



# IPEMED

INSTITUT DE PROSPECTIVE ÉCONOMIQUE DU MONDE MÉDITERRANÉEN



## ACTIVITY REPORT

[www.ipemed.coop](http://www.ipemed.coop)

# 2017



# TABLE OF CONTENTS

PRESIDENT'S MESSAGE	04
IPEMED HIGHLIGHTS 2017	06
THEY SUPPORT US	08
THINKING	10
ANTICIPATE : LA VERTICALE AME	20
SHARING	25
WORKING	30

“ Throughout the year 2017, IPEMED worked to transform the vision of a marginal Mediterranean, seen as a meridional border of Europe, into a central Mediterranean, seen as a hub between Europe and Africa.



## PRESIDENT'S MESSAGE

In May 2017, in a column published by Le Monde called “Les quartiers d’orange”<sup>1</sup>, I supported the idea that the fall of the Berlin Wall marked the end of predominant East-West relations. From that point onward, North-South relations would structure the World.

At that time, three crescents were already emerging.

In the North, developed and ageing countries willing to cooperate with young and growing Southern countries. In the South, emerging countries trying to create a new balance with their Northern neighbours.

- North America is getting closer to Latin America;
- China and Japan are working with South-East Asian countries;
- Africa, the Mediterranean and Europe should also work together to strengthen their mutual dependence, by negotiating a new partnership (New Deal).

The rise of populisms and the commercial war initiated by Donald Trump modify financial flows and economic trade. Proximity and regionalisation are coming back on major economic spaces.

In order to take up the 21st century challenges – migrations, terrorism, global warming, energy transition – Europe and Africa must stick together, otherwise they will be dominated by the G2 (USA/China). This movement needs to accelerate. Such is the opinion of Mamadou Issoufou, President of Niger: “*The economic and social evolution of both continents shows how interconnected they are. In order to guide this evolution, a permanent body dedicated to strategic reflection is necessary*”.

<sup>1</sup> Jean-Louis GUIGOU, « Les quartiers d’orange Nord-Sud », [North/South crescents], Le Monde, 19 March 2007.

Throughout 2017, the Economic Foresight Institute for the Mediterranean World (IPEMED) worked to transform the vision of a marginal Mediterranean, seen as a meridional border of Europe, into a central Mediterranean, seen as a hub between Europe and Africa.

IPEMED benefits from the renewed trust of companies that actively work for a Trans-Mediterranean rapprochement, and that consider that the Africa - Mediterranean - Europe (AME) space is the relevant framework for the compacting of value chains and coproduction.

Besides, IPEMED mobilised academic spheres in order to fill the knowledge gap and transform its hypothesis into a demonstration. Indeed, a rapprochement of both continents that values proximity, complementarity and solidarity should have economic advantages.

In 2017, the political sphere, aware of the challenges, transformed this idea into a political project. In July 2017, Mrs Merkel organised the G20 around a Marshall Plan for Africa. During the Africa-European Union summit, that took place at the end of November 2017, Mr Juncker and Mrs Mogherini proposed a new approach for Africa.

Finally, Mr Macron, in his speech of 29 August 2017 in front of the Ambassadors, but also in his speech to the African youth in Ouagadougou and Abidjan at the end of November 2017, presented an ambitious political project, in order to *“tie up the European and African continents, through the Mediterranean [...] to create an integrated Africa – Mediterranean – Europe axis”*.

After 10 years spent advocating “crescents”, IPEMED is willing to act more than ever at the service of the economic integration of both continents.

*Jean-Louis Guigou*  
*President of IPEMED*  
*28 August 2018*



2017

### 7 FEBRUARY

**2nd Mediterranean and African Breakfast Meeting.**  
Paris, France.

After relaunching the Mediterranean and African breakfast meetings last year, IPEMED continues advocating coproduction through a debate on the future of Algeria, thanks to our partnership with BpiFrance and La Tribune.

### 27-28 FEBRUARY

**Think Tank European Forum.**  
Valletta, Malta.

During this forum that took place in Malta, IPEMED was able to establish its status of think tank acknowledged by its peers.

### 30-31 MARCH

**Conference on women's socio-economic empowerment.**  
Amman, Jordan.

Organised by IPEMED in partnership with the Franco-Jordanian Chamber of Commerce and Industry, UN Women, the World Bank and the European Bank for Reconstruction and Development, this event enabled the Institute to address the gender issue.

### 30 NOVEMBER

**Khalil Daoud, new President of IPEMED's Supervisory Board.**  
Paris, France.

Khalil Daoud, President of LIBAN POST, replaces as President of our Supervisory Board Abdeslam Ben Ayed, President of SoLaufiL and the Pireco Group.

### 22-24 NOVEMBER

**11<sup>th</sup> MedaWeek.**  
Barcelona, Spain.

IPEMED, represented by Jean-Marie Paintendre, was invited to talk during this economic event on the topic "Strength in Diversity: our economic power". In this framework, we developed the idea that the Mediterranean must be a hub between Europe and Africa, in front of many Mediterranean political and economic decision-makers.

### 7 NOVEMBER

**13<sup>th</sup> Agricultural Hubs and Clusters Forum in North African Countries.**  
Mascara, Algeria.

Along with Jean-Louis Rastoin, Professor at Montpellier SupAgro and IPEMED Associate Expert, Kelly Robin presented the study on North African clusters that was published in 2015.

### 12 DECEMBER

**Participatory work seminar dedicated to the financing of small and medium-size businesses (SMBs) and to securing investments in the "Africa - Mediterranean - Europe" space.**  
Beirut, Lebanon.

In the framework of our partnership with the Union for the Mediterranean, IPEMED organised a seminar that gathered its expert, Michel Gonnet, and finance leaders, in order to work on a better capital mobility to develop the Africa - Mediterranean - Europe axis.



# IPEMED HIGHLIGHTS

## 4 APRIL

**3<sup>rd</sup> Mediterranean and African Breakfast Meeting. Paris, France.**

This meeting, dedicated to sustainable and shared food sovereignty and security, enabled to highlight a palimpsest on this topic. The idea was to think about food insecurity in various ways in order to promote a new more sustainable agri-business model that favours collaborations between the public and private sectors.

## 25 APRIL

**Presentation of the Morocco and Occitanie reports on coproduction. Casablanca, Morocco.**

IPEMED, the French Chamber of Commerce and Industry in Morocco (CFCIM) and the Occitanie/Pyrénées-Méditerranée Region organised a conference on the topic: "France - Morocco: what potential for coproduction and what consequences on territories?", within the framework of the presentation of two reports on coproduction opportunities in Occitanie and Morocco.

## 28 APRIL

**1<sup>st</sup> meeting of IPEMED Tunisia. Tunis, Tunisia.**

Following the foundation of the first IPEMED branch in 2016, this first meeting was the occasion to create the Board of Directors and to implement IPEMED Tunisia's strategy.

