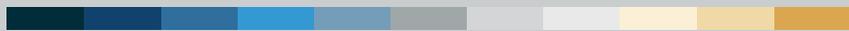


ACTIVITY REPORT



IPEMED



IPEMED

- INSTITUT DE PROSPECTIVE ÉCONOMIQUE DU MONDE MÉDITERRANÉEN -

BUILDING THE MEDITERRANEAN WORLD OF TOMORROW



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1. A WORD FROM THE PRESIDENT

2016: 10 YEARS BUILDING TOGETHER THE MEDITERRANEAN WORLD OF TOMORROW

BY JEAN-LOUIS GUIGOU, PRESIDENT OF IPEMED



2016 was a great year for IPEMED as it celebrated its 10 years of existence. Indeed, since its creation, the Euro-Mediterranean think-tank I founded has been working to bring together the two shores of the Mediterranean through the economy. A necessary objective via a new approach in order to shape a common future in the region.

Since 2006, we have always offered, in all circumstances and on all subjects of our work programme, an **inclusive, transversal and multi-disciplinary approach**. Over 10 years, we mobilised hundreds of experts, business managers and politicians from both shores of the Mediterranean.

In 2016, IPEMED focused on the implementation of four strong ideas:

➔ REGIONALISATION

For IPEMED, regionalisation is a key concept that will help regulate global economic exchanges. Between deregulated globalisation and return to protectionism, we believe that there is an intermediary level made up of great global regions, such as the EU, NAFTA, etc. Taking advantage of geographic proximity, complementarity and solidarity among neighbouring countries, as are Northern and Southern countries, is an asset in global competition. Europe must “go South” and Africa can benefit from this new “win-win” partnership with its North, all the more so as the region appears as a relevant regulation and exchange space for emerging countries that are willing to access the international market.

➔ COPRODUCTION

For IPEMED, coproduction is the most developed and sustainable form of economic relations. Coproduction in the Mediterranean is an industrial model based on the complementarities of the region's countries and on the development of value and production chains.

Therefore, our goal was to highlight the shared benefits of this model, that enables companies from different countries to shift from a commercial logic to a partnership approach, involving shared added value, technology transfer and shared risks.

➔ LOCAL DISTRIBUTION CHANNELS

IPEMED is aware that local distribution channels are emerging in a certain number of sectors (food, energy, finance), thanks to the development of adapted technologies. Therefore, the Institute seeks to study these local-scale dynamics. Local distribution channels, territorialised agri-food systems, circular economy, etc. all show the populations' will to improve their daily lives and their adaptation to global changes.

➔ DIGITAL REVOLUTION

The digital revolution offers IPEMED the possibility to play its role of catalyst and intermediary between the two shores of the Mediterranean, and between economic, scientific and political actors, among others. In this age of collaboration, the Institute intends to connect and initiate a dialogue between communities or entrepreneurial ecosystems, through collaborative platforms. In 2016, we published a report on e-commerce in Africa, and we will carry on this research field in 2017.

We are proud of our achievements and thanks to our experience on the field, in 2016 we were able to focus on specific subjects, to look deeper into innovative ideas and to establish ourselves as a leader in certain fields. For example, in July 2016 IPEMED published a report on micro-algae and their potential contribution to the region's sustainable development, a topic that echoes the COP21 and COP22 and that had been very little studied until then.

In addition to being present to the various highlights of the region, we relaunched our Mediterranean and African breakfasts in partnership with BpiFrance

and La Tribune. Our first **event** took place on 4th October, on **Industrialisation in North Africa (from Morocco to Egypt)**.

On 8th December 2016, IPEMED also opened its first branch abroad: **IPEMED TUNISIA**. It aims to **carry out in-depth analyses of foreign investors' behaviour** and of the promising sectors for coproduction and to **favour the development of partnerships between the two shores of the Mediterranean**.

In 2017, IPEMED is willing to keep carrying out its mission of bringing together the two shores of the Mediterranean through the economy. However, this objective must now be open to Africa. We now see the future through a foundation Africa-Mediterranean-Europe, called La Verticale.

“We now see the future through a foundation Africa-Mediterranean-Europe, called La Verticale.”



2.

2016

HIGHLIGHTS

Paris: IPEMED was a partner of the symposium "Hydrodiplomacy and climate change for peace in the Middle East: Case of the Jordan River Basin" at the Senate.



DECEMBER 2016

Tunis: signing of a partnership agreement between CONECT and IPEMED.



DECEMBER 2016

Tunis: IPEMED inaugurated an independent branch in Tunisia.



DECEMBER 2016

Marrakesh: IPEMED defended its ideas and organised nearly 10 events at the COP22.



NOVEMBER 2016

Paris: along with the Club Efficiency and the Fondation pour l'Énergie en Afrique, IPEMED organised a symposium on "Energy as a key factor of development in Sub-Saharan Africa".



NOVEMBER 2016

Paris: IPEMED organised the first Mediterranean and African breakfast on the topic "How to boost industrialisation in North Africa (from Morocco to Egypt)?"



OCTOBER 2016

Shermine DAJANI, Jordan, President of PanMed Energy Ltd., joined IPEMED.



SEPTEMBER 2016

SEPTEMBER 2016

Abdesslem Ben Ayed (Tunisia) became the new President of IPEMED's Supervisory Committee.



JANUARY 2016



Casablanca : IPEMED took part in the Forum Euromed Capital.

