

**BUSINESSMED**

Union of Mediterranean Confederations of Enterprises  
Union Méditerranéenne des Confédérations d'Entreprises



# Activity Report Rapport d'Activités

---

**2017**





**Activity Report**  
**Rapport d'Activités**

---

**2017**







# TABLE OF CONTENTS

---

▶ **4**  
**CREDO**

▶ **6**  
**ADDRESS OF THE  
PRESIDENT**

▶ **8**  
**EDITORIAL BY  
THE GENERAL SECRETARY**

▶ **10**  
**BUSINESS MEMBERS**

▶ **14**  
**PRESENTATION OF  
BUSINESSMED**

▶ **16**  
**BUSINESSMED'S SWOT  
ANALYSIS**

▶ **22**  
**BUSINESSMED ACTIVITIES**

▶ **74**  
**FOCUS**

▶ **128**  
**PRESS & PUBLICATIONS**

▶ **4**  
**CREDO**

▶ **7**  
**MOT DU PRÉSIDENT**

▶ **9**  
**EDITORIAL PAR LA  
SECRÉTAIRE GÉNÉRALE**

▶ **10**  
**MEMBRES DE BUSINESSMED**

▶ **14**  
**PRESENTATION DE  
BUSINESSMED**

▶ **19**  
**ANALYSE SWOT DE  
BUSINESSMED**

▶ **22**  
**LES ACTIVITÉS DE BUSINESSMED**

▶ **74**  
**FOCUS**

▶ **128**  
**PRESSE ET PUBLICATIONS**



# ACKNOWLEDGEMENT

*We, - BUSINESSMED Secretariat team, would like to extend all our thanks and gratitude to the Lebanese presidency for the guidance and assistance they provided us during the mandate 2014-2017.*

This report relates BUSINESSMED activities in the course of the whole year 2017 and which have been intense and varied. This year witnessed a full accomplishment of a well-structured organisation enlarged to new observer members.

We specifically thank these latter for the confidence they are granting us through their membership.

We thank Mr Jacques Jean SARRAF for his availability and his presence at all important events to represent BUSINESSMED at the international level and for his presence among us and his continuous support of the Secretariat team, during his mandate.

We also thank all the member federation Presidents for their precious collaboration and their continuous involvement in BUSINESSMED various activities at the international and local level, most importantly within the High Level Contacts that they assumed fully.

Finally, we thank all those, in the various federations, in Europe and in the Southern Countries of the Mediterranean who contributed with their efforts and co-operated for the success of our Organisation in achieving its goals and mission.

# CREDO

*The Union of Mediterranean Confederations of Enterprises is a regional professional organisation representing the interests of its Mediterranean member federations and their own affiliates interests.*

BUSINESSMED endeavours for economic integration of its members into the world economy, as it believes it is the key to economic and social development.

BUSINESSMED aims at promoting North-South exchange between its members and States from the European Union as well as South-South exchange between the members themselves.

BUSINESSMED also endeavours for developing competitiveness among the Mediterranean enterprises to prepare them for an integrated competitive business driven world economy where enterprises from the North and the South can compete on an equal footing.

As the voice of business in the Mediterranean, BUSINESSMED tries to protect the competitive advantage of the private sector in the region and lobby the governments and the social partners for the sake of a sound economic and social policy.

As the BUSINESSMED vis-à-vis for the Mediterranean region, BUSINESSMED tries to use its lobby near the European Union and other institutions so that the specifics of the region should be taken into consideration.



## REMERCIEMENTS

*L'équipe de BUSINESSMED tient à exprimer toute sa gratitude à la présidence Libanaise, dont l'assistance et les conseils ont été des facteurs probants de réussite tout au long du mandat 2014-2017.*

Ce document relate les diverses activités de BUSINESSMED durant toute l'année 2017 qui ont été intenses et variées, exposant le travail accompli et les réalisations de l'Organisation, maintenant bien structurée et élargie à des membres observateurs. Nous remercions ces derniers pour la confiance qu'ils nous ont accordée à travers leur adhésion.

Nous remercions M. Jacques Jean SARRAF, notre Président, pour sa disponibilité et sa présence dans les manifestations importantes, ainsi que pour la représentation de BUSINESSMED sur la scène internationale. Par ailleurs, nous tenons à lui exprimer notre reconnaissance pour le soutien permanent qu'il a accordé à l'équipe travaillant au sein du siège de l'organisation à Tunis durant son mandat.

Nous remercions également les Présidents des Fédérations membres pour leur précieuse collaboration et leur engagement inconditionnel dans les activités de BUSINESSMED sur le plan international et particulièrement dans les Contacts de Haut Niveau auprès des Chefs d'Etat et de Gouvernement des pays méditerranéens.

Enfin, nous remercions tous ceux et toutes celles qui, par leur coopération dans les fédérations, membres fondateurs, observateurs et associés confondus, ont contribué à la réussite de notre Organisation dans la réalisation de sa mission et de ses objectifs.

## CREDO

*L'Union Méditerranéenne des Confédérations d'Entreprises est une Organisation Professionnelle régionale représentant les intérêts des fédérations membres et de leurs affiliés dans la région méditerranéenne.*

BUSINESSMED œuvre pour l'intégration économique de ses membres dans l'économie mondiale parce qu'elle a la conviction que ce projet est la condition sine qua non pour tout développement économique et social.

BUSINESSMED a pour mission la promotion des échanges Nord-Sud entre ses membres et les Etats de l'Union Européenne ainsi que les échanges Sud-Sud entre les Etats membres eux-mêmes.

BUSINESSMED prône également le développement de la compétitivité parmi les entreprises de la région méditerranéenne, et ceci afin de les aider lors de leur passage à une économie libéralisée, orientée vers l'économie mondiale où les entreprises du Nord et du Sud collaborent sur le même pied d'égalité.

En tant que porte-parole du monde des affaires

en Méditerranée, BUSINESSMED aspire à protéger l'avantage compétitif du secteur privé régional, ainsi qu'à influencer les gouvernements et partenaires sociaux pour garantir une politique économique et sociale saine et équitable.

En tant que vis-à-vis de BUSINESSEUROPE pour la région méditerranéenne, BUSINESSMED tend à utiliser son lobby auprès de l'Union Européenne et des autres institutions pour que les spécificités de la région soient prises en compte.



# ADDRESS OF THE PRESIDENT

*It's with great pride that I introduce you BUSINESSMED's Activity Report for 2017 drawing an overview of a year which has been rich in activities and in pursuit of the objectives established by its members.*

Since 2010, most of the South Mediterranean countries are going through a crisis. Egypt, Syria, Palestine, Tunisia, Cyprus, Greece and other countries are suffering from it; this crisis has affected all neighbouring countries. Because of the Arab Spring, most countries are affected, closely or remotely, but thanks to BUSINESSMED, businessmen discuss it, meet often and claim the support and involvement of the Northern Mediterranean countries.

The Mediterranean is now a well-established reality in Europe and the Arab world; it carries the symbiosis of two complementary worlds, of an economic area, whose interaction is a source of prosperity, peace and progress for all countries of the region.