## 12 OCTOBER

**Presentation to the press of the book *Afrique - Méditerranée - Europe, La Verticale de l'avenir [Africa - Mediterranean - Europe, the axis of the future]*. Paris, France.**

Co-written by Jean-Louis Guigou and Pierre Beckouche, the book *Afrique - Méditerranée - Europe, La Verticale de l'avenir* develops the concept of Verticale, the Trans-Mediterranean economic integration zone that the Institute advocates.

## 7 OCTOBER

**African Encounters. Tunis, Tunisia.**

During this major networking event at the continental scale, along with IPEMED Tunisia, IPEMED spoke on the coproduction topic, by presenting the two studies published by IPEMED Tunisia.

## 29 JUNE

**EMEA Directors Breakfast Meeting. Paris, France.**

IPEMED gathered Directors from Europe, the Middle East and Africa (EMEA zone), some of which are founding members, in order to reflect on the question "How do companies take part in the construction of the Africa - Mediterranean - Europe zone?" ».

**13**

publications  
(FR/EN)

**110**

media  
releases

**60**

events  
in which IPEMED took part

**1600**

people  
mobilised

## THEY SUPPORT US

Since 2006, IPEMED has had the chance to work with many European, Mediterranean and African leading figures from the political, economic and academic spheres. Some of them publicly talk about the actions of our think tanks.



*I believe that IPEMED is a necessary organisation because, today, we live in a world of contact, communication, reflection and exchange and, from this point of view, it is necessary to put people in contact. IPEMED is an extraordinary*

*reflection space to connect Europe, the Mediterranean and Africa. It is necessary to quickly move forward in this direction. It is an essential strategic issue, not only for European countries, but also for Mediterranean and African countries.*

**Khalil Daoud**  
President of LIBAN POST,  
President of IPEMED's Supervisory Board

*I share IPEMED's ambition to link the North and the South of the Mediterranean.*

*By using economic, political and academic levers, IPEMED is working towards a better integration of societies.*

**Medhi Houas**  
Former minister, President of Talan, Tunisia



*At the end of this century, the African population will amount to 4 billion people, that is 40 % of the world's population. The world's destiny will be linked to Africa's destiny. This is why IPEMED, the CeSPI and other African, Mediterranean and European research centres started working on a project, La Verticale, to offer*

*economic development, social and cultural projects to governments, the European Union and other international organisations. The objective is to organise a strategy that is based on concrete projects to develop Africa, and thus develop the world.*

**Piero Fassino**  
President of CeSPI,  
Spokesperson for the Mediterranean  
at the Congress of the European Council

**“** IPEMED has an innovative approach of the new global geopolitics and economy, and this is why I have been supporting the Institute for several years. Through its “Verticale” project, a new sustainable partnership is taking shape between Africa, Europe and

the Mediterranean. This dynamic must gather visionary and bold actors who are willing to write a new chapter in the history of the 3 regions, in a world that is now open to all challenges.

**Didier Acouetey**  
President of AfricSearch,  
Vice-President of the Group Initiative Afrique, Togo



**“** I am deeply interested in the “La Verticale” project because it is crucial, and I thank IPEMED for this initiative. It is more than time for Europe to start looking towards the South. Africa, and Mediterranean countries in particular, have been waiting

for Europe to turn to them for a long time now. It is now time to create this Africa - Mediterranean - Europe space based on common interests, with a particular attention for Africa.

**Talal Abu-Ghazaleh**  
President of TAG-Org, Jordan

**“** La Verticale is an innovative proposition through which IPEMED addresses a real issue: that of codevelopment. Within this framework, IPEMED focuses energies and ideas towards a common

destiny, just like America and Asia did. We must create ourselves this economic and political backbone, based on shared culture and values.

**Janine Kacou Diagou**  
General Director of the group NSIA, Côte d'Ivoire



**“** Since 2010, Lebanon and Lebanese founding members play a major role within IPEMED. ESA, IPEMED's partner since the beginning, receives and supports all the events and seminars organised by IPEMED in Beirut.

This partnership was strengthened by the creation of MEREFF-CCI France Liban, the headquarters of which are at ESA.

**Stéphane Attali**  
Director of the Ecole Supérieure des Affaires,  
President of MEREFF-CCI, Lebanon



Since the think tank was created, its team, with the help of its network of associate experts, has been working to develop innovative concepts, such as that of coproduction, to transform reflections into demonstrations through our studies, talks and debates, and to influence the political and economic spheres.

**THINKING**

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# COPRODUCTION AND INDUSTRIALISATION

## A TOOL AT THE SERVICE OF THE ECONOMIC INTEGRATION OF BOTH SHORES OF THE MEDITERRANEAN

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

### ➔ Coproduction at the service of Southern countries’ industrialisation?

In 2015, the first publication of the Coproduction Observatory enabled to provide an accurate account of the macro-economic situation of the seven Southern and Eastern Mediterranean countries (Algeria, Egypt, Jordan, Lebanon, Morocco, Tunisia and Turkey) and of the investment dynamics at work in these countries, especially with the four Northern Mediterranean countries of the sample (Germany, Spain, France and Italy). In 2016, and especially in 2017, IPAMED carried on its analysis of the coproduction potential between the two shores by publishing new “country studies” (Morocco, Tunisia) and by studying, for France, regional potentials ((Provence-Alpes-Côte d’Azur Region, Occitanie/ Pyrénées-Méditerranée Region).

These reports enabled to identify promising sectors that could favour the implementation of coproduction projects and action levers (regulatory, financial, etc.), and established the necessity to work, at the local scale, with SMBs/ETIs. In this regard, in the publication dedicated to the PACA region, the quantitative survey that was submitted to a panel of companies in the region enabled to highlight the strategies of regional businesses towards Southern and Eastern Mediterranean countries (SEMCs), their needs, but also the obstacles that must be overcome to develop partnerships in a coproduction logic.

## PUBLICATIONS



**Coproduction in Morocco:**  
Context, achievements

Authors:  
Martin FLEURY & Jean-Philippe PAYET (Cabinet R.M.D.A).



**Starting a business in the Mediterranean: What coproduction perspectives for businesses in Provence- Alpes-Côte d’Azur?**

Authors:  
Martin FLEURY & Jean-Philippe PAYET (Cabinet R.M.D.A).



**Occitanie/Pyrénées-Méditerranée region: What coproduction perspectives with the Mediterranean for the new great region?**

Authors:  
Martin FLEURY & Jean-Philippe PAYET (Cabinet R.M.D.A).



Signature of the partnership agreement between IPEMED and the UfM - 03/07/2017 - Barcelona

Following these first results, in 2017 IPEMED wished to carry on its reflection with a complementary work on “North African industrialisation”. This study will aim to raise awareness in European and North African political and economic decision-makers on the industrialisation potential of the area in partnership with Europe.

This 3-years work programme was officially launched in April 2017 at the occasion of the first Steering Committee meeting that gathered institutions or qualified leading figures from France, Germany, Italy and Spain, and from seven Southern and Eastern Mediterranean countries.

Beside IPEMED’s historic partners and the Coproduction Observatory, the Union for the Mediterranean (UfM) and the French Development Agency (AFD) also support this project.