FEBRUAR 2016



Paris: for its 10th anniversary, IPEMED gathered its Political Steering Committee (PSC).

FEBRUAR 2016



Paris: organised a dinner followed by a debate on the topic "Going South: why and how?"

JUNE 2016



Paris: IPEMED became a member of the French Water Partnership.

JULY 2016



Tanger: IPEMED takes part in the MEDCOP and co-organises a workshop on the topic "Climate issues, soil degradation, food safety and precariousness".

SEPTEMBER 2016



Paris: IPEMED resumed its breakfasts in partnership with BpiFrance and La Tribune.

SEPTEMBER 2016



Paris: strategic seminar of IPEMED.

SEPTEMBER 2016



IPEMED's Political Steering Committee (PSC) welcomed three new members: Fadia Kiwan (Lebanon), Cherif Rahmani (Algeria) and Mounir Abdel Nour (Egypt).



3.

THEY TALKED ABOUT US

Since 2006, IPEMED has had the opportunity to work through the Mediterranean and African worlds, with many political figures, experts, as well as economic and academic partners. Some of them talk publicly about the actions of our think tank and we thank them through this selection of accounts.



“IPEMED is more necessary than ever... Keep building this Verticale Africa - Mediterranean - Europe (AME) that will bring a successful and thriving future”.

■ **Alain Juppé,**
former Prime Minister



“We must promote the great project of La Verticale (Africa, Mediterranean, Europe) because it gives a central role to the Mediterranean, which will enable this great region to have balanced relations with the Asia-Pacific and America-Atlantic-Pacific regions. (The concept of La Verticale was highlighted by the works of IPEMED, the Mediterranean World Economic Foresight Institute).”

■ **Fathallah Oualalou,**
former Moroccan Minister



“I totally agree with the analyses of IPEMED (Mediterranean World Economic Foresight Institute), according to which it is necessary to gather the two shores of the Mediterranean through the economy, for a better common future and shared interests in the North and in the South alike.”

■ **Xavier Beulin,**
former President
of the FNSEA



“As company managers had the same objectives of development and exchanges in the Mediterranean, IPEMED was able to speak with one voice and develop, along with political leaders and regional and international institutions, operational recommendations of the main development issues in the Euro-Mediterranean region.”

■ **Jean-Louis Chaussade,**
SUEZ Chief Executive Officer



“IPEMED carried our deep analyses that gave rise to original propositions, such as: Euro-Mediterranean food and agricultural policy, winning back consumers via the Mediterranean diet and certified local products, territorialised production and marketing sectors.”

■ **Jean-Louis Rastoin,**
IPEMED Associate Expert,
Unesco Chair on World Food
Systems, Montpellier SupAgro



“Africa got rid of its inhibitions and has no hard feelings against Europe. The continent is keen to take control of its own destiny and contribute to the regional integration of both spaces. To do so, the Mediterranean must play a central role. The Verticale project, advocated by IPEMED, could help strengthen the relations between our two continents.”

■ **Macky Sall,**
President of the Republic
of Senegal



“I support the action IPEMED has been carrying out for ten years, an action that aims at better understanding the issues in this region and at bringing spirits and hearts together.”

■ **Bariza Khiari,**
Senator



“IPEMED has become a significant European actor focusing its efforts on a practical partnership approach towards the South of Europe, which has long been neglected by European policies. The Institute mostly focuses on the Mediterranean, a European “mare nostrum” just like the North Sea or the Baltic Sea, but it also focuses on Africa. These two regions are essential neighbours to Europe - a real neighbourhood policy should be implemented for these two areas, just like Europe did with its Eastern neighbours.”

■ **Joachim Bitterlich,**
Former Chancellor Advisor,
Germany



“IPEMED is a think tank that can make projections in the future and provides an essential scientific input for all actors, in the Mediterranean and beyond.”

■ **Fadia Kiwan,**
Professor of political sciences
and Honorary Director of the
Political Science Institute of
Saint-Joseph University



“IPEMED and the Verticale foundation are going to play a significant part as regards cooperation in the Mediterranean. I believe that in the future, IPEMED’s visionary work will carry weight and will help improve economic relations in the region.”

■ **Shermine Dajani,**
President, PANMED
ENERGY, Jordan



4.

OUR IDEAS AND OUR ACTIONS



COPRODUCTION, A TOOL AT THE SERVICE OF THE ECONOMIC INTEGRATION OF BOTH SHORES OF THE MEDITERRANEAN

➔ WHAT IS COPRODUCTION?

“Coproduction” can be defined as a new “win-win” economic cooperation model based on shared added value and technologies between Northern and Southern Mediterranean actors.

➔ THE MEDITERRANEAN CO-PRODUCTION OBSERVATORY

Created in December 2014, the Mediterranean Coproduction Observatory aims at showing that coproduction is the way forward by analysing the industrial policies between both shores of the Mediterranean as well as the strategies of Euro-Mediterranean investors, their behaviours, their expectations and the difficulties they face to integrate the local network.

The Mediterranean Coproduction Observatory carries out a mission of observation, follow-up,

information and awareness with Northern and Southern public authorities and businesses.