In this perspective, we believe that BUSINESSMED has a key role to play in shaping this future, and that it is through the private sector that we will conceive and execute it. The trade and economic integration cannot do without a dialogue between employer's organizations and public authorities. Hence the importance, in the eyes of BUSINESSMED, of pooling the voices of different confederations in each Mediterranean Partner Country.

But, to make our countries an emerging economy and a growth pole of the future, it's necessary to put them without delay on the path to economic recovery. In the short and medium term, the objectives of our economic policy must redress macroeconomic imbalances and restore growth, accelerate economic reforms and reinforce solidarity and social inclusion, and this requires the reinforcement of the relationship between businessmen of both sides to find investment opportunities.

A strong involvement of the private sector is an absolute prerequisite for the Euro-Mediterranean project. Successful experiences of projects UNIMED 1 and 2, invest in MED and EUROMED INVEST successively managed by BUSINESSMED, show that we can trust it to concretely facilitate the Euro-Mediterranean integration.

On the basis of these projects, a new step in strengthening corporate organizations of Mediterranean partners should be launched as soon as possible, focusing on strengthening sectoral and local organizations that provide daily assistance to associated companies.



And this in the hope that the implementation of the objectives of the Barcelona Process, now the Union for the Mediterranean, that the integration of countries of the North and South, that the establishing of an economic climate based on the promotion of the private sector and the strengthening of innovation capabilities and social dialogue will constitute one of the pillars that will allow us optimum integration in the global economy and produce a better quality of life for future generations. "

Jacques Jean Sarraf  
BUSINESSMED's President

## MOT DU PRESIDENT

*C'est avec grande fierté que je vous présente le Rapport d'Activités de BUSINESSMED pour l'année 2017 qui dresse le bilan d'une année intense à plus d'un titre dans la poursuite des objectifs fixés par ses membres.*

Depuis 2010, la plupart des pays Méditerranéens du Sud passent par une crise. L'Égypte, la Syrie, la Palestine, la Tunisie, Chypre, la Grèce, et le reste des pays en souffrent, cette crise a affecté tous les pays voisins. Suite au contexte du Printemps arabe, la majorité des pays sont touchés de loin ou de près, mais grâce à BUSINESSMED, les hommes d'affaires en discutent, se réunissent assez souvent et réclament le soutien et l'implication du Nord de la Méditerranée.

La Méditerranée est aujourd'hui une réalité bien ancrée en Europe et dans le monde Arabe, elle réalise la symbiose de deux mondes complémentaires, d'un espace économique dont l'interaction est source de prospérité, de paix et de progrès pour tous les pays de la région.

Dans cette perspective, nous croyons que BUSINESSMED a un rôle capital à jouer dans la formation de ce devenir et que c'est grâce au secteur privé que nous allons le concevoir et l'exécuter. L'intégration commerciale et économique ne peut se passer d'un dialogue entre les organismes patronaux et les pouvoirs publics. D'où l'importance, aux yeux de BUSINESSMED, de mettre en commun la voix des différentes confédérations dans chaque Pays Partenaire Méditerranéen.

Mais, pour faire de nos pays une économie émergente de demain et un pôle de croissance, il est nécessaire de le mettre sans plus tarder sur la voie du redressement économique.

A court et moyen termes, les objectifs de notre politique économique doivent corriger les déséquilibres macroéconomiques, relancer la croissance, accélérer les réformes économiques et renforcer la solidarité et l'inclusion sociale et pour cela il faut renforcer la relation entre les hommes d'affaires des deux rives pour trouver des opportunités d'investissement

La forte implication du secteur privé est une condition sine qua non du succès du projet euro-méditerranéen.

Les expériences réussies des projets UNIMED 1 et 2, ainsi que d'Invest in MED et EUROMED INVEST successivement gérés par BUSINESSMED, montrent que l'on peut lui faire confiance pour faciliter concrètement l'intégration euro-méditerranéenne.

Sur la base de ces projets, une nouvelle étape dans le renforcement des organisations d'entreprises des partenaires méditerranéens devrait être lancée dès que possible, en se concentrant sur le renforcement des organisations sectorielles et locales qui fournissent une assistance quotidienne aux entreprises associées,



Et ce dans l'espoir que la mise en œuvre des objectifs du Processus de Barcelone aujourd'hui Union pour la Méditerranée, que l'intégration des pays du Sud et du Nord, que l'instauration d'un climat économique basé sur la promotion du secteur privé et du renforcement des capacités d'innovation et du dialogue social constitueront, les piliers qui nous permettront une intégration optimale dans l'économie mondiale mais aussi de meilleures conditions de vie pour les générations futures.»

Jacques Jean Sarraf  
Président de BUSINESSMED



## EDITORIAL BY BUSINESSMED'S SECRETARY GENERAL

*One year more has elapsed in the life of our Union, and thanks to your support, BUSINESSMED has become more visible, more present and a true reference of the dynamic private sector on both shores of our Mediterranean.*

I would like to extend my thanks to President Jaques Jean SARRAF, Vice-President Mrs. Saida Neghza and Vice-President Mr. Alberto Baban, as well as to all Presidents of the Confederations for their confidence over this mandate.

The General Secretariat of BUSINESSMED has put in place the necessary tools to increase the already powerful voice of the Mediterranean Countries. From surveys, to position taking and discussion process, to high-level meetings, round tables and conferences and of course professionally conveyed press releases.



This voice was accompanied by a multitude of services offered to our members. Access to funding, sector studies, technology transfer initiatives, active participation in projects co-financed by the European Commission.

We have spared no effort to provide a platform for our members to help them grow and become more international.

Over the past years, much has been done. Our growth has not only stopped at our activities.

In 3 years we have accomplished and re-established the Organization's structure, for which the majority of the organizations present and especially the former Presidents believed. We visited several members in their own country; we organized high-level meetings in several Mediterranean Countries such as Algeria where more than 500 businessmen were present, and similarly in Italy, with the euro-mediterranean forum. Not to mention the activities related to SOLID project which gave a powerful voice to the employers confederations.

We have revisited and re-structured the communication policy, the visibility and services offered to our members, thanks to SOLiD project which finances the secretariat and which plays an essential role in the life of the Union, and all this once again in order to unify and strengthen our partnership across the region.

We hope to count on the support of our partner countries, which are members of the same Sea, in a common goal of a better Mare Nostrum.

Finally, while reiterating my devotion, I wish you a good reading of this annual activity report (2017).

Jihen Boutiba Mrad  
General Secretary BUSINESSMED

## EDITORIAL PAR LA SECRETAIRE GENERALE DE BUSINESSMED

*Un an de plus s'est écoulé dans la vie de notre Union, et grâce à votre soutien, BUSINESSMED est devenue plus visible, plus présente et devient ainsi la vraie référence du secteur privé sur les deux rives de notre Méditerranée.*

J'adresse mes paroles au président M. Jaques Jean SARRAF, à la Vice-Présidente Mme. Saida Neghza et au Vice-Président Mr. Alberto Baban, ainsi qu'à tous les présidents des Confédérations pour la confiance qu'ils ont accordée à notre chère Organisation pendant ce dernier mandat.

