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**EBSOMED**  
ENHANCING BUSINESS SUPPORT ORGANISATIONS

# ROADMAP



**EBSOMED Employers thematic committees**

**ROADMAP FOR OPTIMAL IMPLEMENTATION OF THE GREEN DEAL (GD) IN THE EUROMED REGION**



Project funded by the EUROPEAN UNION

The EBSOMED project is led by BUSINESSMED within a consortium of six partners.

**BUSINESSMED**  
Union of Mediterranean Confederations of Enterprises





**ROADMAP**  
FOR OPTIMAL IMPLEMENTATION  
OF THE GREEN DEAL (GD) IN THE  
EUROMED REGION

*GD IN THE EUROMED REGION:  
TIME IS NOW*

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## *List of abbreviations*

**B2R: Business to Research.**

**CO<sub>2</sub>: Carbon dioxide.**

**EU: European Union.**

**EUROMED: Euro-Mediterranean countries or region.**

**EBSOMED: Enhancing Business Support Organizations and Business Networks in the Southern Neighborhood**

**GD: Green Deal.**

**PPP: Public Private Partnership.**

**R&D: Research and Development.**

**SD: Sustainable Development.**

**SDGs: Sustainable Development Goals.**

**TC: Thematic Committee.**

**WIPO: World Intellectual Property Organization.**



## *General Overview*

FINANCED BY EUROPEAN UNION, “EBSOMED”, ENHANCING BUSINESS SUPPORT ORGANISATIONS AND BUSINESS NETWORKS IN THE SOUTHERN NEIGHBOURHOOD, IS A PROJECT COORDINATED BY BUSINESSMED AS PART OF A CONSORTIUM OF SIX PARTNERS WITH MORE THAN THIRTY ORGANISATIONS FROM 26 COUNTRIES AFFILIATED TO THE PROJECT.

WITHIN THE FRAMEWORK OF THE EBSOMED PROJECT, BUSINESSMED DEVELOPED EMPLOYERS’ THEMATIC COMMITTEE ON THE GREEN DEAL. THIS COMMITTEE WAS ESTABLISHED IN CONTINUITY WITH THE EFFORTS OF THE FIRST PHASE OF THE TC ON EDUCATION AND RESEARCH & DEVELOPMENT ON ENERGY TECHNOLOGY, AS WELL AS IN COORDINATION WITH THE PRIORITIES SET BY REGIONAL AND INTERNATIONAL ACTORS. THIS GD TC IS AN INITIATIVE THAT ALLOWS EMPLOYERS FEDERATION TO UNDERSTAND THE IMPACTS OF THE GREEN STRATEGIES AND THEIR IMPLICATION FOR THE MEDITERRANEAN ECONOMY.

THIS REPORT, ON DEVELOPMENT OF A ROADMAP FOR OPTIMAL IMPLEMENTATION OF THE GREEN DEAL IN SEVEN MEDITERRANEAN COUNTRIES SURVEYED (EGYPT, JORDAN, LEBANON, MALTA, SYRIA, TUNISIA AND TÜRKIYE), FALLS WITHIN THE FRAMEWORK OF EBSOMED PROJECT AND WILL FOCUS ON STEPS REQUIRED TO ACHIEVE THE DEFINED OBJECTIVES AND CHALLENGES RELATED TO THE IMPLEMENTATION OF GD IN THE EUROMED REGION. WE WILL INVESTIGATE HOW SOLUTIONS CAN BE INCORPORATED INTO NATIONAL AND REGIONAL POLICY PROCESSES AND HOW BUSINESS COOPERATION PROGRAMS CAN BE DEVELOPED TO IMPLEMENT THE GD STRATEGIES.

## ***Introduction***

Currently, one of the most important concepts for the implementation of Sustainable development (SD) principles is the Green Deal that could be defined as “a strategy for mobilization of whole community and enterprises to create clean and green economy through implementation of pro-environmental solutions in various sectors” <sup>1</sup>. The aim of this report is to provide a roadmap for overcoming the obstacles and unlocking the potential benefits of the Green Deal in the Euro Mediterranean region, particularly in seven investigated countries (Egypt, Jordan, Lebanon, Malta, Syria, Tunisia and Türkiye).