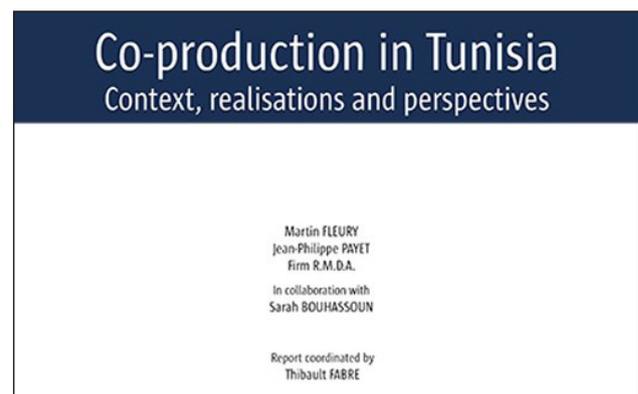
The various actions undertaken in 2016 mostly focused on highlighting Tunisia’s coproduction potential.

➔ COPRODUCTION IN TUNISIA

A year after the study on the “Investment dynamics in Mediterranean countries”, the Coproduction Observatory started focusing on Tunisia. The report published in 2016 and called “**Coproduction in Tunisia: Context, realisations and perspectives**” analysed the various characteristics of European FDI in the country and identified promising coproduction sectors. **It offers recommendations in order to make Tunisia attractive again for investors and to encourage the “rise in the range” of the Tunisian economy.**

“We believe that coproduction, a concept that is dear to IPEMED, is a key element that can help the development of investment and the revival of growth. Hence the role and objectives granted to IPEMED Tunisia.”

Nourreddine Hajji,
President of IPEMED Tunisia





The results of this first “country study” by the Observatory were presented on **28th January 2016 in Gammarth during a high-level seminar**. This event, that was organised by the CDC Tunisie and IPEMED, was chaired by the Minister of Employment and Professional Training, Zied LADHARI, and the French Ambassador in Tunisia, François GOUYETTE. It gathered several Tunisian political and economic decision-makers.

On 5th February 2016, a “**Franco-Tunisian colocalisation fund**” of €20 million was launched in partnership with Bpifrance and the CDC Tunisie, which made more tangible the concept advocated by IPEMED. On 23rd March 2016, IPEMED and BpiFrance organised a conference on the study “Coproduction in Tunisia” to assert the importance of coproduction in the development of economic integration between Europe, the Mediterranean, and soon, Sub-Saharan Africa.

These efforts were rewarded in December 2016 with the **inauguration of an independent branch of the Coproduction Observatory in Tunisia**, and the signing of a partnership

agreement between CONECT and IPEMED. IPEMED Tunisia is made up of the following core founding members: Nouredine Hajji, Managing Partner of EY Tunisia and President of IPEMED Tunisia; Amine Ben Ayed, General Director of Misfat Tunisie; Ahmed Bouzguenda, CEO of Group SBF; Mohamed Rouis, General Director of Leoni Tunisie, and Tarak Chérif, President of Group Alliance.



Other key actions in 2016:

- Publication of the first monographs of European companies involved in coproduction operations with Tunisian businesses and vice versa
- Launching of a study on Morocco’s coproduction potential;
- Launching of “regional” studies: in order to better anticipate the expectations and needs of SMBs/ETIs abroad, IPEMED is looking into coproduction perspectives for businesses in the regions Provence-Alpes-Côte d’Azur (PACA) and Occitanie/Pyrénées-Méditerranée



COMMITTING TO SUSTAINABLE DEVELOPMENT IN THE TWO SHORES OF THE MEDITERRANEAN

➔ FOR A SUSTAINABLE DEVELOPMENT IN THE MEDITERRANEAN

In 2016, IPEMED worked to conciliate climate and development agendas and to highlight the shared benefits of the climate action in terms of job creation, promotion of high added-value industries, preservation of biodiversity and Mediterranean heritage, etc.

➔ ANTICIPATING, FEDERATING AND ACTING TOGETHER

In a study published by IPEMED in 2009 and based on IPCC reports, Stéphane Hallegatte, Samuel Somot and Hypatie Nassopoulos pointed out that the **Mediterranean basin in one of the globe's region where models converge the most on the impacts of climate change**. This observation was confirmed by more recent reports identifying the "MENA" region as a "hot spot" of climate change because of its vulnerability to the consequences of an average increase in temperatures by 2100 (+2°C at best). **The risks induced by climate change will be even higher since the region is already facing a certain number of issues, such as water shortage, basic food products shortage, uncontrolled urban sprawl along coasts, increase in energy demand, youth unemployment, etc.**

Therefore, these countries must address the actual and expected effects of climate change in a context of proximity, complementarity and solidarity between Mediterranean countries. **This is why, since its creation, IPEMED has been in favour of a multi-actor integrated approach, based on a strengthened cooperation between Northern, Southern and Eastern shores, and on shared sectoral solutions.**

➔ CARRYING THE VOICE OF THE MEDITERRANEAN AT THE MEDCOP CLIMATE AND AT THE COP22

In this regard, in 2016, like the year before, IPEMED worked to conciliate climate and development agendas and to highlight the shared benefits of the climate action in terms of job creation, promotion of high added-value industries, preservation of biodiversity and Mediterranean heritage, etc.

Convinced that the climate challenge can be addressed at the regional level, in 2016 IPEMED renewed its commitment in favour of a Mediterranean agenda, at the Mediterranean Forum for Climate in Tangier (July 2016), at Climate Chance in Nantes (September 2016), during dedicated thematic sessions (seminar organised by MedECC in October 2016, First Conference on Sustainable Mobility in Morocco, on 3 November in Casablanca, etc.), and during the COP22 in Marrakesh.