Le Secrétariat Général de BUSINESSMED a mis en place les outils nécessaires pour faire entendre la voix de la Méditerranée. D'enquêtes de masse, à des prises de positions, en passant par des réunions de haut niveau, des tables rondes et des conférences et bien sûr des communiqués de presse professionnellement véhiculés.



Cette voix a été accompagnée par une multitude de services à nos membres. De l'accès au financement, aux études sectorielles, aux initiatives de transfert de technologie, à la participation active aux projets cofinancés par la Commission Européenne.

Nous n'avons épargné aucun effort pour assurer une plateforme à nos membres et ainsi les aider à croître et à s'internationaliser.

Durant l'année écoulée, beaucoup a été fait. Notre croissance ne s'est pas seulement arrêtée à nos activités.

En 3 ans nous avons accompli et remis en place cette structure qui est chère à notre cœur depuis sa création, en laquelle la majorité des organisations présentes et surtout les anciens Présidents ont cru.

Nous avons visité plusieurs membres dans leur propre pays pour leur faire croire de nouveau en cette structure ; nous avons organisé des rencontres de hauts niveaux dans plusieurs pays tel que l'Algérie ou plus de 500 hommes d'affaires étaient présents, pareillement en Italie avec le forum Euro-Méditerranéen et les différentes activités organisées dans le cadre du project SOLID.

Nous avons revisité et rajeuni la politique de communication, de visibilité, de services à nos membres, grâce au projet SOLID qui finance le secrétariat et qui joue un rôle essentiel dans nos structures et tout cela encore une fois dans le but de solidifier et unir notre partenariat à travers la région.

Nous espérons pouvoir compter sur le soutien de nos pays partenaires, membres d'une seule et même Mer, dans notre objectif d'une meilleure Mare Nostrum.

Enfin, tout en vous réitérant ma dévotion, je vous souhaite une bonne lecture de ce rapport annuel d'activités (2017).

Jihen Boutiba Mrad  
General Secretary BUSINESSMED



# BUSINESSMED MEMBERS

## MEMBERS

## INFORMATION



Fundação AIP  
Rua do Bojador, Parque das Nações, 1998-010 Lisboa  
| Portugal



Association of Lebanese Industrialists  
Beirut, Sanayeh, Justinien Street  
CCIAB Bldg, 5th floor | Lebanon



Confederation of German Employers' Association  
BDA – Die Arbeitgeber Breite Strasse 29, 10178, Berlin



Chamber of Commerce, Industry and Agriculture of Beirut  
Mount Lebanon (CCIAB – ML) Building, 1 Justinien street,  
Sanayeh | Lebanon



Confederación Espanola de Organizaciones Empresariales  
(CEOE) Diego de León, 50 28006- Madrid | Espagne



Confédération Générale des Entreprises Algériennes (CGEA)  
Villa 241 BOUCHAOUI 3 à 16107 CHERAGA Alger | Algerie



Confédération Générale des Entreprises Marocaines  
23 Boulevard Mohamed Abdou, Quartier Palmier, 20-340  
Casablanca | Maroc



Confederazione Generale dell'Industria Italiana  
Viale dell'Astronomia, 30 – 00144,Rome | Italie



Federation Of Egyptian Industry  
1195 Nile Corniche, Boulaq, Le Caire | Egypte



International Chamber of Commerce (ICC)  
Abou Roumaneh-Abdul Malek Ben Marwen Street, P.O. Box  
2908, Damascus-Syrie



Greek International Business Association (SEVE)  
1 Morihovou Square P.C. 546 25 | THESSALONIKI



Parc d'Activités Economiques de Bizerte (PAEB) Avenue  
Habib Bourguiba 241-243, Tunis | Tunisie

## MEMBERS

## INFORMATION



Jordan Chamber of Industry (JCI)  
811986 Amman 11181, Jordan



Lebanese Exhibitions and Conferences Associations (LECA)  
Biel – Beirut Central District Normandie | Lebanon



Malta Employers' Association (MEA)  
35/1, South Street, Valletta VLT 1100 | Malta



Medef International  
9 Avenue Frédéric le Play, 75007  
Paris 07 | France



Cyprus Employers and Industrialists Federation (OEB)  
2 Acropoleos Ave. & Glafkou Str, Nicosia 21657 | Cyprus



Palestinian Federation of Industries (PFI)  
Industrial Zone, West Bank P.O.Box 1410, Ramallah  
| Palestine



Serbian Association of Employers (SAE)  
Stevana Markovica 811080 Belgrade – Zemun | Serbia



Turkish Confederation of Employer Association (TISK)  
Hosdere Cad., Resat Nuri Sokak No. 108 06540 Çankaya /  
ANKARA | Türkiye



Turkish Industry and Business Association (TUSIAD)  
iran Cad. No: 39 / 4 Gaziosmanpaia 06700 Ankara | Türkiye



Union Nationale du Patronat Mauritanien (UNPM)  
BP: 383 Nouakchott - Mauritanie



Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat (UTICA)  
Rue Ferjani Bel Haj Ammar , Cité El Khadhra  
1003, Tunis | Tunisie



# BUSINESSMED PARTNERS

## MEMBERS

## INFORMATION



11bis rue St-Ferréol 4ème étage F-13001  
Marseille | France  
PHONE: +33 4 96 11 67 60  
FAX: +33 (0)4 96 11 67 61  
E-MAIL: [contact@anima.coop](mailto:contact@anima.coop)



Av. Diagonal, 452, 08006  
Barcelona | Espagne  
PHONE: +34 934 16 95 56  
E-MAIL: [secretariat@ascame.org](mailto:secretariat@ascame.org)



168 AVENUE DE CORTENBERGH 1000  
BRUSSELS | BELGIUM  
PHONE: +32 (0)2 237 65 11  
FAX: +32 (0)2 231 14 45  
E-MAIL: [main@businessseurope.eu](mailto:main@businessseurope.eu)



21, Soliman Abaza St., Mohandessin,  
Cairo | Egypt  
PHONE: 0020-2-3333 8484  
FAX: 0020-2-3336 8786  
E-MAIL: [info@ceebea.org](mailto:info@ceebea.org)



2, rue André Pascal 75775 Paris Cedex 16 | France  
PHONE: +33 1 45 24 82 00  
FAX: +33 1 45 24 85 00  
E-MAIL:



Avenue des Arts, 19 A/DB-1000  
Brussels | BELGIUM  
PHONE: +32 (0)2 282 08 52  
FAX: +32(0)2 230 00 38  
E-MAIL: [rocchi@eurochambres.eu](mailto:rocchi@eurochambres.eu)



Rue Salaheddine el Ammami  
Centre Urbain Nord 1004 | Tunis  
PHONE: +216 71 752 540  
FAX: +216 71 231 400  
E-MAIL: [fipa.tunisia@fipa.tn](mailto:fipa.tunisia@fipa.tn)



Association of Social Promotion  
« Spazio alla Responsabilità »  
Via Solimena 93, 80129 Napoli | Italy



**PRESENTATION OF BUSINESSMED  
PRÉSENTATION DE BUSINESSMED**

---

**2017**



# PRESENTATION OF BUSINESSMED

*The Union of Mediterranean Confederations of Enterprises (BUSINESSMED) is a regional professional organisation created thanks to the will, determination and militantism of the federation presidents of the twelve founding members it aims to show the way to economic integration and social and economic development in the region.*

The Union of Mediterranean Confederations of Enterprises (BUSINESSMED) is a regional professional organisation created thanks to the will, determination and militantism of the federation presidents of the twelve founding members it aims to show the way to economic integration and social and economic development in the region.