Based on the analysis and findings presented in the previous report “Enhancing Business Support Organizations and Business Networks in the Southern Neighborhood EBSOMED in relation to the EU Green Deal”, a roadmap is developed here. Indeed, implementing the GD objectives within these countries requires a comprehensive roadmap that outlines the necessary steps and actions to achieve sustainability goals. This concrete roadmap is crucial to construct a general framework to guide the implementation process and to provide actionable recommendations and guidance to the member countries, for a clear understanding of the EU Green Deal and optimal preparation to seize the opportunities it offers <sup>2</sup>.

This report is based on the industry outlook and recommendations issued during the first phase of the committee and a series of meetings/ consultations were held with the TC’s members to elaborate on the roadmap’s pillars and their inputs were taken into account. All the ideas generated collectively contained in this report will be presented to national governments at the regional level with a comprehensive action plan to employers’ confederations and stakeholders from business associations and private sector actors in concerned countries.

The time to act is now so as not to miss this historic opportunity for Mediterranean countries to reposition themselves and take advantage of this new framework.

# Roadmap for implementation of the GD in the Euromed region: necessary steps and actions to achieve goals

The Green Deal aims to transform the region into a climate- neutral and sustainable economy by 2050. Sometimes taken for granted, especially for certain developed countries well engaged in the transition, this objective is far from being easily achievable for some Mediterranean countries. Consequently, im-

plementing the GD objectives within these countries, most precisely surveyed ones in this report (Egypt, Jordan, Lebanon, Malta, Syria, Tunisia and Türkiye), requires a tailored roadmap that takes into account the unique characteristics and challenges of the region.

Based on the feedback received from business organizations, the roadmap proposed is organized into seven pillars (Figure 1) presenting the necessary steps to implement the GD effectively: ecosystem, policy, funding and support, education and skill development, research and innovation, monitoring progress and communication strategy.