Thanks to its ten years of experience, its multi-disciplinary projects and its inclusive method, **IPEMED benefited from a favourable international context to organise, along with its partners, high-level events** that were integrated to the collective agenda organised by the Union for the Mediterranean. During these events, the Institute highlighted the strategies implemented by Northern, Southern and Eastern Mediterranean countries in terms of sustainable energy development and integrated management of water resources, the actions taken to finance sustainable mobility or the protection of the Mediterranean coast, as well as the results of our works on territorialised food systems in the Mediterranean.



Following the workshop organised at the MEDCOP21 in Marseille in 2015, and that of the MEDCOP Climate that took place in Tangier in 2016, IPEMED, RESOLIS, the UNESCO Chair in World Food Systems, the French Regions Association (ARF) and the ACM Foundation (Mediterranean citizens assembly) renewed their commitment, along with their Southern and Eastern Mediterranean partners, in favour of a transition towards sustainable food and agricultural systems in the Mediterranean.

To do so, they relied on the collective work called « Systèmes alimentaires territorialisés en Méditerranée - Initiatives pour une alimentation responsable et durable » [Territorialised food systems in the Mediterranean - Initiatives for responsible and sustainable food] published in 2016, with contributions from Spanish, French, Italian, Moroccan, Tunisian and Turkish experts.



Key figures:

- Over 10 events in 2016
- Over 40 speakers and 350 participants to our events just for the COP22





RURAL SUSTAINABLE DEVELOPMENT THROUGH INNOVATION

➔ FOR A SUSTAINABLE RURAL DEVELOPMENT

In terms of agriculture and sustainable development, IPEMED has been recommending since its creation the implementation of a “Mediterranean CAP” that includes geographic indications, the organisation of territorialised agri-food industries, the implementation of supply contracts in the medium term and the increase of local production in order to ensure food safety for populations.

Key actions in 2016:

- IPEMED was a partner of the Franco-Tunisian Seminar on durum wheat industries in the Mediterranean, that was organised in September 2016 by the Tunisian Farmers’ Union (SYNAGRI), the Bizerte Competitiveness Cluster and the French Durum Wheat Platform.
- Kelly ROBIN, Project Manager at IPEMED, was a member of the jury of the “Prix des Femmes Marjolaine 2016”. This award aims to reward women who carry out exemplary actions in the fields of ecological and fair agriculture and food, in France and in developing countries. Our think-tank was a partner of the event.



- IPEMED co-organised the MEDFEL opening conference that took place on 26 April 2016, in Perpignan, on the topic “the Mediterranean, a bridge between Europe and Africa”.

➔ FOR A BETTER ADAPTATION OF RURAL POPULATIONS AND AGRICULTURAL AND FOOD SYSTEMS

In September 2015, the UN Member States adopted 17 Sustainable Development Goals (SDGs), with 169 targets, taking into account all the sustainable development issues. Nutrition, agriculture and rural development lie at the heart of these SDGs, and more specifically of SDG 1 (no poverty), SDG 2 (zero hunger), but also SDG 12 (responsible consumption and production). These objectives, along with the necessary fight against climate change (SDG 13), show that it is essential for rural populations as well as agricultural and food systems to adapt in order to face environmental, economic, social and political crises.

This is particularly true for Southern and Eastern Mediterranean countries, which are faced with systemic food insecurity, in a context where farming and related activities provide a livelihood for at least 72 million people, that is 25% of the total population. The prospective exercise carried out by the INRA and Pluriagri for the ANMO region (North Africa & the Middle East) showed that food insecurity will increase by 2050, according to a trend scenario that takes into account the effects of climate change. This situation would require action on three complementary levers: (i) technical innovation in agronomy and zootechnics; (ii) reduction of loss and waste; (iii) reinstatement of the Mediterranean diet.

Therefore, in 2016 IPEMED carried on its reflections on the implementation of North-South and South-South agricultural partnerships, based on the co-development of territorialised industries. The Institute explored innovative solutions, such as the use of biomass, and of micro-algae (bio-resources).

➔ THE MICROALGAE SECTOR IN THE MEDITERRANEAN: PERSPECTIVES AND CONTRIBUTION TO SUSTAINABLE DEVELOPMENT

The report published by IPEMED in 2016 and called “The microalgae sector in the Mediterranean: perspectives and contribution to sustainable development” presents the main applications of micro-algae and the technologies that can be used in the Mediterranean. It also provides a **comprehensive overview of development potentials of the sector in the North and in the South of the Mediterranean, according to the type of applications and the preferred economic models.** The exploratory study carried out by Jean-Louis RASTOIN, Professor Emeritus at Montpellier SupAgro, Scientific Advisor of the Unesco chair in World Food Systems and IPEMED Associate Expert, and coordinated by Kelly ROBIN, Project Manager, offers operational recommendations in order to increase the Euro-Mediterranean cooperation in this sector.



This study was highlighted by a panel of experts, and by IPEMED’s participation to the 3rd International Day of Information on Aquatic Phototrophs and Biotechnology in Mahia, Tunisia, on 15 March 2016, and to the “ALGO’RESO” organised on 12 May 2016, in Villefranche-sur-Mer by Trimatec and the Pôle Mer Méditerranée. It was also presented on October 18, 2016, in Paris, in partnership with ATUGE.