This programme consists in identifying cooperation opportunities between Southern-Mediterranean countries and Europe, leading work groups in relevant countries to ensure that projects are implemented at the local scale, carrying on the interviews with European economic actors that are established in the South and vice-versa, to identify “win-win” industrial cooperation models, and finally, organising seminars and conferences.

KEY FIGURES

SECTOR

**EU**  
1st North-African  
commercial partner

**22 %**  
of incoming FDI in Morocco  
came from France in 2016

WORK

**7**  
studies

**17**  
events



IPEMED TUNISIA is an association that was funded in December 2016 under the Tunisian law. It is the first branch of IPEMED. Based in Tunis, it aims to support the Mediterranean Coproduction Observatory by providing operational information to companies and by favouring the implementation of coproduction partnerships.

In partnership with IPEMED, IPEMED Tunisia published two new studies on Tunisia in October 2017. Following the study on coproduction that was carried out in Tunis in October 2015, they bring answers to the expectations of Tunisian, European and Mediterranean

manufacturers and investors in their search for credible partners and intelligent operation models, to transform their companies within the framework of a “win-win” model.

IPEMED TUNISIA wants to implement a strategic dialogue with national and regional decision-makers, in order to influence public policies and the business environment. To do so, IPEMED and its first branch took part in two high-level events: the African encounters in Tunis, on 5 October 2017, and the Tunisia Investment Forum (TIF) on 9 and 10 November.

PUBLICATIONS



The readjustment of the trade Balance in Tunisia in an industrialisation and coproduction perspective in the Euro-Mediterranean space

Authors: Jean-Louis Guigou, President of IPEMED and Mariem Brahim, Economic Project Manager at IPEMED.

August 2017, Paris, Tunis.



Priority sectors for Coproduction in Tunisia

Author: Nouredine Hajji, President of IPEMED Tunisia.

August 2017, Tunis.



Signing of the partnership agreement between IPEMED and Connect, in the presence of the Ambassador of France in Tunisia Mr Olivier Poivre d'Arvor

## KEY EVENTS IN RELATION TO COPRODUCTION



### AFRICA ENCOUNTERS

5 October 2017 - Tunis

In partnership with IPEMED Tunisia, IPEMED organised, on 5 October 2017, within the framework of the Tunis African Encounters, a seminar to answer the question “How to favour coproduction between France and Tunisia, and thus contribute to North African industrialisation?”. Presented by Mr Noureddine Hajji, President of IPEMED Tunisia, this event enabled to raise awareness on the coproduction concept to economic and political decision-makers. In order to illustrate this potential, Jean-Louis Guigou presented the works realized by the Coproduction Observatory, and especially the last two studies carried out with IPEMED Tunisia.



Africa Encounters. Tunis, 5 october 2017



### 5<sup>th</sup> TUNISIAN INVESTMENT FORUM

9-10 October 2017 - Tunis

Jean-Louis Guigou and Jean-Marie Paintendre represented IPEMED during the 5th edition of the Tunisian Investment Forum, organised by FIPA following TUNISIA 2020, on 9 and 10 November 2017, in Tunis. Diverse participants attended this event, such as many Tunisian and European business managers, representatives of the political sphere and major international institutions (World Bank, OECD...). We must note in particular the speech of Mr Yousser Chahed, Tunisian Prime Minister, during a round table led by Mr Noureddine Hajji, President of IPEMED Tunisia, and the presence of Mr Ziad Ladhari, Minister of Development, Investment and International Cooperation, and friend of IPEMED.



Tunisia Investment Forum. Tunis, 9-10 november 2017



# AGRICULTURE AND AGRI-FOOD

## CODEVELOPMENT OF TERRITORIALISED AGRI-FOOD SECTORS IN THE MEDITERRANEAN

Since 2006, IPEMED has been advocating an increased support to Southern and Eastern Mediterranean countries (SEMCs) in order to reconquest interior markets and improve food safety in the long term. To do so, the Institute recommends codeveloping territorialised industries and food systems (TFS) that value the Mediterranean diet and the innovative local-scale initiatives. In addition, IPEMED promotes “collective food security” through North-South and South-South agricultural and agri-food partnerships, which include a solidarity supply charter. Thus, in 2017, the Institute strengthened and made operational these work axes.

### ➔ The Mediterranean diet: an asset for the region

Following the works published in 2016, IPEMED renewed its commitment in favour of promoting alternative food systems, by partnering the international conference on territorialised food systems, that was held on 29 and 30 November 2017 in Agadir. Organised by the University of Agadir and the Unesco chair in World Food Systems of Montpellier SupAgro, with the support of ANDZOA, the Agence Universitaire de la Francophonie, the COPAG, the Regional Council of Souss-Massa, Migrations et Développement and the Agriculture Chamber of the Souss-Massa region, this conference gathered about thirty speakers and fifty participants.



## KEY FIGURES

### SECTOR

**400 million**  
people to be fed in 2030  
in SEMCs

**55 %**  
of the population is malnourished  
(overnutrition or undernutrition)  
in the AME axis

### WORK

**2**  
studies

**9**  
events



IPAMED's Strategic Seminar on the place of the agri-food project.

This conference, held in Bizerte in 2016, followed the seminar organised by the Tunisian Farmers' Union (SYNAGRI), the Bizerte Competitiveness Cluster and the French Durum Wheat Platform, on the necessity to "Mobilise knowledge for a sustainable development of the durum wheat industry in the Mediterranean".

Indeed, durum wheat is a key product of the Mediterranean diet, for which North-South, but also South-South, cooperations are possible. The collective work on this topic, coordinated by IPAMED, enables to go further, by advocating the creation of a "Mediterranean Durum Wheat Network".

## ➔ Africa - Mediterranean - Europe: For sustainable and shared food security and sovereignty

In 2017, for the re-publication of its "Palimpsestes" collection, IPAMED wanted to contribute originally to the current debates on food safety in Africa, by developing, along with European, Mediterranean and African experts on the topic, a plea in favour of new coop-

erations for sustainable and shared food security and sovereignty in the macro-region "Africa - Mediterranean - Europe". This project was then presented during a "Mediterranean and African breakfast meeting", that took place on 4 April 2017, in Paris.

# PUBLICATIONS



Africa - Mediterranean - Europe: For shared and sustainable food security and sovereignty

Authors:  
Jean Louis Rastoin ; Sid Ahmed Ferroukhi, Sébastien Abis ; Etienne Hainzelin ; Boualem Aliouat ; Abdelhakim Hammoudi ; Hassan Benabderrazik ; Siaka Koné ; Foued Cheriet ; Yves Martin-Prével.

December 2016



Durum wheat: from the sectors' organisation to the structuring of a Mediterranean network

Authors:  
Joël ABECASSIS ; Abdelkamel ALLAOUA ; Leith BEN BECHER ; Mohamed ELLOUMI ; Samia GHARBI ; Christian HUYGHE ; Jean-Louis RASTOIN ; Kelly ROBIN (IPAMED), coordinator.

September 2017



# WATER

## RETHINKING THE EURO-MEDITERRANEAN COOPERATION TO FACE WATER CHALLENGES

Since 2006, the reflections initiated by IPEMED have shown the necessity of an integrated management of water demand and resources, and of a more efficient and comprehensive water governance in the Mediterranean.