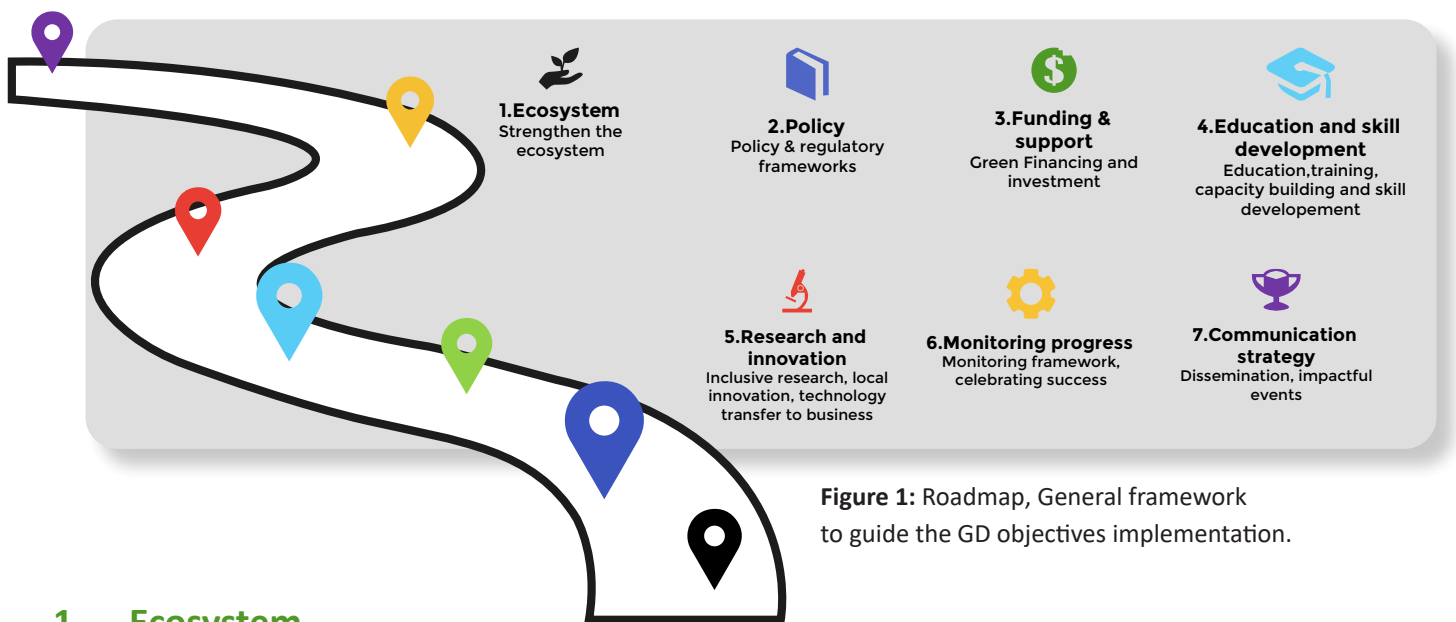


Figure 1: Roadmap, General framework to guide the GD objectives implementation.

## 1. Ecosystem

The result of analyses of the report “Enhancing Business Support Organizations and Business Networks in the Southern Neighborhood EBSOMED in relation to the EU Green Deal”, and the recommendations highlighted the need to focus on the ecosystem. It appears that business employers need to conduct a thorough assessment of the environmental impact of member businesses to provide a complete and updated picture of the situation in each country.

Based on this assessment, confederations can identify the key areas where sustainability improvements are most needed, each country needs to point out specific challenges and barriers faced in adopting sustainable practices such as limited resources, infrastructure and technical expertise. Then, specific, measurable, achievable, relevant and time-bound (SMART) objectives can be defined to align with the GD objectives.

## 2. Policy

An essential pillar in the implementation of the GD, is to engage with policymakers at regional, national, and international levels to advocate for policies that support the GD objectives. Thus, members organizations need to collaborate with government agencies to shape regulations and incentives that encourage sustainable business practices and participate in relevant policy forums to contribute to the development of green economy frameworks.

All efforts are in vain if attention is not paid to address visible and invisible barriers. Business organizations needs to address any legal or bureaucratic regulatory barriers that impede the adoption of initiatives in line with the GD.



### 3. Funding and support

To be able to engage effectively in the GD objectives, business organizations need to specify clearly the financial resources needed and explore mechanisms and partnerships. New green funding mechanism needs to be established (incentives, grants, loan guarantees, etc.).

Special effort should be made to raise awareness among business actors about the financial benefits and new opportunities associated with the GD and sustainable investments in different sectors.

### 4. Education and skill development

A key pillar for optimal and equitable implementation of the GD in the Euromed region is to integrate sustainability concepts into relevant curricula via working closely with educational institutions. We observe that the gap between countries in this domain, is what accentuates the disparities in the region and slow down the ability to implement the GD objectives especially in southern Mediterranean countries.

Training programs and capacity-building initiatives need to be developed, in collaboration with the EU, to raise awareness and enrich knowledge about sustainable business practices. Educational and vocational training actors must be involved for a massive dissemination of knowledge. Collaborating with specialized international agencies is essential to provide resources, tools and expertise to help businesses to implement sustainable practices. Also, it would be judicious to assist members to create specialized working groups or scientific societies, in the field of Sustainable development principles, to encourage knowledge sharing among member businesses, confederation and relevant stakeholders.

### 5. Research and innovation

Today, it's obvious that a bold innovation strategy is a necessary (but not sufficient) condition for more stringent environmental regulations to achieve profitable productivity gains. Business confederations need to establish partnerships between business and research institutions and innovation centers to promote innovation and technological advancements. Specialized technology transfer offices have to be supported in order to transfer green technologies, know-how and best practices to businesses.

Specific mechanisms of support to local enterprises and researchers should be developed to foster economic diversification and innovation (Business to Research B2R, living labs, lighthouses, science shops, etc.) as well as to promote equitable and technology-informed economic development through inclusive research.

Finally, special attention should be given to foster innovations in less developed countries and to develop local, relevant and affordable new green technologies that could in the future be exported worldwide. Business members training to improve their innovation capacity based on learning to access and use scientific platforms and patents databases, collaboration at national level (scientists, researchers, academic actors) as well as international organizations (such as World Intellectual Property Organization - WIPO) would represent a great contribution in the empowerment of business leaders.