Key figures:

- 2 articles published in the CIHEAM Watch Letter
- 1 article by Kelly Robin published in Environnement Magazine
- 28 experts consulted for the study on micro-algae.

“The current IPEMED study is very interesting.

On the one hand, it highlights the micro-algae sector’s constraints and development perspectives, by taking into account the technological, economic and social aspects. On the other hand, it proposes collaboration between Southern countries, that are rich in biodiversity and non-arable land, and Northern countries, that boast advanced technologies. It is undoubtedly a futuristic vision that will help the sustainable development of the sector.”

Pr. Hatem BEN OUADA,
Head of research in Marine Biotechnology, National Institute of Marine Sciences and Technology (INSTM),
Monastir



E-COMMERCE: A LEVER OF REGIONAL INTEGRATION

➔ UNDERSTANDING THE DIGITAL REVOLUTION IN THE MEDITERRANEAN

The digitalisation of contemporary societies and economies is a major transformation. This phenomenon can be compared with industrialisation, that is a historical process occurring over a long period and aiming at the automatic processing of any type of information. **At IPEMED, we believe that this transformation is too important for countries to carry out strategic actions and ensure governance at the national scale. It requires a global Euro-Mediterranean policy aiming at creating a common digital space, a “.med”.**

Yet, in the Southern shore of the Mediterranean, and in Sub-Saharan Africa even more, European transformations are developing very fast. Besides, innovative digital uses are emerging (e/m commerce), it is therefore necessary to carry out a deep structural transformation of public policies, traditional governance patterns, infrastructures, training programs, consumer protection, etc. Although public access to the Internet and digital applications must be improved, it is also necessary to encourage a shift from a consumption logic to content and digital services production and the co-development of an innovative ICT sector in Africa.

➔ ...AND IN AFRICA, WITH A MAJOR INNOVATION: E-COMMERCE

Aware of these evolutions, in 2015 and 2016, **IPEMED chose to focus on e-commerce, on-line commerce and m-commerce, a developing sector in the South featuring great potential to reinforce the weak South-South and North-South economic exchanges and to create skilled employment.** Alain DUCASS and Jean-Marc KWADJANE carried out a comparative analysis of four countries (Morocco, Tunisia, Senegal and Ivory Coast), that was coordinated by Macarena Nuno. This study also enabled to understand the potential of a “Vertical” approach “Africa - Mediterranean - Europe”. This report, although not intended to be exhaustive given the broad subject and studied countries, aims at better understanding the e-commerce sector in selected countries and at identifying current or potential regional integration dynamics.

Key actions in 2016:

- 8 missions on the field (Senegal, Morocco, Tunisia, Geneva, Ivory Coast);
- **21 participants to the Study Steering Committee;**
- Presentation of the report on e-commerce on March 8 and 9, 2016, during the meeting of the posts Euro-Mediterranean network, Euromed Postal, in Malta.

e-commerce in africa

Morocco, Tunisia, Senegal and Ivory Coast.

10 recommendations for a smooth economic and social development of the sector and a better regional integration.

The recommendations derived from this report cover each of the ten key elements that hinder e-commerce: They aim at:

- 1.** Promoting an e-commerce model that is satisfactory to African people;
- 2.** Developing the production of local contents that are adapted to e-commerce;
- 3.** Developing consumers protection and education;
- 4.** Making e-commerce accessible to all;
- 5.** Developing payment services inspired from the best practices;
- 6.** Developing reliable logistics and distribution;
- 7.** Fighting cybercrime to build confidence;
- 8.** Adopting adapted public policies;
- 9.** Creating an International Observatory of E-commerce;
- 10.** Mobilising non-governmental organisations.

FEBRUARY 2016
BAMAKO FORUM

LA VERTICALE AFRICA - MEDITERRANEAN - EUROPE



La Verticale Africa - Mediterranean - Europe is one of IPEMED's work programmes. It is about promoting the idea that the regionalisation of the crescent Africa – Mediterranean – Europe is a realistic prospect. In order to boost this regional integration, a foundation provided with a think tank must be implemented.

In 2016, the project of La Verticale foundation was developed and received coverage in the media. A dedicated website was also created. www.laverticale-ame.org



The 16th edition of the Bamako Forum was held from 18 to 20 February 2016 in Mali, under the name “L’Afrique entre Emergence et chaos” [Africa, between chaos and emergence]. The Forum was organised by the Foundation Forum de Bamako. **Over 1,200 participants were present for the opening ceremony, and 500 more took part to the works, as well as nearly thirty contributors from about fifteen African, European and American countries.**

In this context, Jean-Louis Guigou, President of IPEMED, was invited to speak on the topic “**Going South, why and how?**”. This contribution intended to present the international foundation La Verticale and the relevance of its creation in collaboration with Africa, the Mediterranean and Europe. This foundation project was well received.

In addition to this intervention, Jean-Louis Guigou also went to Mali in order to meet the President of the Republic of Mali, Ibrahim Boubacar Keïta. This meeting with the President took place on Saturday 20 February 2016 at the Presidential Palace, on the terrace of the Presidential Palace.

