countries and the incentives launched by the European Commission in the field of renewable energy provided a

framework for the integration of renewable energy in the Euro-Mediterranean region and offered great opportunities for businesses involved in the sector. This paper illustrates the state of play, failures and current existing opportunities in this sector, and offers some guidelines for inclusive, strategic, proactive and sustainable actions.



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

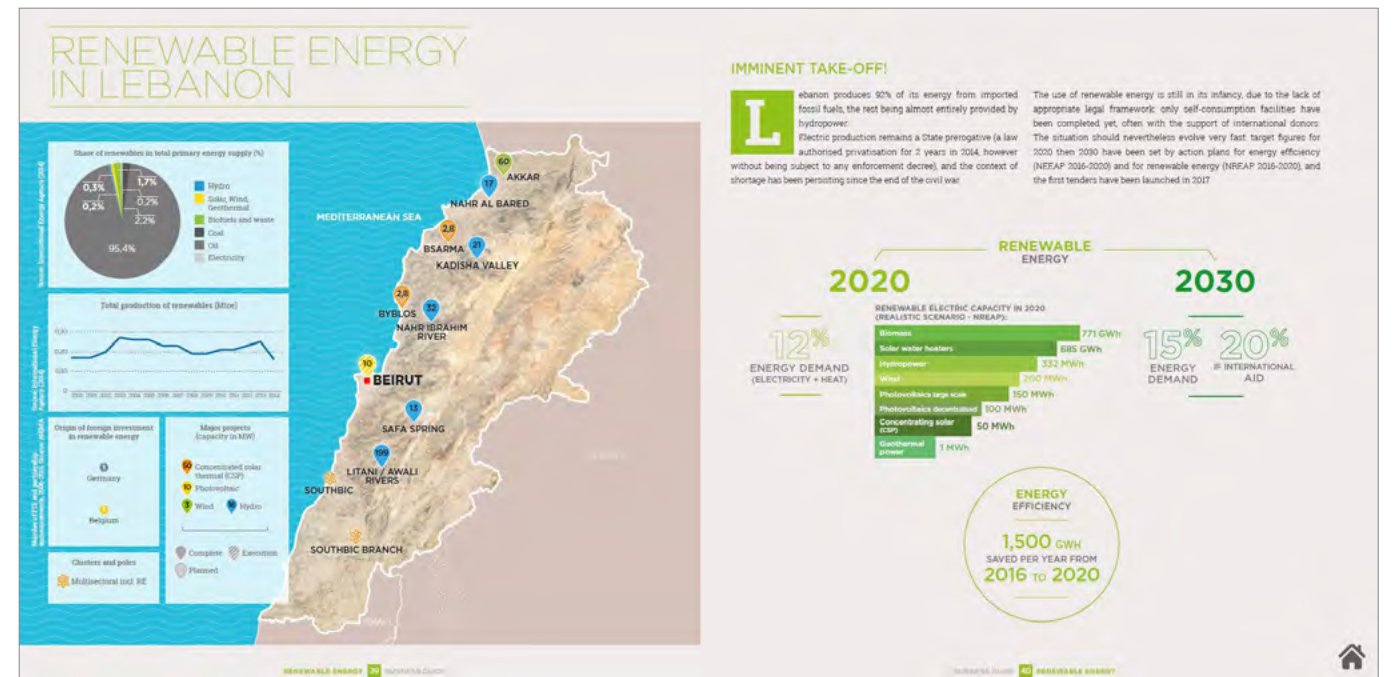


This Transport and Logistics study sought to develop a comprehensive and integrated strategy for the adoption of initiatives during the EUROMED Invest project, with a coordinated approach involving relevant

actors from the research, environment, transport and internal market perspectives of the private sector and policy-making realm. It provided an analysis of the sector, focusing on the main challenges and specific niche priorities to be addressed.

10 YEARS OF FOREIGN INVESTMENT AND BUSINESS PARTNERSHIPS IN THE MEDITERRANEAN (2006-2015)

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



BUSINESS GUIDE GROWTH OPPORTUNITIES IN THE MEDITERRANEAN

The EUROMED Invest Business Guide is intended for businesses wishing to familiarise themselves with southern Mediterranean countries. Overview of business opportunities, examples of projects implemented by foreign operators, main business events in

Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia... all the information needed to speed up your prospecting!