### 6. Monitoring progress

While moving forward with the GD implementation, it's important to develop a monitoring and evaluation framework to track progress towards GD objectives by setting up a system that helps the member companies investigated to monitor their sustainability performance and report their progress data transparently. This would allow to regularly assess the impact of implemented measures and initiatives to be as reactive as possible and to develop appropriate initiatives that have given good results or, on the contrary, to change or stop inappropriate measures that have not achieved the objectives. At each stage of the process, it would be judicious that confederations celebrate achievements and showcase success stories to inspire and motivate other businesses

### 7. Communication strategy

The key to motivating business leaders to implement best practices lies within inspiration. The Mediterranean companies should acknowledge that implementing green business practices enhance public image, improve profitability and potentially incur cost savings. Business organizations can list and present success stories of companies which have made profitable green innovations.

Inspiration can also derive from national and international business examples <sup>3</sup>. Many companies that invest in renewable energy sources, energy-efficient technologies and sustainable practices experience significant cost savings over time. Examples can be considered as a model to follow:

- Some oil companies reduced their CO<sub>2</sub> emissions by 10%, at no additional cost, thanks to the optimization of production methods, the elimination of leaks and the reuse of certain by-products <sup>3</sup>.
- Some IT companies has reduced the waste of resources through equipment (automatic faucets and motion detectors) at a cost of 250 000 dollars. Annual profit was estimated at 246 000 dollars <sup>3</sup>.
- Some leading agri-food companies, thanks to new system-wide productivity plan, has avoided the use of 125 000 metric tons of primary packaging, resulting in an estimated cost savings of

approximately 200 million dollars. Also, since introducing Plant Bottle package the equivalent of more than 140 000 metric tons of carbon dioxide emissions (equivalent of the amount of carbon dioxide emitted from burning 320 000 barrels of oil) had been avoided.

- Some startups that provide innovative home-scale hydroponic systems powered by solar energy with creative designs that save space, water, and energy; participated to increase foodsecurity, reduce reliance on traditional irrigation systems, and reduce CO<sub>2</sub> by relying on solar power.

It's also important to make enterprises aware of the fact that these examples of companies with strong commitments to sustainability and green practices often build a positive brand reputation and increase customer loyalty. Recent studies have shown that consumers are more likely to support companies that prioritize sustainability <sup>4 5</sup>, potentially leading to higher sales and revenue.

In addition to the success stories, creativity and originality can also engage and inspire. Thus, business organizations should take advantage of the presence of the Creative and Cultural Industries (CCI) among members to involve them in raising awareness on GD issues by organizing specific events such as: Sustainable fashion show, recycling rewards program, Green themed comedy night or green deal film festival, by involving public figures knowing in media (for example WFP Goodwill ambassadors). Such events are more and more organized in developed countries but not enough in less developed southern Mediterranean countries, which remain on the sidelines of this global green movement. Finally, the communication strategy of business organizations should seek feedback from stakeholders and incorporate their input into the implementation process.



# Action plan: Steps required to achieve the defined objectives and challenges

Implementing the GD objectives in Mediterranean countries requires comprehensive and coordinated effort across various stakeholders. Based on the previous phase of the research and analysis realized, we noted, among other aspects, a lack of policy support, funding and research and innovation aspects.

After consultation with Business organizations of surveyed countries, we have prioritized these three pillars to be developed as priorities, for each pillar we proposed a two-year timeline with concrete actions to implement the GD successfully.

## 1. Policy

Implementing the GD in the Mediterranean countries requires to advocate with relevant partners with a comprehensive and coordinated effort across various sectors. We propose here a two-year timeline to implement the policy related to GD successfully in the seven investigated countries (figure 2).

► Influencing policy (Month 1-6): Form a task force composed of representatives from Euromed region to develop a unified GD policy. Conduct awareness campaigns to educate policymakers, businesses and citizens about GD objectives and benefits.