JUNE 2016: PRESENTATION IN SENEGAL



At the invitation of Macky Sall, the President of the Republic of Senegal, Jean-Louis Guigou, President of IPEMED, Eric Diamantis, Vice-President of IPEMED, Jemal Taleb, member of IPEMED Board of Directors, Laura Fabre, Project Officer of La Verticale Africa-Mediterranean-Europe, Bachir Dieye, advisor in charge of the African region of the APF and Ramla Mint Sid Ahmed, Manager of the company Galaxy, all went to Dakar for a meeting on Thursday 16th June. This meeting aimed to present the **international foundation “La Verticale Africa-Mediterranean-Europe (AME)” and initiate a collaboration.**

After the meeting, President Macky Sall was very enthusiastic and wished to explore all the options in order to implement this project. A work session was organised at his request between the delegation of La Verticale and the services of the presidency.

OCTOBER 2016: MEETING WITH FRANÇOIS HOLLANDE, PRESIDENT OF THE FRENCH REPUBLIC



François Hollande, President of the French Republic, received a delegation of French and African business managers in Paris, on Friday 7 October 2016. Jean-Louis Guigou, President of IPEMED, took part in this event.

All the hosts of the Head of State advocated stronger economic bonds between Africa, France and Europe. The geographical and cultural proximity, the complementarity of our economies, the technological progress of Europe combined with the African dynamism are assets that we can take advantage of, together, to take up common challenges such as youth unemployment, the construction of a sustainable growth model, the organised and human management of migrations through industrial development as well as collective security.

The project of an international foundation Africa-Mediterranean-Europe, following the example of intercontinental initiatives between Americas on the one hand and between Asian countries on the other hand, was presented. This proposition of a foundation Africa-Mediterranean-Europe meets the declaration made in Malta on 11th and 12th November 2015:

“Encouraging further strategic reflection in order to keep promoting a regional economic integration between European countries, Southern and Eastern Mediterranean countries and Sub-Saharan countries”.

The President of the Republic specifically thanked late Xavier Beulin for taking the initiative of this meeting and asked him to gather the operational propositions through preparatory work for the Bamako Africa-France Summit.



5.

OUR OPERATION MODE

OUR TEAMS

The Mediterranean World Economic Foresight Institute (IPEMED) is a Euro-Mediterranean think-tank founded by Jean-Louis Guigou, established under the French law of 1901 since its creation in 2006. The Institute is mostly funded by businesses and individuals who share its values, as well as by public grants.

Its governing bodies reflect this independence and strictly respect North-South parity.

Structure of our governance bodies at the time the report was redacted.

➔ THE BOARD OF DIRECTORS

The Board of Directors is the authority in charge of the association management and orientation.

<p>PRESIDENT</p> <ul style="list-style-type: none"> • JEAN-LOUIS GUIGOU Founder of IPEMED <hr/> <p>VICE-PRESIDENTS</p> <ul style="list-style-type: none"> • ERIC DIAMANTIS Attorney Partner, CLYDE&CO Firm, France • NASSIM KERDJOUJ Business Manager, Algeria • FOUAD TRAD Managing Director, BYBLOS BANK EUROPE, Lebanon <hr/> <p>BOARD SECRETARY</p> <ul style="list-style-type: none"> • JOSÉ MUÑOZ Euro Mediterranean Deputy Director, SUEZ, France 	<p>TREASURER</p> <ul style="list-style-type: none"> • GUILLAUME MORTELIER Strategy and Development Director, BPIFRANCE • ZINEB ABBAD EL ANDALOUSSI Managing Director, HELIOS INVESTMENT PARTNERS, France • JEAN-LOUIS CHAUSSADE Managing Director, SUEZ, France • SHERMINE DAJANI President, PANMED ENERGY, Jordan • KHALIL DAOUD President, LIBAN POST, Lebanon 	<ul style="list-style-type: none"> • NOUREDDINE HAJJI Deputy Managing Director, EY, Tunisia, President of IPEMED Tunisia • ALEXIS DE MAIGRET Consultant, FOOTPRINT, France • HENRI NALLET Former Minister, France • GUILLAUME PEPY President of the Executive Board, SNCF, France • PANAGIOTIS ROUMELIOTIS Former Minister, Greece • JEAN-MICHEL SEVERINO President, INVESTISSEURS & PARTENAIRE, France 	<ul style="list-style-type: none"> • JEMAL TALEB Ambassador of Mauritania, Attorney, CLYDE&CO Firm • AÏSSA TOUAZI Middle-East Advisor ARDIAN, France • DARÍO VALCÁRCCEL General Delegate, ESTUDIOS DE POLITICA EXTERIOR SA, Spain • PHILIPPE WAHL Chief Executive Director, GROUPE LA POSTE, France • STÉPHANE YRLES Secretary General, AVRIL, France • DOURAIID ZAGHOUBANI COO, INVESTMENT CORPORATION OF DUBAI
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➔ THE SUPERVISORY BOARD

The Supervisory Committee gathers all the Institute's founding members. It has permanent control over the management of IPEMED, approves the budget and takes part in the definition of the major work themes of the Institute.