Designed as a toolbox, it comprises five brochures (both in English and French) focused on five key sectors: agrifood, cultural and creative industries, renewable energy, tourism and transport and logistics. Each 40 pages booklet

analyses the sector's development in 8 southern Mediterranean countries through 40 maps, and offers a regional overview of opportunities to be seized.

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



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

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

In the Southern Neighbourhood Countries, business support organisations play an essential role in the course of the changeover from a politicised economic system to a new market economy. However, the level of organisation of BSOs may vary significantly

“
**HARMONISING POLICY
FRAMEWORKS AND FOSTERING
EURO-MEDITERRANEAN
INTEGRATION THROUGH
INVESTMENT SUPPORT AND
EXCHANGE OF BEST PRACTICES
REMAINS A PRIORITY FOR THE
EUROMED**
”

from one country to another and the private sector across the region remains fragmented and disconnected to a large extent.

Given the limited resources, private sector organisations have realised that they had a strong responsibility in their respective countries' recovery. BSOs need to be stronger, more impactful and more independent. To do so, they still need support in building their capacities and developing specific curricula and support services requested by their SME members. In other words, we should be able to achieve higher economic leverage by helping Mediterranean business support organisations to make a qualitative

scaling up regarding services they offer to their beneficiaries, while continuing this EUROMED cooperation dynamic. Southern Mediterranean BSOs, in general, need to be supported in becoming aware of existing best practices and adapting them to the specificities of their contexts.

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

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



Authors:

Oussama Dahmani, Emmanuel Noutary, Inmaculada Ruiz.

With the contribution of Nada Al-Waked, Gala de Bastida, George Catinis, Alaa Ezz, Zakaria Fahim, Annalisa Gamba, Katarzyna Kaniewska, Kamel Ouerfelli and Rabih Sabra.

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

Photo credits:

Veldeman Photo (5, 17, 36) and Francesca Tovoli (8, 9, 11, 13, 15).

Graphic design:

www.stickstudio.net

English proofreading:

Karim El-Arnaouty.

Cartography: The designations employed and the presentation of material on these maps do not imply the expression of any opinion whatsoever on the part of ANIMA Investment Network concerning the legal status of any country, territory, city or area or of its authorities or concerning the delimitation of its frontiers or boundaries. The delimitation of frontiers is in compliance with Map No. 3584 Rev. 2 UNITED NATIONS January 2004 – Department of Peacekeeping Operations Cartographic Section; Map No. 4204 Rev. 3 UNITED NATIONS April 2012 – Department of Field Support Cartographic Section; Map No. 3795 Rev. 3 UNITED NATIONS March 2012 – Department of Field Support Cartographic Section.

This publication has been produced in the framework of the EUROMED Invest project with the financial assistance of the European Union. The contents of this publication are the sole responsibility of ANIMA Investment Network and can in no way be taken to reflect the view of the European Union.

The EUROMED Invest is a 4-year project (2013-2017) co-financed at 80% by the European Commission for a global amount of EUR 5 million. It is coordinated by ANIMA Investment Network in the framework of the MedAlliance Consortium.

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.

The ultimate goal of EUROMED Invest is to boost private business and investment within the Euromed area to contribute to an inclusive economic development of the region.

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. For more information, please visit www.animaweb.org or follow us on Twitter @Anima_Network.

© Copyright EUROMED Invest 2017 – No part of this publication may be reproduced without express authorisation. All rights reserved for all countries.

N°ISBN: 2-915719-63-2



EUROMED INVEST



Project financed by the European Union, the MedAlliance and the local authorities of Marseille - PACA

Labelled by



Project implemented by the MedAlliance consortium under ANIMA Investment Network coordination



This publication has been produced in the framework of the EUROMED Invest project with the financial assistance of the European Union. The contents of this publication are the sole responsibility of ANIMA Investment Network and can in no way be taken to reflect the view of the European Union.

© Copyright EUROMED Invest 2017 - No part of this publication may be reproduced without express authorisation. All rights reserved for all countries. N° ISBN: 2-915719-63-2