► Align with SDGs (Month 7-9): Shift to an active climate policy that help to access finance opportunities and that facilitate climate- friendly transformation Engage with government bodies and policy makers at the national and regional levels to improve areas of weakness of legislations and to promote policies that supports the objectives of the GD in a timely manner. <sup>6</sup>

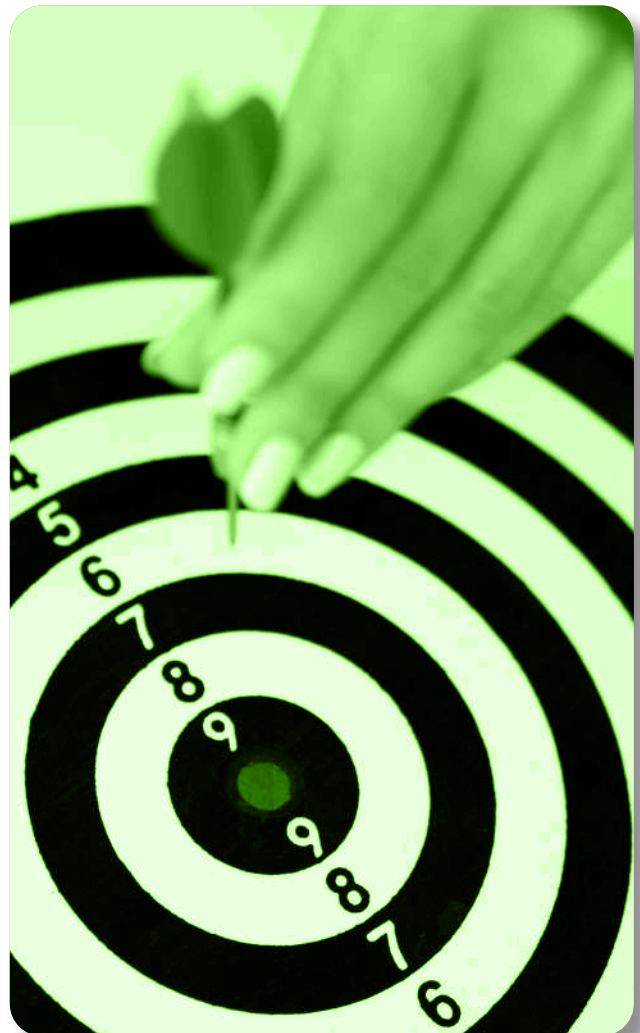
► Energy efficiency and retrofitting (Month 10-12): Develop incentives and subsidies to adopt energy-efficient practices. Promotion of favorable policies and funding mechanisms that encourage sustainable practices and renewable energy adoption. Set up building retrofitting program.

► Clean transition (Month 13-18): Develop national transition strategy. Stay updated on latest global policies and regulations related to clean transition and apply them via local forces to come up with results.

► Stakeholders engagement and governance (Month 12-24): Engage with local communities to ensure inclusivity (PPPP: Popular Public Private Part-

nership) <sup>7</sup>. One tangible way we propose to better engage them is by developing relevant tools (booklets, short videos, etc.) on GD in local dialect. Strengthen governance frameworks. Address any, actual or future, legal or bureaucratic barriers that impede the adoption of initiatives in line with GD.

► Monitoring and Evaluation (Month 18-24): Set up a robust system to track GD implementation progress and its impact and regularly update the public and stakeholders about it.



## Policy timeline

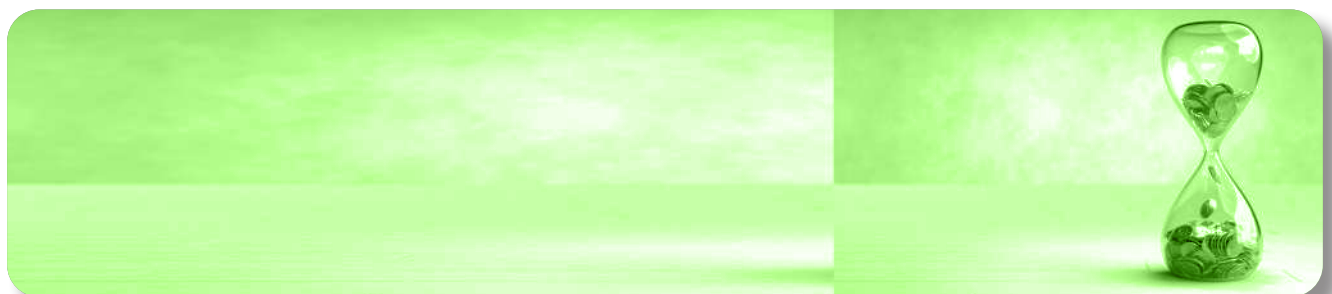


Figure 2: Two-year timeline to implement the policy in support of the GD.