In 2017, this will to rethink governance models led the Institute to partner with the “Académie de l’Eau” to organise a symposium on “adaptation to climate change in North Africa”, dedicated to hydro-farming actors.

Taking advantage of past experiences, sharing and spreading information, highlighting the viewpoint of field actors... such are the objectives set within the framework of the preparatory Mediterranean process for the World Water Forum that took place in Brazil, in March 2018. Appointed as coordinators of the work

group on the “urban” topic, IPEMED and the MedCités network wished to take advantage of this process to highlight the expertise of cities and operators in terms of reuse of treated waste water (REUSE); as this topic was the main subject of the last United Nations report on the development of water resources.

Two major events were organised in 2017: the launching of the preparatory process in Monaco, on 11 July, and a work meeting in Casablanca, in October, within the framework of the Pollutec Maroc fair.

### ➔ What innovative funding mechanisms to favour generalised access to water and sanitation in the Mediterranean?

Following a first 2015 report dedicated to the potential of innovative funding mechanisms for access to water and sanitation in the Mediterranean, in 2017 IPEMED wished to further study the economic and political feasibility of some of these mechanisms. Aware of the innovative law of 9 February 2005, or “Loi Oudin/Santini”, the Institute organised a work meeting, on 28 June, on the “1% Water” programme’s situation and improvement perspectives, but also on similar tools in the field of energy (Pintat amendment, 2006) and waste (law of 7 July 2014).



Pollutec Maroc, Workshop on reuse of treated waste water (REUSE), 24 October, Casablanca

## KEY FIGURES

### SECTOR

**60 %**  
of the world’s population  
has little access to water

**83 %**  
of available water resources  
for irrigation in SEMCs

### WORK

**350**  
people mobilised

**9**  
events

# OUR ACTIONS IN OTHER KEY SECTORS IN THE MEDITERRANEAN

## ENERGY: AN ESSENTIAL PART OF COOPERATION



10 representatives from institutions, academic sphere and private sector helped shaping 10 recommendations to put energy at the service of African sustainable development in a paper was published in January 2017 and presented several times during high-level events.

### IPEMED PALIMPSESTES > #13

Energy at the service of sustainable development in Africa

2017

## ICT: THE DIGITAL REVOLUTION



A prospective exercise lead by Pierre Beckouche, from IPEMED's Scientific Committee, this last publication on the consequences of the "digital revolution" was debated during work meetings in Barcelona and Paris, in particular during a workshop organised by IPEMED with about ten leading figures from the academic and private spheres, on 6 February.

### IPEMED PALIMPSESTES > #15

Digital revolution: What are its impacts on activities' localisation? What are the consequences for the Mediterranean?

2017



The issue of feminine entrepreneurship benefited from a specific treatment in 2017 during two major events: a high-level conference on women empowerment, in Amman, on 30 and 31 March, and the symposium on "feminine entrepreneurship in Europe, the Mediterranean and Africa" that took place in Paris, on 18 December.

## GENDER: PROMOTING FEMININE ENTREPRENEURSHIP

In 2017, IPEMED highlighted sectorial cooperation opportunities, in strategic sectors for the integration of both shores of the Mediterranean; the objective was to highlight innovative initiatives carried out locally in several fields.

## FINANCIAL SPACE:

### ACCESS TO FINANCING AND INVESTMENT SECURING

7 years after publishing its recommendations to favour and guarantee investment in the Mediterranean, IPEMED is updating its reflection by including the issue of access to funding for Mediterranean and African SMBs. Within the framework of the work programme on North African industrialisation, this issue will be the object of a study that will be published in 2018 and that has already been debated during a dedicated seminar in Beirut, in December 2017.



## TRANSPORT:

### LAUNCHING OF A NEW STUDY "MOROCCO, A LOGISTICS HUB BETWEEN EUROPE AND AFRICA"

In 2017, IPEMED launched a new study on "*Morocco, a logistics hub between Europe and Africa*". This new report aims to study the physical, regulatory, institutional and socio-economic conditions that are necessary to deploy an integrated logistics system in the Mediterranean, and especially the role of Morocco in the structuring of exchanges between Europe, the Mediterranean and Africa.



The monographs that were realised on the SSE sector in Morocco, Algeria and Tunisia were approved during work meetings aiming to nourish the projects that will be submitted within the framework of calls for projects opened in 2017.

## SOCIAL AND SOLIDARITY ECONOMY:

### WORKING MEETING ON THE SSE SECTOR IN THE MAGHREB, MONTPELLIER

# La Verticale

AFRICA - MEDITERRANEAN - EUROPE

The Africa - Mediterranean - Europe foundation is one of IPEMED's main projects. It is about promoting the idea that the regionalisation of the axis Africa - Mediterranean - Europe is a realistic prospect. In order to boost this regional integration, a foundation must be implemented.



**ANTICIPATE**



# La Verticale

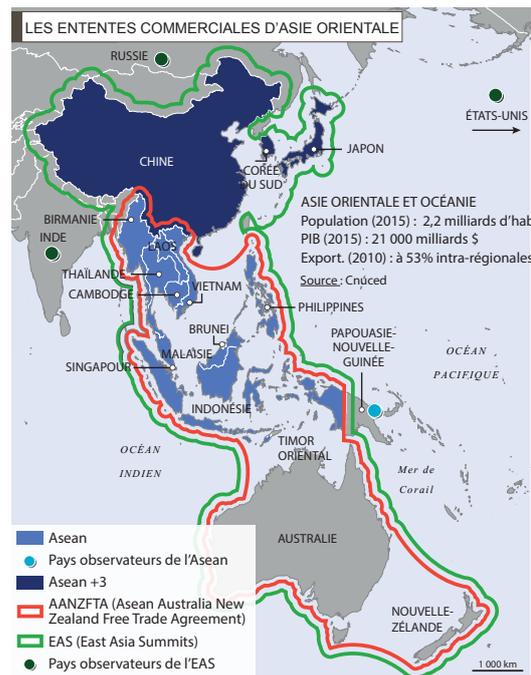
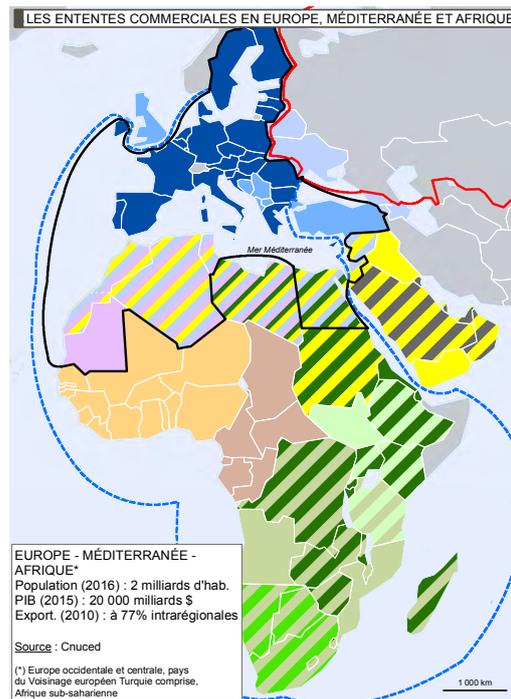
AFRICA - MEDITERRANEAN - EUROPE

## THE CONCEPT

La Verticale Africa - Mediterranean - Europe is one of IPEMED's work projects. It is about promoting the idea that the creation of a great region "Africa - Mediterranean - Europe" is a realistic prospect.