BUSINESSMED headquarters, based in Tunis since January 2004, ensures a permanent contact with the federations in the Mediterranean Partner Countries: ALI-Lebanon, LECA-Lebanon, CCIAB-ML-Lebanon, CGEA-Algeria, OEB-Cyprus, FEI-Egypt, MAI-Israël, JCI-Jordan, MEA-Malta, CGEM-Morocco, PFI-Palestine, ICC- Syria, UTICA-Tunisia, TUSIAD & TISK-Turkey, MEDEF International- France, BDA- Germany, CONFINDUSTRIA- Italy, AIP - Portugal, CEOE- Spain UNPM- Mauritania, SAE-Serbia.

- BUSINESSMED'S objective is to create an institutionalised concertation between member country professional organisations, so as to contribute to the implementation of a Euro-Mediterranean Free Trade Area.
- BUSINESSMED'S mission is to establish a common action for professional organisations near the governments and the business communities, for the implementation, where needed, of policies that favour transition towards market economy in optimal conditions for member countries, trade liberalisation between members and countries of the European Union.
- BUSINESSMED acts to promote social and economic interests of the enterprises represented by its members.
- BUSINESSMED provides for its members information services, undertakes studies, and adopts positions and actions to promote them.

● BUSINESSMED is the interlocutor of BUSINESSEUROPE (Union of the Confederations of Industry and Employers of Europe) which represents the European enterprises and other organisations.

## **BUSINESSMED Mission:**

- Encourage the creation of a Euro-Mediterranean Free Trade Area by 2020.
- Establish an economic and social climate that favours the development of investment flows.
- Increase SME competitiveness among BUSINESSMED member countries.
- Upgrade quality standards.

## **BUSINESSMED Objectives:**

- Promote North-South and South-South investments.
- Promote North-South and South-South investments so as to create jobs.
- Establish a formal link with European professional organisations (BUSINESSEUROPE) to help opening markets to export, facilitate technological transfer and create North-South and South-South clusters and supply systems.
- Provide technical assistance and training for member organisations.

# PRÉSENTATION DE BUSINESSMED

*L'Union Méditerranéenne des Confédérations d'Entreprises (BUSINESSMED) est une organisation patronale régionale qui est née de la volonté, de la détermination et du militantisme des présidents des fédérations des douze pays membres fondateurs et qui a pour mission de montrer la voie à suivre pour l'intégration et le développement économique et social dans la région.*

Le siège de BUSINESSMED, basé à Tunis depuis le mois de janvier 2004, assure un contact permanent avec les fédérations des pays partenaires méditerranéens membres dont elle est le porte parole, à savoir: CCIAB-ML – Liban, LECA – Liban, ALI-Liban, CGEA-Algérie, OEB-Chypre, FEI-Egypte, MAI-Israël, JCI-Jordanie, , MEA-Malte, CGEM-Maroc, PFI-Palestine, ICC -Syrie, UTICA-Tunisie, TUSIAD & TISK-Turquie, BDA- Allemagne, MEDEF International-France, CEOE- Espagne, CONFINDUSTRIA – Italie, AIP- Portugal UNPM- Mauritanie, SAE-Serbie.

- BUSINESSMED a pour objet d'établir une concertation institutionnalisée entre les organisations professionnelles des pays membres, pour contribuer à la mise en place d'une zone de libre-échange euro méditerranéenne.

- BUSINESSMED a pour mission d'assurer une action concertée des organisations professionnelles auprès des gouvernements et des milieux d'affaires, pour la mise en place, là où cela est nécessaire, de politiques favorisant la transition vers une économie de marché dans des conditions optimales pour les pays membres, la libéralisation des échanges entre eux et avec les pays de l'Union Européenne.

- BUSINESSMED, agit pour promouvoir les intérêts sociaux et économiques des entreprises représentées par ses membres.

- BUSINESSMED offre à ses membres des services d'information, entreprend ou fait réaliser des études, adopte des positions et agit pour les promouvoir.

- BUSINESSMED est l'interlocuteur de BUSINESSEUROPE qui représente les entreprises des pays européens et d'autres organisations.

## Missions de BUSINESSMED:

- Encourager la création de la zone de libre échange euro-méditerranéenne à l'horizon 2020
- Installer un climat économique et social favorisant le développement et le libre flux d'investissements
- Augmenter la compétitivité des PME dans les pays membres de BUSINESSMED
- Mettre à niveau les normes qualité.

## Objectifs de BUSINESSMED:

- Promouvoir le libre échange nord-sud et sud-sud
- Promouvoir les investissements nord-sud et sud-sud en vue de la création d'emplois.
- Etablir un lien formel entre les organisations patronales européennes (BUSINESSEUROPE) pour aider dans l'ouverture des marchés à l'export, faciliter les transferts technologiques et créer des clusters et des systèmes d'approvisionnement nord-sud et sud-sud
- Fournir une assistance technique de formation aux membres des organisations.



# SWOT ANALYSIS

## ► SWOT Analysis OF BUSINESSMED

SWOT analysis of the Union of Mediterranean Confederations of Enterprises (BUSINESSMED) aims at determining the actual strategic position in order to formulate new strategies that enable us to reach a “desired position” in the future. The ultimate goal of the Union is to accelerate the integration and the social and economic development through the region.

### ► STRENGTHS

- Mediterranean Union of Confederations of Employers.
- Regional Programme Euromed Invest.
- Regional Programme SOLiD, Med Social Dialogue
- A part of the Med-Alliance, a network gathering economic development organizations

### ► WEAKNESSES

- Gap in the regulatory framework for investments among members.
- Gap in economic development level among members.

### ► OPPORTUNITIES

- Ability to create a free trade area around the Mediterranean
- Ability to increase foreign direct investment flows, as well as intra-regional investments.
- Ability to partnership actions and a wider participation of the private sector

### ► WEAKNESSES

- Technological transfer challenges
- Regional and international political changes.

### ► VISION

“To be a respected and appreciated organization that accelerates the integration and the social and economic inclusive development among members”

### ► MISSION

“The implementation of a clear, strong and coherent economic strategy aiming at liberalizing exchanges and capital between the two rims of the Mediterranean. To achieve prosperity of the peoples and sustainability of the Mediterranean patrimony.”