## 2. Funding

Implementing funding mechanisms for the GD in Mediterranean countries requires focused efforts. We propose here a two-year timeline action to implement these funding mechanisms in the seven investigated countries (figure 3).

- ▶▶ Green funding task force (Month 1-3): Create a task force composed of financial experts and relevant stakeholders to develop a comprehensive funding strategy to support GD objectives.
- ▶▶ Mapping green projects (Month 3-6): Prioritize potential GD projects in specific sectors such as renewable energy, energy efficiency, sustainable transport, etc. Analyze their potential impact on environmental sustainability and socioeconomic development.
- ▶▶ Green investment plan (Month 6-9): Develop detailed investment plans for selected GD projects and showcase the region's commitment to green initiatives.
- ▶▶ Engage with financial institutions (Month 9-12): Explores funding opportunities (international financial institutions, climate funds, development banks, etc.).
- ▶▶ Promote green bonds and private investment (Month 12-18): Create favorable framework for issuing and listing green bonds in the Mediterranean stock exchanges. Foster PPPs through incentives and attract private investments in sustainable projects.
- ▶▶ Monitoring and evaluation (Month 18-24): setup system to track the flow of green funds, the effective use of funds and assess the progress and impact of projects financed.





## Funding timeline



**Figure 3:** Two-year timeline to implement the funding in support of the GD.

### 3. Research and innovation

As demonstrated in recent studies <sup>8</sup>, market-perceived innovation, proxied by the interaction between R&D intensity and the market-to-book ratio, has a positive impact on economic sustainability. Therefore, implementing R&D initiative for the GD in Mediterranean countries is crucial for advancing sustainable technologies and finding innovative and adapted solutions. We present here a Two-year timeline (figure 4) to promote R&D in support of the GD in the seven investigated countries.

- ▶ Establishing a GD R&D task force (Month 1-3): Create a task force composed of experts and researchers from academia, research centers and government agencies and institutions to develop a clear R&D strategy for the R&D and innovation strategy in the region. Define the focus areas and priorities for R&D to place it into a new role of demand-driven research to bring concrete solutions to the great challenges of GD.
- ▶ Conducting a Research Gap Analysis (Month 3-6): Identify research gaps that need further investigation, assess the capacity of regional research institutions and universities.
- ▶ Putting in place Green Innovation Hubs (Month 6-12): Establish green innovation hubs to foster collaboration between experts, researchers, business leaders, etc. Provide resources (funds, expertise, technical assistance) to support projects and prototype development.
- ▶ Funding R&D Projects (Month 12-24): Allocate dedicated funding to support R&D projects, assist members to explore funding opportunities (such as Horizon Europe, LIFE, European Innovation Council, etc.) <sup>9</sup> and encourage private sector participation through national research grants and tax incentives.
- ▶ Fostering International collaboration (Month 12-18): Promote collaborations between Mediterranean countries and international research institutions to share knowledge (open science) related to the GD to accelerate progress.
- ▶ Monitoring and Evaluation of progress (Month 18-24): Develop a monitoring and evaluation framework to assess the progress and impact of projects. Develop regional major programmes linking the findings of member projects and all the innovative solutions generated for their full implementation in the region.



## R&D timeline



Figure 4: Two-year timeline to promote R&D in support of the GD.



## ***Conclusion and perspectives***

In this report, we presented a roadmap that has been elaborated on the recommendations of the “Enhancing Business Support Organizations and Business Networks in the Southern Neighborhood EBSOMED in relation to the EU Green Deal” report.

Specific actions have been proposed to initiate the implementation of the GD in seven Mediterranean countries, through a transformative roadmap for transition towards a sustainable and climate-neutral industry. We emphasized the importance of collaborative action and commitment in realizing the GD vision of a greener and more resilient Euromed region.

To conclude, the GD represents an opportunity for Mediterranean countries to embark on sustainable and inclusive pathway. Countries needs collective commitment to create greener and resilient future. By embracing the roadmap steps outlined in this report and working collaboratively at national, regional and international levels, the countries surveyed can overcome the challenges faced and seize the potential benefits of the GD as a unique chance to be the winner of this green transition and to not miss out on this historic opportunity, for as H. Jackson Brown said “Nothing is more expensive than a missed opportunity”.

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