**OUR INTUITION** Since the 2008 crisis, the regionalisation of globalisation has been accelerating. The most original form of this dynamic are the three crescents that take the shape of intercontinental regions.

While East Asia and Americas have four tools at the service of a deep regional integration (a regional development bank, an advisory political organisation, a coproduction treaty and a structure to study regional-integration), the "Africa - Mediterranean - Europe" axis remains to be built. Indeed, to this day, there is no place, no network, no institution where African, Mediterranean and European partners gather to prepare the future together.



Source : Jean-Louis Guigou, Pierre Beckouche, *Afrique - Méditerranée - Europe: La Verticale de l'avenir*, October 2017, collection L'âme des peuples.



First Meeting of the Foundation's Steering Committee, 13 October - Paris.

## OUR PROPOSITIONS

To speed up this regional integration, four tools need to be implemented and require:

- Creating the AME Verticale Foundation dedicated to the AME regional economic integration in order to build a common future;
- Politically investing and coordinating existing financial institutions in the AME region;
- Unifying trade agreements and promoting a coproduction treaty;
- Implementing a political organisation for regional consultancy.

In 2016, IPEMED expressed its vision and propositions in a first report called “For a New Deal Africa-Mediterranean-Europe - 5 action programmes”.

In 2017, two new publications enabled to strengthen and spread our reflection:

### ➔ A scientific report



Jean-Louis Guigou and Pierre Beckouche also wrote a scientific report called “La Verticale: a foundation to boost regional integration” at the end of 2017.

It received the support of many economic and political decision-makers:

### ➔ A new book



A new book, dedicated to the public, was published in October 2017 in the Nevicata editions, in the collection “L’âme des peuples”.

Written by Jean-Louis Guigou, President of IPEMED, and Pierre Beckouche, University Professor, specialised in economic geography, this book called “Africa - Mediterranean - Europe: the axis of the future” contains the exclusive interviews,

carried out by the authors, of:

- **Jean Kakou Diagou**, founder and current President of NSIA Assurances, the first Ivorian insurance and banking group;
- **Radhi Meddeb**, Tunisian engineer and entrepreneur, CEO of COMETE and former President of IPEMED;
- **Miguel Angel Moratinos**, former Spanish Minister of Foreign Affairs, chairman of the political steering committee of IPEMED.

**Didier Acouetey**, President of Afric-Search; **Mounir Fakhry Abdelnour**, former Egyptian Minister; **Aicha Belarbi**, former Moroccan Minister; **Joachim Bitterlich**, former advisor to the German Chancellor; **Jean Kacou Diagou**, Founding President of NSIA Assurances; **Eric Diamantis**, President of the Verticale endowment fund, Associate lawyer, CLYDE&CO; **Hakim el-Karoui**, Founding President of Volentia; **Piero Fassino**, former Italian Minister, President of CeSPI; **Iqbal Gharbi**, Director of the Chair of Religious Anthropology, Zitouna University, Tunisia; **Elisabeth Guigou**, former French Minister, President of the Anna Lindh Foundation, member of IPEMED’s Political Steering Committee; **Christian Hiller Von Gaertringen**, specialist in the funding of investment projects in Africa; **Eneko Landaburu**, Former European Union Ambassador in the Kingdom of Morocco and former General Director of the European Commission; **Miguel Angel Moratinos**, former Spanish Minister, President of IPEMED’s Political Steering Committee; **Jemal Taleb**, Roving Ambassador of Mauritania, Attorney, CLYDE&CO firm; **Pascal Terrasse**, Deputy (1997/2017), former Secretary General of the Francophonie Assembly; **Fouad N. Trad**, General Director of Byblos Bank Europe.



## THE THEMATIC RANGE OF OUR ACTION PROGRAMME: SECTORIAL AXES

The AME Verticale Foundation will be a platform that gathers existing networks of experts, business managers and politicians who work for the integration of Europe and Africa. It must become the political and economic reflection cluster of this great region. The 5 action programmes of this future foundation include the implementation of “Sectorial Axes”.

These **Sectorial axes** will be permanent work groups, created by an equal group of actors (Africans, Mediterraneans and Europeans, experts, entrepreneurs, politicians or representatives of the civil society), in charge of establishing shared diagnosis and of offering economic and political decision-makers common, operational and inclusive projects.

In order to identify the first key sectors and the working areas of these future Sectorial axes, IPEMED launched a consultation within its network. In 2017, several publications enabled to identify thematic co-operation opportunities:

- “For an efficient industrialisation of Africa”, by Dr Mariem Brahim, in charge of economic studies at IPEMED;
- “Energy at the service of sustainable development in Africa”, coordinated by Kelly Robin, in charge of economic studies, IPEMED;
- “For sustainable and shared food security and sovereignty”, coordinated by Jean-Louis Rastoin, Montpellier Supagro-IPEMED.

A publication in particular focused on challenges in Sahel. Carried on in partnership with Jean-Marc Chataigner, Deputy Chief Operating Officer of IRD, and Maxime Thibon, Scientific and Technical Advisor of the Sahara and Sahel Observatory (OSS), this study highlighted several actions to tackle Sahel challenges in a sustainable and shared manner, within the framework of a reinforced cooperation “Africa - Mediterranean - Europe”.



### For a sustainable and common answer to Sahel's challenges in the framework of a reinforced cooperation “Africa - Mediterranean - Europe”

Jean-Marc Chataigner, Deputy Chief Operating Officer of IRD  
 Jean-Louis Guigou, President of IPEMED  
 Maxime Thibon, Scientific and Technical Advisor of the Sahara and Sahel Observatory (OSS)  
 With the collaboration of:  
 Kelly Robin, IPEMED  
 Serena Sanna, IRD  
 Morgane Tous, IRD

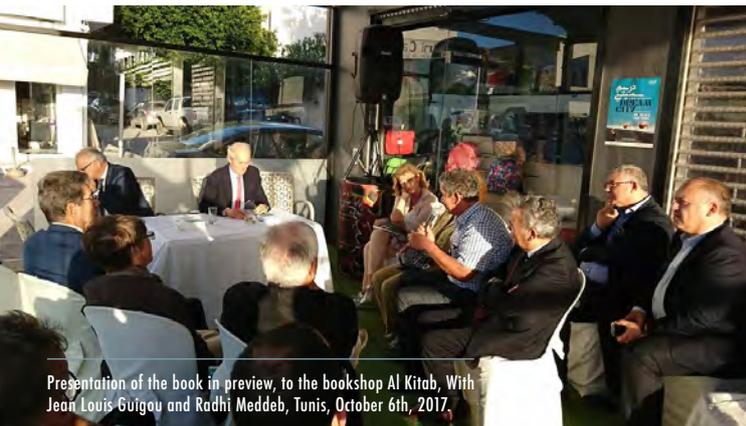


## EVENTS ON LA VERTICALE



### PRESENTATION OF THE BOOK

Officially launched during a press breakfast meeting in Paris, on 12 October 2017, at the restaurant Le Procope, the book “Africa - Mediterranean - Europe, the axis of the future” was presented in front of a diversified audience by its two co-authors, Jean-Louis Guigou and Pierre Beckouche:



Presentation of the book in preview, to the bookshop Al Kitab, With Jean Louis Guigou and Radhi Meddeb, Tunis, October 6th, 2017.