# OBJECTIVES

## MEDITERRANEAN INTEGRATION

**1) Make the Union not only an economic but also a social and environmental “space to think”**

### 2) Trade :

- a) Increasing exchange between the European Union and the Mediterranean countries, besides increasing intra-regional trade.
- b) Creating a free trade area around the Mediterranean basin by 2020.
- c) Lobbying and business advocating for a wider participation of the private sector in the actions to be undertaken by governments in order to achieve a prosperous free trade area.
- d) Integrating production based on the benefit from the comparative advantages of each country of the UfM.

### 3) Investments :

- a) Increasing foreign direct investment flows, besides increasing intra-regional investments.
- b) Liberalizing the capital flows, and facilitate mobilizing of capital.
- c) Developing business environment to be more attractive for investments.
- d) Implementing a regulatory framework for investments.
- e) Enhancing technological transfer towards South-Mediterranean countries.
- f) Enhancing competitiveness through distributing investments on projects that strengthen the integration.

**Our mission could be explained by answering the following 4 questions:**

The benefits provided by BUSINESSMED - four points:

- Developing sustainable trade relationships, investments and enterprise partnerships between the two rims of the Mediterranean.
- Enhancing technological transfer.
- Increasing foreign direct investment flows.
- Implementing a regulatory framework for investors.



# BENEFITS CAN BE OFFERED THROUGH:

## ► **Strategies:**

Aiming at reaching a desired position in the future including liberalizing intra-trade, mobilizing capital, and increasing the intra-investments between the two rims of the Mediterranean.

## ► **Networks:**

Between members with the objective of strengthening the links between them and in order to enable them to share the benefits.

## ► **Integration:**

Achieving economic integration among members, depending on the comparative advantage for each member.

## ► **Funds:**

For the projects that support and strengthen the integration on one hand, and benefit from the investment opportunities in each country on the other hand.

## ► **Beneficiaries:**

- The Mediterranean members represented within the organization.
- Community living in the region, through improvement of the standard of living, thanks to the promotion of trade and investments.

## ► **The union offers these benefits with the purpose of:**

Achieving economic integration between the two rims of the Mediterranean, besides social development, that depends on the 3 following hubs :

### **1 - Economic Hub**

Increasing:

- Profitability
- Efficiency
- Investment
- Economic Development.

### **2 - Social hub**

Increasing:

- Jobs
- enhancing the standard of living.

### **3 - Human hub**

- Skills development
- increasing opportunities
- exchange experiences and technical assistance in the fields related to trade and investment.

# ANALYSE SWOT DE BUSINESSMED

## ► Analyse SWOT de BUSINESSMED

L'analyse SWOT de l'Union Méditerranéenne des Confédérations d'Entreprises BUSINESSMED vise à déterminer la position stratégique actuelle afin de formuler de nouvelles stratégies qui nous permettent d'atteindre une position désirée dans le futur. L'objectif ultime de l'Union est d'accélérer l'intégration et le développement économique.

## ► FORCES

- L'Union des Partenaires Méditerranéens des Confédérations d'Entreprise.
- Programme Régional Euromed Invest
- Programme Régional pour la promotion du Dialogue Social dans la Méditerranée.
- Faire partie de Med-Alliance : un réseau qui regroupe les organisations de développement économiques

## ► FAIBLESSES

- Un écart dans le cadre réglementaire de l'investissement entre pays membres.
- Un écart au niveau du développement économique entre les pays membres.

## ► OPPORTUNITÉS

- La capacité à créer une zone de libre-échange autour de la Méditerranée
- La capacité à accroître les flux d'investissements directs étrangers ainsi que les investissements intra-régionaux
- L'aptitude à entreprendre des actions de partenariat et à élargir la participation du secteur privé

## ► MENACES

- Les changements de politiques régionales et internationales.
- Les challenges de transfert technologique.

## ► VISION

« Devenir une organisation respectée et appréciée globalement dans le but d'accélérer l'intégration et le développement inclusif de tous les pays membres ».

## ► MISSION

« La mise en œuvre d'une stratégie économique claire, forte et cohérente ayant pour objectif la libéralisation des échanges et des capitaux entre les deux rives de la Méditerranée pour assurer la prospérité des peuples et la pérennité du patrimoine méditerranéen ».



# OBJECTIFS

## L'INTEGRATION MÉDITERRANÉENNE

**1) Une Union, qui ne soit pas seulement économique, mais aussi sociale et environnementale.**

### 2) Commerce :

a) Accroître les échanges entre l'Union européenne et les pays méditerranéens, et augmenter le commerce intra-régional.

b) Créer une zone de libre échange autour du bassin méditerranéen d'ici 2020.

c) Œuvrer pour une large participation du secteur privé dans les actions à entreprendre par les gouvernements afin de parvenir à une zone prospère de libre-échange.

d) Développer une production basée sur les avantages comparatifs de chaque pays de l'UPM.

### 3) Investissement :

a) Augmenter les flux d'investissements directs étrangers, avec l'augmentation des investissements intra-régionaux.

b) Libéraliser les flux de capitaux et faciliter leur mobilisation.

c) Développer l'environnement des affaires et rendre les investissements plus attractifs

d) Implémenter un cadre réglementaire pour les investissements.

e) Promouvoir le transfert technologique vers les Pays du sud de la Méditerranée

f) Promouvoir la compétitivité grâce à l'investissement dans des projets qui à fort levier économique.

### Notre mission pourrait être définie en répondant aux 4 questions suivantes :

Les avantages fournis par BUSINESSMED:

- Développer des relations commerciales durables, les investissements et les partenariats d'entreprises entre les deux rives de la Méditerranée.
- Encourager le transfert de technologies.
- Augmenter les flux des investissements directs étrangers
- Mettre en place un cadre réglementaire pour les investisseurs.

# COMMENT OFFRIR CES AVANTAGES

## ► **Stratégies:**

Vise à atteindre une position désirée dans le futur, y compris la libéralisation des échanges intra-communautaires, en mobilisant des capitaux, et en augmentant les investissements intra- régionaux entre les deux rives de la Méditerranée.

## ► **Réseaux:**

Entre les membres en vue de renforcer un partenariat leur permettant de partager les bénéfices.

## ► **Intégration:**

Réaliser une intégration économique entre membres, selon l'avantage comparatif, et en maximisant les avantages pour chaque membre

## ► **Fonds:**

Pour les projets qui appuient et renforcent l'intégration d'une part, et pour les opportunités d'investissement dans chaque pays d'autre part.

## ► **A qui:**

- Aux partenaires méditerranéens représentés dans l'organisation.
- Aux entreprises vivant dans la région, grâce à l'amélioration des niveaux de vie, en raison des échanges commerciaux et des investissements.

## ► **Comment?**

Réaliser une intégration économique entre les deux rives de la Méditerranée, avec le développement social selon trois pôles.

### **1 - le pôle économique**

Accroître:

- Rentabilité
- Efficacité
- Investissement
- Développement économique

### **2 - le pôle social**

Accroître:

- les offres d'emploi
- Améliorer le niveau de vie

### **3 - le pôle humain**

Accroître:

- les compétences
- les opportunités
- exchange experiences and technical assistance in the fields related to trade and investment.