<p>PRÉSIDENT</p> <ul style="list-style-type: none"> • ABDESSALEM BEN AYED Chief Executive Officer, SOLAUFIL, GROUPE PIRECO, Tunisia <hr/> <p>VICE-PRESIDENTS</p> <ul style="list-style-type: none"> • ISIDRO FAINÉ President, LA CAIXA Banking Foundation, Spain • ELIAS DOUMET Chief Executive Officer, MATELEC, Lebanon 	<ul style="list-style-type: none"> • KHATER ABI-HABIB President, KAFALAT, Lebanon • FRANÇOIS BASSIL President, BYBLOS BANK, Lebanon • ARNAUD ROUSSEAU President, AVRIL, France • RIDHA CHARFEDDINE Chief Executive Officer, UNIMED, Tunisia • JEAN-LOUIS CHAUSSADE Managing Director, SUEZ, France 	<ul style="list-style-type: none"> • SHERMINE DAJANI Présidente, PANMED ENERGY, Jordanie • KHALIL DAOUD Président, LIBAN POST, Liban • PIERRE-RENÉ LEMAS Directeur général, CAISSE DES DÉPÔTS ET CONSIGNATIONS, France • GÉRARD MESTRALLET Président, ENGIE, France • PHILIPPE MONLOUBOU Président du directoire, ENEDIS, France 	<ul style="list-style-type: none"> • JAY NIRSIMLOO President of the Executive Board, KPMG, France • GUILLAUME PEPY President of the Executive Board, SNCF, France • STÉPHANE RICHARD Chief Executive Officer, ORANGE, France • PHILIPPE WAHL Chief Executive Director, GROUPE LA POSTE
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→ THE SCIENTIFIC COMMITTEE

The Scientific Committee is an advisory body invested of two major missions: submitting the annual research program to the Board of Directors and approving IPEMED scientific works.

- **PIERRE BECKOUCHE**
University Professor, Paris I
Panthéon Sorbonne
- **AGNÈS CHEVALLIER**
Economiste
- **BERNARD MOREL**
Economist
- **OULD AOUDIA**
Economist, President
of « Migrations &
Développement »
- **YOUSSEF COURBAGE**
Démographe, INED

→ THE POLITICAL STEERING COMMITTEE

The Political Steering Committee (PSC) is a joint, advisory and non-partisan body. It promotes IPEMED's actions and defends its ideas in the international political sphere.

- | | | | |
|---|--|--|---|
| <p>PRESIDENT</p> <ul style="list-style-type: none"> • MIGUEL ÁNGEL MORATINOS
Former Minister, Spain <hr style="border-top: 1px dashed #ccc;"/> <p>VICE-PRESIDENTE</p> <ul style="list-style-type: none"> • AÏCHA BELARBI
Former Minister, Morocco <hr style="border-top: 1px dashed #ccc;"/> <ul style="list-style-type: none"> • ANDRÉ AZOULAY
Advisor to the King, Morocco • JOACHIM BITTERLICH
Former Chancellor Advisor,
Germany • EMMA BONINO
Former Minister, Italy • GEORGES CORM
Former Minister, Lebanon | <ul style="list-style-type: none"> • KEMAL DERSIS
Former Minister, Turkey • AMR EL SHOBAKY
Former Member of Parliament,
Egypt • MOUNIR FAKHRY ABDELNOUR
Former Minister, Egypt • IQBAL GHARBI
Director of the Chair of
Religious Anthropology,
Zitouna University, Tunisia • ELISABETH GUIGOU
Former Minister, France • MEDHI JOMAA
Former Prime Minister, Tunisia • ALAIN JUPPÉ
Former Prime Minister, France | <ul style="list-style-type: none"> • FADIA KIWAN
Honorary Director of the
Institute of Political Sciences
of Saint-Joseph University,
Lebanon • ENEKO LANDABURU
Former Head of the European
Commission Delegation, Spain • ENRICO LETTA
Former President of the
Council of Ministers, Italy • DENIS MACSHANE
Former minister, United
Kingdom • ROBERT MALLEY
Former President Advisor,
United States • FATHALLAH OUALALOU
Former Minister, Morocco | <ul style="list-style-type: none"> • JOSEP PIQUÉ
Former Minister, Spain • ROMANO PRODI
Former President of the
Council of Ministers and of the
European Commission, Italy • JEAN-PIERRE RAFFARIN
Former Prime Minister, France • CHERIF RAHMANI
Former Minister, Algeria • CARMEN ROMERO LOPEZ
Former European Deputy,
Spain • PANAGIOTIS ROUMELIOTIS
Former Minister, Greece |
|---|--|--|---|

IPEMED’s efficiency mostly relies on a small permanent team, managed by its President, Jean-Louis Guigou.



Structure of the team at the time the report was redacted, in March 2017



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OUR VISIBILITY

IN THE MEDIA

In 2016, IPEMED received coverage in the French and international media, through the voices of its President, Jean-Louis Guigou, as well as its project managers and members.



➔ ON THE WEBSITE AND IN SOCIAL MEDIA

IPEMED’s website presents all the Institute’s activities. It is available in French and in English, and all its visitors can download the think tank’s publications for free.



In 2016, IPEMED daily posted content on social media through its Facebook, Twitter and LinkedIn pages.



In 2016, IPEMED celebrated its 10th anniversary and published a report of about a hundred pages that goes through these ten years of activity.

The think tank also produced an institutional film that presents its activity.

OUR PARTNERS AND MEMBERS

In 2016, IPEMED strengthened its partnerships with its founding members and benefactors, attracted new members and supported the creation of its independent branch, IPEMED Tunisia.

New financial partners:

- In 2016, IPEMED welcomed three new members: FUTURE Group (Lebanon), PANMED Energy (Jordan) and TALAN (France).



- In 2016, IPEMED and the banking foundation La Caixa actively took part in the MED Confederation, thus meeting the expectations of La Caixa and strengthening the bonds between IPEMED, the Moroccan CDG and the Tunisian CDC
- In December 2016, in Tunis, a partnership convention was signed between IPEMED and CONECT (Confederation of Tunisian Citizen Enterprises), an employer's association.