- Preview at the bookshop al Kitab, in Tunis, on 6 October 2017, with the presence of Radhi Meddeb, President of COMETE engineering and former President of IPEMED;
- At the bookshop Cēil Ecoute, in Paris, on 7 December 2017;
- At the European Parliament Office, in Brussels, on 12 December 2017, upon invitation of Claude Herzog, who initiated the seminar of the EU/Africa platform on the financing of cross-border infrastructures;
- During an introduction-debate at the Moroccan embassy on 19 December 2017, in relation to the presentation of the study “*African youth: current realities, future challenges and directions*”.



### BREAKFAST MEETING OF THE EMEA-ZONE DIRECTORS

Paris, 29 June 2017

IPEMED gathered at the restaurant Les Editeurs about fifteen “EMEA” directors, some of which are its founding members, in order to reflect together on the role of businesses in the structuring of the AME axis.



Meeting on the role of companies in the structuring of the AME axis, Paris, 29 June 2017.



### FIRST MEETING OF THE FOUNDATION'S STEERING COMMITTEE

Paris, 13 October 2017

On 13 October 2017, IPEMED welcomed on its premises the first meeting of the Verticale Foundation's Steering Committee. Gathering several political and economic decision-makers, as well as researchers, this meeting aimed to define the work programme to implement the foundation.



In 2017, as a think tank, IPEMED undertook several major works in terms of communication to highlight its propositions, spread its ideas and influence decision-makers. The Institute reinforced its presence on social media and has a website where all its publications are available, among which the Palimpsestes collection, that was republished this year. Besides, IPEMED regularly organises, in Mediterranean countries and partner territories, sharing moments, such as the Mediterranean and African Breakfast Meetings, a cycle relaunched in 2017.

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**SHARING**

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# IPEMED Palimpsestes

## RELAUNCHING OF OUR GENERAL-PUBLIC COLLECTION: THE PALIMPSESTES

IPEMED's "Palimpsestes" collection was stopped in 2012 and reissued in 2017 with a series of 6 "policy papers" dedicated to economic and political decision-makers in the region. Enhanced with illustrations that make reading and understanding easier, they enabled the Institute to develop its communication strategy and to take advantage of the experience of its network's members.

#17

Durum wheat:  
from the organisation  
of industries to  
the structuring of  
a Mediterranean  
network

2017



#16

For a sustainable and  
common answer to  
Sahel's challenges in  
the framework of a  
reinforced cooperation  
"Africa – Mediterranean -  
Europe"

2017



#15

Digital revolution:  
What are its impacts on  
activities' localisation?  
What are the  
consequences for the  
Mediterranean?

2017



#14

For an efficient  
industrialisation of  
North Africa

2017



#13

Energy at  
the service of  
sustainable  
development in  
Africa

2017



#12

For sustainable and  
shared food security  
and sovereignty

2017





Mediterranean and African breakfast: "Algeria tomorrow", 7 February - Paris

## RELAUNCHING OF THE MEDITERRANEAN AND AFRICAN BREAKFAST MEETINGS

On Thursday 1<sup>st</sup> September 2016, IPEMED, La Tribune and Bpifrance signed a partnership agreement regarding the organisation of "Mediterranean and African breakfast Meetings". These events intend to discuss, in Paris, as a debate-conference on the topic of economic and prospective situation of the Mediterranean and Africa. The first breakfast meeting took place in October 2016 on the coproduction topic. IPEMED then co-organised 3 Mediterranean and African Breakfast Meetings in 2017.

### ➔ "ALGERIA TOMORROW"

7 february - Paris.

The 2nd breakfast meeting, on the topic "*Algeria tomorrow*", took place on 7 February 2017 in Paris. Tempered by Alfred Mignot, editor-in-chief at La Tribune Hebdo, and closed by Pascal Lagarde, Bpifrance Executive Director, the event gathered over 200 people.

The debate was introduced by:

- **Isabelle Bébéar**, Bpifrance International and University Director;
- **Jean-Christophe Tortora**, President of La Tribune;
- **Jean-Louis Guigou**, President of IPEMED.

The following participants took part in the debate:

- **Alexandre Kateb**, Head economist;
- **Laïd Benamor**, CEO of Amor Benamor and President of the CACI (Algerian Chamber of Commerce and Industry).

As well as **Xavier Beulin**, former CEO of April and President of the National Federation of Farmers' Unions (FNSEA) and **Jean-Louis Levet**, Senior official at the Franco-Algerian industrial and technological cooperation.

### ➔ "FOR SUSTAINABLE AND SHARED FOOD SECURITY AND SOVEREIGNTY"

4 april - Paris.

The 3<sup>rd</sup> breakfast meeting, on the topic "*For sustainable and shared food security and sovereignty*", took place on 4 April 2017 in Paris. This event was also tempered by Alfred Mignot and gathered over 110 people. The following participants took part in the debate:

- **Khaled Igue**, Director of Public and Institutional Partnerships of OCP International and President-Founder of Club 2030 Afrique;
- **Cosimo Lacirignola**, Secretary General of the International Centre for Advanced Mediterranean Agronomic Studies (ICAMAS);
- **Jean-Louis Rastoin**, Professor Emeritus at Montpellier SupAgro, and scientific advisor at the chair in World Food Systems.

### ➔ TERRITORIES, THE DRIVING FORCES OF SUSTAINABLE DEVELOPMENT IN THE MEDITERRANEAN AND AFRICA

21 june - Paris.

The 4<sup>th</sup> Mediterranean and African breakfast meeting, organised by IPEMED in partnership with La Tribune and Bpifrance, took place on 21 June 2017 from 8:30 am to 10:30 am on the topic "Territories, the driving forces of sustainable development in the Mediterranean and Africa". This event was introduced by Isabelle Bébéar and closed by Jean-Louis Guigou, and welcomed the following participants:

- **Marie-Line Bassette**, International Affairs Manager at ENEDIS;
- **Philippe Serizier**, former Head of Territorial Research at the Consignment Office;
- **Hassan Ben Janena**, Professor of Economics at Sousse ISG;
- **Valérie Morier Genoud**, Representative of the Isère Chamber of Agriculture.



3<sup>rd</sup> breakfast, "For sustainable and shared food security and sovereignty", 4 April 2017, Paris.

# A DIVERSE MEDIA VISIBILITY

By spreading its ideas and propositions in the French and international media through columns, detailed articles and interviews, IPEMED wants to highlight its vision, and more specifically regional integration.