# BUSINESSMED ACTIVITIES 2017

Press Release

## **BUSINESSMED AT THE THIRD EURO-MEDITERRANEAN FORUM** **Strengthening the Euro-Mediterranean Partnership** Rome – November 30th 2016

BUSINESSMED, represented by its President, Mr. Jacques Jean SARRAF, its General Secretary, Mrs. Jihen Boutiba Mrad, and a Mediterranean delegation composed by the network of members and the affiliated companies, took part in the Euro-Mediterranean Forum, jointly organized with CONFINDUSTRIA and ICE, on November 30th, 2016 in Rome.

This event falls under the strategy of the revival of the Euro-Mediterranean relations launched in Palermo in 2006 and thereafter in Venice in 2010. This meeting brought together 145 Italian companies and 186 Mediterranean enterprises and allowed the organization of 330 B2Bs.

During the plenary session, CONFINDUSTRIA's President, Mr. Vincenzo Boccia, who officially acknowledged the event, underlined the will to react to the challenges of the Mediterranean business community, thanks to the promotion of the industrial growth and with a partnership focusing on co-development, a pre-condition to fight against the inequalities and poverty “.

Thereafter, BUSINESSMED's President, Mr. Jacques Jean Sarraf called for the promotion of peace, by inviting companies to export and invest in the Southern Countries of the Mediterranean admitting that more effort will need to be made in order to ensure a transparent and more efficient administration.

BUSINESSMED's Vice-President and CONFINDUSTRIA Vice-president, Mr. Alberto Baban, added thereafter that. “These meetings are fundamental to lead us to a reflection and a better understanding toward cultures, thus making possible the foundations of a social alliance which recognizes the value of tolerance. This wind of change will be the key factor for the creation of a stronger entrepreneurial community”.

Following the opening ceremony, a networking session was organized thanks to the synergy established with the Italian Trade Agency ICE, which made it possible for the Mediterranean Companies to meet their Italian counterparts and reinforce the network of commercial and technological partnership in the following sectors: energy, mechanics, infrastructure, as well as the agro-industry and pharmaceutical ones.



Furthermore, BUSINESSMED had the occasion to meet the representatives of the Italian Confederation of Handcrafts and SMEs (CNA), in order to discuss in detail about the promotion of several joint actions relating to vocational training and the know-how transfer among the Mediterranean region.

In the evening BUSINESSMED took part in the official dinner organized by the CONFINDUSTRIA at Palazzo Altieri, in the presence of eminent institutional actors.

This Forum was for BUSINESSMED an important occasion for the strengthening of the Euro-Mediterranean Cooperation policy, particularly with its strategic partner, the Confindustria, within the framework of a common and shared interest, aiming at developing security and a more prosperous Mediterranean trade zone.

# ACTIVITÉS BUSINESSMED 2017

Communiqué de Presse

## **BUSINESSMED AU TROISIEME FORUM EURO-MEDITERRANEEN**

### **Renforcer le Partenariat Euro-Méditerranéen**

Rome – 30 Novembre 2016

BUSINESSMED, représentée par son Président, Mr. Jacques Jean SARRAF, sa Secrétaire Générale, Mme. Jihen Boutiba Mrad et une délégation méditerranéenne composée par son réseau de membres et d'entreprises affiliées, a participé au Forum Euro-Méditerranéen, organisé conjointement avec CONFINDUSTRIA et ICE le 30 Novembre 2016 à Rome.

Cet événement s'inscrit dans la stratégie de relance des relations euro-méditerranéennes, qui a vu la lumière à Palerme en 2006 et à Venise par la suite en 2010. Un rendez-vous qui a réuni 145 sociétés italiennes et 186 sociétés Méditerranéennes et qui a permis l'organisation de 330 rencontres d'affaires.

Pendant la session plénière, le Président de CONFINDUSTRIA, Mr. Vincenzo Boccia, qui a salué officiellement l'initiative, a souligné la volonté de réagir face aux défis de la communauté d'affaires méditerranéenne, grâce à la promotion de la croissance industrielle et à un partenariat pour le co-développement, la seule condition sine qua non à la lutte contre les inégalités et la pauvreté “.

Par la suite, le Président de BUSINESSMED, Mr. Jacques Jean Sarraf a fait un appel à la paix, invitant d'avantage les entreprises à exporter et à investir dans les Pays Sud de la Méditerranée et tout en admettant que plus d'efforts seront nécessaires afin de rendre plus transparente et plus efficace l'administration publique.

Le Vice-Président de BUSINESSMED et Vice-Président de CONFINDUSTRIA, Mr. Alberto Baban, a par la suite ajouté que. «Ces rencontres sont fondamentales pour aboutir à une réflexion et à un échange entre les différentes cultures, permettant ainsi de jeter les bases d'une alliance sociale qui reconnaisse le respect envers tous les peuples et qui nous rendent les interprètes du changement ; étant ce dernier le facteur clé pour la création d'une communauté entrepreneuriale plus forte “.

Une session de réseautage a été par la suite organisée grâce à la synergie établie avec l'Institut Italien du Commerce Extérieur italien ICE, ce qui a permis aux entreprises issues de la région Méditerranéenne de rencontrer leurs homologues italiennes et de renforcer ainsi le réseau du partenariat commercial et technologique dans les secteurs des énergies, de la mécanique, des BTP, ainsi que de l'agro-alimentaire et du secteur pharmaceutique



BUSINESSMED a également eu l'occasion de rencontrer les représentants de la Confédération Italienne de l'Artisanat et des PME (CNA), pour discuter en détail de la promotion de nombreuses actions conjointe portant sur la formation professionnelle et l'échange de savoir-faire des entreprises du pourtour méditerranéen.

BUSINESSMED a par la suite participé au dîner officiel organisé par la CONFINDUSTRIA au Palais Altieri en la présence d'hautes personnalités institutionnelles italiennes et Méditerranéennes.

Ce Forum fut pour BUSINESSMED une occasion pour renforcer la politique de coopération euro-méditerranéenne, et notamment son partenariat stratégique avec la CONFINDUSTRIA, dans l'intérêt commun d'une stratégie de sécurité et de développement dont les acteurs économique et les générations futures des Pays du Sud de la Méditerranéenne pourront en bénéficier.



# BUSINESSMED ACTIVITIES 2017

Press Release

## BUSINESSMED'S GENERAL ASSEMBLY 2016

Rome, December 1st 2016

Grand Hotel Parco dei Principi

BUSINESSMED, represented by its members and its President Mr Jean Jacques SARRAF, attended the three-day events starting from November 30th to December 2nd 2016 in Rome and namely the Euro-Mediterranean Forum, jointly organized with Confindustria and ICE and Rome Med2016 – Mediterranean Dialogues, organized by ISPI the Italian Minister of Foreign Affairs and International Cooperation (MAECI).

In this framework, BUSINESSMED held its General Assembly for 2016 in Rome, December 1st 2016, Grand Hotel Parco dei Principi, chaired by BUSINESSMED's President, Mr. Jacques Jean Sarraf.