Our new academic partner:

- In 2016, IPEMED became a partner of the Plateforme Méditerranée Sahel, managed by the IRD. This platform aims to break up geographical, disciplinary and political borders in order to gather all the relevant actors in a sustainable scientific dialogue focused on the region's major social and environmental challenges.

New institutional partners:

- In 2016, IPEMED officially became an observer of the Work group "Dialogue 5+5" on Water that was created in February 2014. Our think tank was invited to this group's meeting that took place in March 2017, in Valence.
- In 2016, following the 19th Meeting of the Contracting Parties to the Barcelona Convention (COP19), in February 2016, the Ministers and the Contracting parties of the Convention approved IPEMED's candidacy for the status of new partner of the Mediterranean Action Plan (MAP). For IPEMED, this new partnership is a source of opportunities and it enables the Institute to reiterate its role of interface between regional and international organisations, national institutions, the academic world, the private sector and the civil society. IPEMED asserts its will to encourage more synergies between the efforts made by the region's actors to reach a "good ecological state" of the Mediterranean.

FUNDING

SUBSCRIPTIONS

IPEMED's activity has been recognised of general interest. The contributions paid by companies which pay income or corporate taxes open a right in favour of patronage.

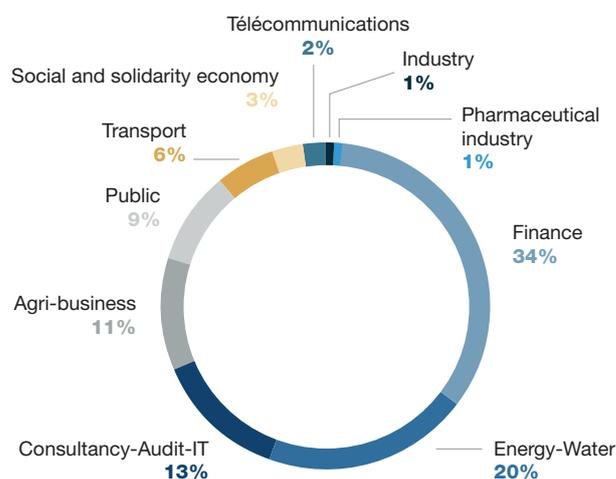
Since January 2007, "the association IPEMED is allowed to issue tax receipts enabling patrons the tax benefits pursuant to articles 200 and 238 bis of the CGI."

On 31 December 2016, IPEMED owned €1,336,766 of which €1,238,666 coming from subscriptions, €53,058 from grants, €18,000 from donations and €27,042 from write-back of depreciation and miscellaneous products.

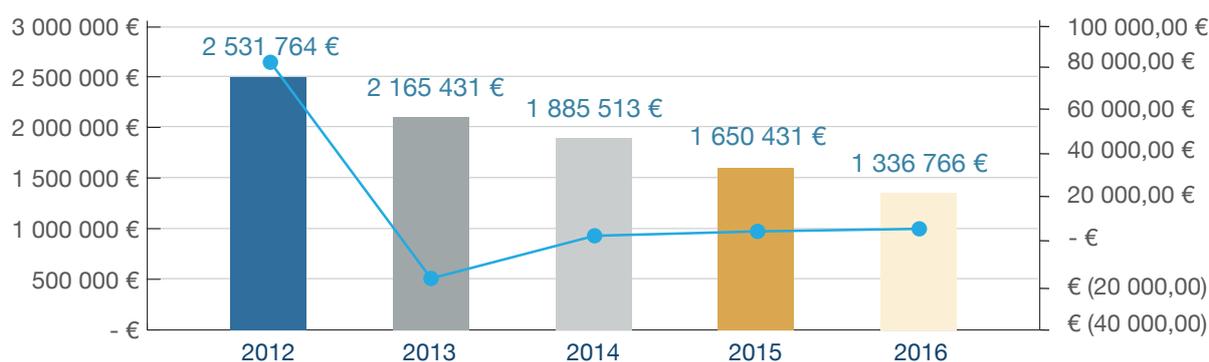
IPEMED has:

- 37 members, of which 28 in France, 5 in Lebanon, 2 in Tunisia, 1 in Jordan and 1 in Spain. Over 90% of them are private businesses.
- 7 French public grants: AFD – Proparco – Conseil régional de Hauts de France – ADEME – Conseil régional de l'Île de France – Conseil régional PACA – France Stratégie

Share of funding activity sectors:



EVOLUTION OF PRODUCTS AND RESULTS FROM 2012 TO 2016



	2012	2013	2014	2015	2016
Products	2 531 764 €	2 165 431 €	1 885 513 €	1 650 431 €	1 336 766 €
Evolution of products in %	3,65%	-14,47%	-12,93%	-12,47%	-19,01%
Expenses	2 446 935 €	2 180 907 €	1 882 547 €	1 645 223 €	1 330 890 €
Evolution of expenses in %	0,12%	-10,87%	-13,68%	-12,61%	-19,11%
Result	84 829,00 €	- 15 476,00 €	2 966,00 €	5 208,00 €	5 876,00 €

Publication director: IPEMED
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Editorial board: Farzan Bakaoollah, Stéphanie Baz, Mariem Brahim, Jean-Louis Guigou,
Kelly Robin, Jean-Marie Paintendre
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