In 2017, through its President, Jean-Louis Guigou, its team members and its governance bodies, the think tank benefited from many media appearances in various countries. IPEMED did over 110 media appearances; 22 articles and 15 interviews.

This year, IPEMED also signed new partnerships with the media and the press, especially with Agriculture Internationale, Ecomnewsmed, Econostrum and The Huffington Post France. Besides, IPEMED sends monthly newsletters, and occasional ones on specific topics, to all its contacts, to inform them of their published works and of the events that the Institute organises or takes part in.



## La Tunisie face à ses défis énergétiques

Début 2017, la Tunisie a franchi une nouvelle étape dans la déclinaison de son programme national 2016-2020 pour la production d'électricité à partir d'énergies renouvelables, avec le lancement d'un appel d'offres pour la construction de plusieurs centrales éoliennes et photovoltaïques d'une capacité globale de 210 MW. L'accélération de la diversification de son mix énergétique vise à résorber le déficit énergétique national dans un pays où les potentiels sont considérables.

Depuis 2000, la Tunisie est strictement déficitaire en énergie, en raison d'une augmentation de la demande en énergie plus importante que celle de la production nationale. D'après le ministère de l'Énergie, des Mines et des Énergies renouvelables, le pays a connu, ces dernières années, un déclin de ses ressources d'énergie primaire d'environ 6% par an (de 7,8 Mtep en 2010 à 5,4 Mtep en 2016), consécutif, notamment, au déclin naturel des réserves, au ralentissement des activités de prospection et de recherche (arrêt des activités des compagnies de prospection et d'exploitation pétrolière dans le sud tunisien et sur l'île de Kerkennah) et à la baisse

Cette situation démontre ainsi que le système énergétique actuel du pays se trouve au cœur de problèmes globaux, et son évolution va de pair avec des défis difficilement surmontables : stratégique, à la nécessaire sécurisation et diversification de l'approvisionnement ; économique, compte tenu du poids des subventions énergétiques dans la facture globale de la dépendance croissante du secteur industriel tunisien au gaz naturel importé, et enfin, social et environnemental.

**La transition énergétique : une opportunité pour l'économie tunisienne**



ينجح المغرب سياسة طموحة بأفريقيا على المستوى الاقتصادي والسياسي، من خلال الاستثمار الاقتصادي والعلمي الكبير الذي تقوم به مختلف المنظمات المغربية في إطار خطة التعاون بين بلدان الجنوب، وهي سياسة "أفريقيا-إفريقيا" التي يقودها الملك محمد السادس مع هذه البلدان الأفريقية، هذه السياسة الملكية الجديدة تتوجه بالأساس نحو البلدان الأفريقية، لاقت اهتماما كبيرا في أوساط البحث الأكاديمي بأوروبا وفرنسا على الخصوص، وهي السياسة التي أشاد بها جون لوي غيغو، رئيس "معهد التوقعات الاقتصادية للعالم المتوسطي"، بمناسبة صدور كتابه: "إفريقيا-المتوسط-وأنا".



11/09/2017 / International

## L'IPEMED

s'apprête à publier deux rapports stratégiques sur la Tunisie, qui seront présentés lors des Rencontres Africa à Tunis et à Abidjan début octobre.



ACTIVITY REPORT

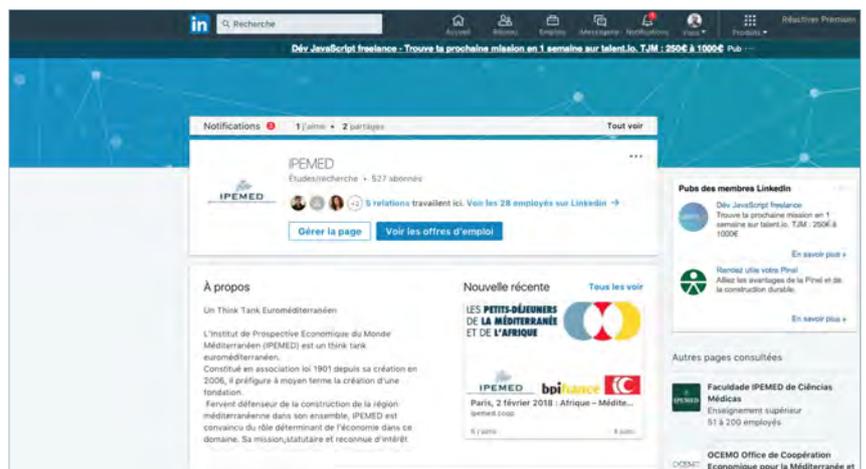
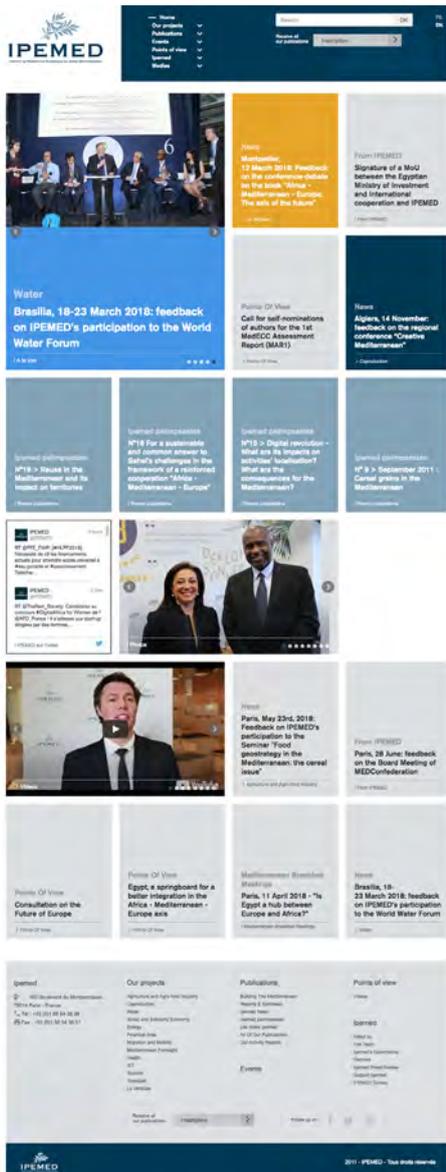
# REINFORCING OUR DIGITAL COMMUNICATION

IPEMED's website has always presented all the Institute's activities. It is a bilingual website where the think tank's publications are available for free.

With 250 articles per year on average, IPEMED's website is

updated weekly and presents the think tank's activities: publications, events, interventions, missions abroad and media appearances.

IPEMED also communicates on social media every day.



www.ipemed.coop

113 826  
unique visitors

192 944  
visits

1 085 811  
pages viewed



@institutipemed

7 826  
fans

230  
publications



@ipemed

1 403  
followers

510  
tweets



@ipemed

500  
subscribers

117  
publications

A photograph of a middle-aged man with glasses, wearing a dark blue suit, white shirt, and patterned tie. He is sitting at a dark wooden desk, looking slightly to the right. On the desk in front of him are several papers, including a bright green folder or document. He is holding a pen over the papers. The background is a blurred office setting.