The Assembly was an opportunity for reviewing BUSINESSMED's activities 2016 as well as the new communication and visibility policy. Several new communication items were proposed as an editorial for BUSINESSMED Members' news as well as a virtual platform for new members. Furthermore, after the video projection for the presentation of SOLiD project, a general planning of future actions was provided.

With regard to the upcoming BUSINESSMED's events, an International Conference will be organized within the Euromed Invest Project, in Marrakech, on March 8th 2016, on the occasion of the World Women's Day. Furthermore BUSINESSMED will coordinate with AIP Portugal the Green Business Week in Lisboa, scheduled on March 27th 2016.



Additionally, a new Memorandum of Understanding between BUSINESSMED and the Greek International Business Association (SEVE) was signed by President Jacques Jean Sarraf and President Kyriakos Loufakis, on December 2nd 2016 at the Grand Hotel Parco dei Principi.

# ACTIVITÉS BUSINESSMED 2017

Communiqué de Presse

## ASSEMBLEE GENERALE DE BUSINESSMED 2016

Rome, 1er Décembre 2016

Grand Hotel Parco dei Principi

BUSINESSMED, représentée par ses membres et son Président, M. Jacques Jean SARRAF, a participé aux trois journées d'évènements, à partir du 30 Novembre jusqu'au 2 Décembre 2016 à Rome et notamment au Forum Euro-Méditerranéen, organisé en collaboration avec la CONFINDUSTRIA et ICE, et au Rome Med2016 – Dialogues Méditerranéens, organisé par ISPI sous le haut patronage du Ministère des Affaires Etrangères et de la Coopération Internationale (MAECI).

Dans ce cadre, BUSINESSMED a tenu son Assemblée Générale au titre de l'année 2016 à Rome, Grand Hotel Parco dei Principi, sous la présidence de M. Jaques Jean Sarraf.

L'Assemblée fut l'occasion pour passer en revue les activités de l'année 2016 ainsi que la nouvelle politique de communication et de visibilité. A cet effet, différentes propositions d'intégration de nouveaux outils de communication ont été évaluées, telles que un éditorial dédié à la diffusion des activités de la vie associative des Confédérations membres, ainsi que la création d'une plateforme en ligne pour l'adhésion de nouveaux membres. D'ailleurs, suite à la projection d'une vidéo de présentation du projet SOLiD, un planning d'actions dans le cadre du projet a été illustré.

Quant aux prochaines évènements, BUSINESSMED organisera une Conférence Internationale dans le cadre du projet Euromed Invest et ce à Marrakech, le 8 Mars 2016, à l'occasion de la Journée Mondiale de la Femme. En outre BUSINESSMED coordonnera avec AIP Portugal la Semaine de l'Economie Verte prévue le 27 Mars 2016.



Dans la journée du 2 Décembre à l'Hotel Parco dei Principi, un nouveau Memorandum d'Entente a été signé entre BUSINESSMED et la Greek International Business Association (SEVE), et par leurs présidents, M. Jacques Jean Sarraf and M. Kyriakos Loufakis.



# BUSINESSMED ACTIVITIES 2017

Press Release

## **BUSINESSMED AT THE HEART OF THE MEDITERRANEAN PARTICIPATION TO ROME MED2016 – Mediterranean Dialogues**

Rome, December 1st – 3rd 2016

BUSINESSMED represented by its President, Mr. Jacques Jean Sarraf, its General Secretary, Mrs. Jihen Boutiba Mrad and a Mediterranean Delegation, attended the Rome Med2016 – Mediterranean Dialogues, which took place in Rome from December 1st to December 3rd 2016. The conference, promoted by the Italian Ministry of Foreign Affairs and International Cooperation and ISPI offered the opportunity to debate on the ongoing transformations in the extended Mediterranean region, with a view to drafting a positive agenda by providing viable policy options.

Over 500 leaders in business, politics and culture from 55 countries attended Rome MED 2016 in the three-day conference focused on 4 pillars: shared security, shared prosperity, migration, civil society and culture.

During the first day that was officially opened by the Italian Minister of Foreign Affairs, Mr. Paolo Gentiloni, the discussions revolved around new strategies to foster security in the region, both by addressing the root causes of extremism and implementing innovative tools to fight violent radicalism.

BUSINESSMED's delegation was welcomed in the evening by the President of the Italian Republic, Mr. Sergio Mattarella at Quirinale Palace, in the presence of eminent institutional personalities.

During the second day, Russia's Minister of Foreign Affairs, Sergey Lavrov and US Secretary of State John Kerry opened the session and shared their views on crucial challenges for the Mediterranean region. The policy forums organized by MED scientific partners (Bruegel, Chatham House, DGAP, ECFR, EUI, IFRI and ISPI) focused on the role of civil society, sectarianism and religious intolerance, innovative economic models, investments in the region and clean energy. In the plenary sessions of the afternoon, political leaders, high-level scholars and representatives of

the business community discussed viable options on migration, energy and economic growth to turn current challenges into opportunities.

In that context, Mrs. Saida Neghza, BUSINESSMED's Vice-President and CGEA's President, took part in the Session entitled "Women and Youth: Building Bridges for growth". In her contribution, she underlined that women have become the heroines and the actresses for the change in the Southern Mediterranean Countries. She also added that it is more than



necessary to reinforce the role of the women in the region that represents not only a sign of respect, dignity and gender equality, but also the right path for the socio-economic development of the area.

The Italian Minister of Foreign Affairs, Mr. Paolo Gentiloni and Giorgio Napolitano, Honorary ISPI President, gave the closing speeches. They pointed out that a new era of shared security, prosperity and culture can start in the Mediterranean if all the actors involved in the region do not surrender to turmoil.

The three-day conference was a unique opportunity for BUSINESSMED to share a common vision for the future of the region, promoting sustainable development based on know-how, the networking of knowledge and competences in order to face the many challenges of free-trade and globalization.

# ACTIVITÉS BUSINESSMED 2017

Communiqué de Presse

## **BUSINESSMED AU COEUR DE LA MEDITERRANEE**

### **PARTICIPATION AU ROME MED2016 - Dialogues Méditerranéens**

Rome, 1er-3 Décembre

BUSINESSMED, représentée par son Président, M. Jacques Jean Sarraf, sa Secrétaire Générale, Mme. Jihen Boutiba Mrad et une Délégation Méditerranéenne, ont assisté à la Conférence Med2016 - Dialogues Méditerranéens qui a eu lieu à Rome du 1er au 3 Décembre 2016. Cette conférence, promue par le Ministère Italien des Affaires Etrangères et de la Coopération Internationale et ISPI a permis de créer un espace de débat sur les transformations en cours dans la région méditerranéenne latu sensu, en vue d'élaborer un programme positif et en fournissant des solutions politiques adéquates.

Plus de 500 hommes d'affaires, de la politique et de la culture issus de plus de 55 pays ont participé à la conférence qui a porté sur quatre piliers: sécurité partagée, prospérité partagée, migration, société civile et culture.