IPEMED is an 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.

**WORKING**



IPEMED's governing bodies reflect this independence and respect North-South parity.

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**Jacques Ould Aoudia**  
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**Carmen Romero Lopez**  
European Deputy, Spain

**Panagiotis Roumeliotis**  
Former Minister, Greece

Dating from December 2017



**Jean-Louis Guigou**  
*President*

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



**From left to right :**

- Véronique Varallo**, Policy officer attached to the President
- Zaheen Dosemahomed**, Assistant Project Manager of Digital Contents
- Imène Basrire**, production Division assistant
- Farzan Bakaoollah**, Financial and Human Resources Director
- Kelly Robin**, Head Project Manager
- Stéphanie Baz**, Communication and Media Relations Project Manager
- Jean-Marie Paintendre**, International Advisor
- Arthur Deboos**, Project Manager
- Sophia Saba**, Financial Division Assistant



IPEMED got into partnership with the Centro Studi di Politica Internazionale (CeSPI) of Rome and Centro Studi sul Federalismo (CSF) of Turin.

## OUR MEMBERS AND PARTNERS

In 2017, IPEMED strengthened its partnerships with the founding members, involved a new benefactor member, reinforced its academic and institutional network, and supported IPEMED Tunisia during its first year.

### → A NEW BENEFACTOR MEMBER

#### Dr. Talal Abu-Ghazaleh

Born on 22 April 1938 in Jaffa, Talal Abu-Ghazaleh funded the Organisation Talal Abu-Ghazaleh (TAG-Org) in 1972, a global supplier of professional services, providing services from certified accounting to intellectual property, with over 80 offices in the world. He is one of the most influential figures in the Arab world. Talal Abu-Ghazaleh chose to support IPEMED for its strategic projects, especially “La Verticale”.



Dr. Talal Abu-Ghazaleh (in the centre), new benefactor member of IPEMED

### → ACADEMIC NETWORK

#### IPEMED gets into partnership with the CeSPI and the CSF

In order to build a think tank network to promote the economic integration of Africa, the Mediterranean and Europe as well as the creation of the “La Verticale” Foundation, IPEMED got into partnership with the Centro Studi di Politica Internazionale (CeSPI) of Rome and the Centro Studi sul Federalismo (CSF) of Turin, through their respective presidents, Jean-Louis Guigou, Piero Fassino and Alfonso Iozzo.

### → SUPPORTING OUR MEMBERS AND PARTNERS

IPEMED is involved in the MED Confederation, along with the Caixa Foundation, the Tunisia Deposit and Consignment Office (CDC Tunisia), the Moroccan Deposit and Management Fund (CDG Morocco), the Mediterranean Institute (IEMED) as well as the World Savings Banks Institute (WSBI). In sight, in order to build in 2017 IPEMED organised a forum dedicated to Mediterranean SMBs-SMIs that will take place in 2018.

### → INSTITUTIONAL NETWORK

#### IPEMED signed a three-way agreement with the Union for the Mediterranean

During the Senior’s Official’s meeting of the Union for the Mediterranean (UfM), that took place on 3 July 2017 in Barcelona, Fathallah Sijilmassi and Jean-Louis Guigou signed a partnership agreement regarding the initiative carried by IPEMED on North African industrialisation. This triennial agreement follows the Memorandum of Understanding that was signed on 4 May 2015 between the UfM Secretariat and IPEMED. The priority topics that the two entities chose regarding North African industrialisation are: increasing industrial development through coproduction; securing national and international investments in North Africa and giving priority to public-private partnerships to develop infrastructures.

## STRENGTHENING OF IPEMED'S NETWORK

### The first year of IPEMED Tunisia

IPEMED Tunisia is an association that was funded in December 2016 under the Tunisian law. It is the first independent branch of IPEMED.

Based in Tunis, it aims to support the Mediterranean Coproduction Observatory by providing operational information to companies and by favouring the implementation of coproduction partnerships.

IPEMED Tunisia has four objectives:

- Promoting, through studies and contacts, the coproduction model;
- Setting-up exchanges between the region's entrepreneurs;
- Implementing a strategic dialogue with national and regional decision-makers, in order to influence public policies and the business environment;

- Organising high-level conferences and debates on Euro-Mediterranean and African integration.

IPEMED Tunisia is made up of the following core founding members:

- **Nourredine Hajji**, Deputy Managing Director of Ernst & Young Tunisia, President of IPEMED Tunisia;
- **Amine Ben Ayed**, General Director of Misfat Tunisie;
- **Ahmed Bouzguenda**, CEO of SBF Group;
- **Mohamed Rouis**, General Director of Leoni Tunisie;
- **Tarak Chérif**, President of Alliance Group.

## FUNDING

On December 31<sup>st</sup> 2017, IPEMED had at its disposal €1,177,354 of which €1,079,200 coming from subscriptions, €96,000 from grants, and €2,154 from miscellaneous products.

IPEMED has:

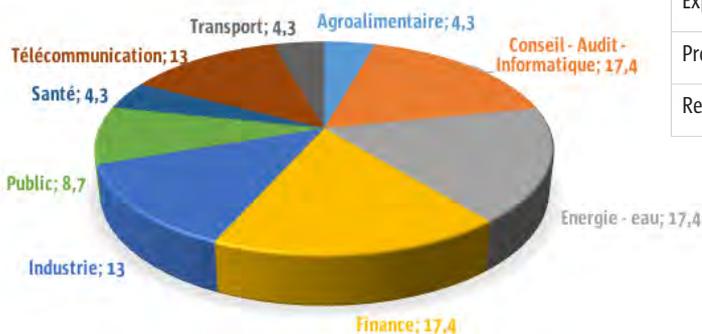
- 28 members, of which 19 in France, 4 in Lebanon, 1 in Tunisia, 2 in Jordan, 1 in Spain and 1 in Morocco. Over 90% of them are private businesses.
- 4 French public grants: ADEME – Conseil régional de l'Ile-de-France – Conseil régional PACA – France Stratégie.

Evolution of products and results from 2015 to 2017



	2015	2016	2017
Products	1 650 431 €	1 336 766 €	1 177 354 €
Product evolution in %	-12,47%	-19,01%	-11,93%
Expenses	1 645 223 €	1 330 890 €	1 166 840 €
Product evolution in %	-12,61%	-19,11%	-12,33%
Result	5 208 €	5 876 €	10 514 €

Share of funding activity sectors





IPEMED, l'Institut de Prospective Economique du Monde Méditerranéen (i.e. the Economic Foresight Institute for the Mediterranean World), is a non-profit association of general interest created in 2006. A think-tank promoting the Mediterranean region, it aims at bringing together the two shores of the Mediterranean through the economy. It is financed mainly by companies and individuals who share its values. IPEMED is presided by Jean-Louis Guigou.



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Véronique Varallo, Farzan Bakaoollah, Kelly Robin  
Designed and produced by : tenconcept  
Translation : Anaïs Thieuleux  
Photo credits : 16:9 prod  
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