Lors de la première journée, qui a été officiellement ouverte par le Ministre Italien des Affaires étrangères, M. Paolo Gentiloni, les discussions ont porté sur les nouvelles stratégies visant à promouvoir la sécurité dans la région, aux causes profondes de l'extrémisme et à la mise en œuvre des outils innovants pour la lutte contre le radicalisme.

La délégation de BUSINESSMED a été accueillie pendant l'audience officielle du soir par le Président de la République Italienne, M. Sergio Mattarella, au Palais Quirinale, en présence d'éminentes personnalités institutionnelles.

Au cours de la deuxième journée, le Ministre Russe des Affaires Etrangères, M. Serguéi Lavrov, et le Secrétaire d'État des États-Unis, M. John Kerry, ont ouvert la session en partageant leur vision sur les défis cruciaux pour la région méditerranéenne. En parallèle, les forums politiques, organisés par les partenaires scientifiques MED (Bruegel, Chatham House, DGAP, ECFR, EUI, IFRI et ISPI) ont porté sur le rôle de la société civile, le sectarisme et l'intolérance religieuse, les modèles économiques innovants, les investissements dans la région et l'énergie verte. Lors des séances plénières de l'après-midi, les

dirigeants politiques, les chercheurs de haut niveau et les représentants des milieux d'affaires ont discuté des options viables en matière de migration, d'énergie et de croissance économique afin de transformer les défis actuels en opportunités.

Dans ce contexte, Mme. Saida Neghza, Vice-Présidente de BUSINESSMED et Présidente de la CGEA, a participé à la session intitulée «Femmes et jeunes: construire des ponts pour la croissance». Pendant son intervention, la Présidente Neghza a souligné que par leur courage, leur ténacité et leur



volonté, les femmes sont devenues les héroïnes, les actrices du changement venu de la base dans les pays du Sud de la Méditerranée. Elle a par la suite fait un appel afin de renforcer la place et le rôle des femmes dans la région étant ce dernier non pas seulement une démarche de respect, de dignité et d'égalité des droits, mais aussi la meilleure façon de construire le développement socio-économique de la région, pour le bénéfice de tous.

Le Ministre italien des Affaires Etrangères, M. Paolo Gentiloni et M. Giorgio Napolitano, Président honoraire de l'ISPI, ont prononcé les discours de clôture. Ils ont souligné qu'une nouvelle ère de sécurité, de prospérité et de culture partagée pourra débuter en Méditerranée si tous les acteurs de la région ne cèderont pas à la tourmente.

La conférence fut pour BUSINESSMED une occasion unique pour partager une vision commune pour l'avenir de la région, promouvoir un développement durable fondé sur le savoir-faire, le transfert du savoir-faire et des compétences dans le but de faire face aux nombreux défis de la globalisation.



# BUSINESSMED ACTIVITIES 2017

Press Release

## **A stronger and more united Maghreb Addressing common challenges European Parliament**

Brussels, 7-8 December 2016

The Union of Mediterranean Confederations of Enterprises (BUSINESSMED), represented by its General Secretary, Mrs. Jihen Boutiba Mrad, took part in the framework of the European Parliament consultations in the Conference “A stronger and more united Maghreb: addressing common challenges”, organized by the Group S&D on December 7th and 8th 2016.

The conference brought together the main actors of the Eu-Maghreb debate on a political, financial and institutional level. Among them, the Maghreb Union of Employers (MSTP), the Maghreb Bank for Investment and Foreign Trade (BMICE), the Institute of funding of the development of the Arab Maghreb (IFID), the Social and Economic National Council of Algeria (CNES), the Arab Trade Union Confederation (ATUC), the Maghreb Coordination of Human Rights Organizations as well as the EU-Morocco Joint Parliamentary Committee.

Recalling that Maghreb countries have shown a new impetus toward a closer cooperation and recognizing that the objectives in favor of socio-economic development, stability and democratic transformation at the national level will not be fully achieved without a deepening of relations between the countries of the region, this conference has been organized with the aim of launching a dialogue between European parliamentarians, political representatives and civil society of the Maghreb.

During her speech, the General Secretary of BUSINESSMED, Mrs. Jihen Boutiba Mrad, highlighted the main obstacles to the integration as well as the major challenges to which the Maghreb must respond (democratic and socio-economic reforms, corruption, deterioration of the environment and climate change), raising also the main axes of cooperation between the EU and the Maghreb. Additionally, she called for



a major support to the private sector, in particular through the creation of employment, structural reforms in the field of education and vocational training and new measures aiming at encouraging youth and women entrepreneurship through the access to financing.

This conference was for BUSINESSMED the opportunity to respond positively to the initiatives of the reforms launched by the Southern Mediterranean Countries, in the belief that a stronger and more united Maghreb will be better able to address the common challenges – at regional and global level - such as an increased shared prosperity, the instability in the region of the Sahel, the migration or the prevention of radicalization and the terrorism.

# ACTIVITÉS BUSINESSMED 2017

Communiqué de Presse

## Un Maghreb plus fort et plus uni

Relever les défis communs

Parlement Européen

Bruxelles, 7 et 8 Décembre 2016

L'Union Méditerranéenne des Confédérations d'Entreprises (BUSINESSMED), représentée par sa Secrétaire Générale, Mme. Jihen Boutiba Mrad, a pris part dans le cadre des consultations au Parlement Européen à la Conférence « Un Maghreb plus fort et plus uni : relever les défis communs », organisée par le Groupe S&D les 7 et 8 Décembre 2016.

La Conférence a rassemblé les principaux acteurs de l'enjeu euromaghrébin au niveau politique, financier et institutionnel. Parmi eux, l'Union Maghrébine des Employeurs (UME), la Banque Maghrébine d'Investissement et du Commerce Extérieur (BMICE), l'Institut de Financement du développement du Maghreb Arabe (IFID), le Conseil National Economique et Social Algérien (CNES), la Confédération des Syndicats Arabes (ATUC), la Coordination Maghrébine des Organisations des Droits Humains ainsi que la Commission Parlementaire Mixte EU-Maroc.

Rappelant que les pays du Maghreb ont manifesté un nouvel élan vers une coopération plus étroite entre eux, en reconnaissant que les objectifs en faveur du développement socio-économique, de stabilité et de transformation démocratique au niveau national ne pourront être pleinement atteints sans un approfondissement des relations entre les pays de la région, cette conférence a été organisée dans le but de lancer un dialogue entre députés européens, et représentants politiques et de la société civile du Maghreb.

Lors de son allocution, la Secrétaire Générale de BUSINESSMED, Mme. Jihen Boutiba Mrad, a souligné les principaux obstacles à l'intégration ainsi que les défis majeurs auquel le Maghreb doit répondre (réformes démocratiques et socio-économiques, corruption, détérioration de l'environnement et le changement climatique), en soulevant également les axes stratégiques de coopération entre l'UE et le Maghreb. Elle a par la suite fait appel à un soutien



majeur au secteur privé, à travers la création d'emploi, les réformes structurelles en matière d'enseignement et de formation professionnelle et les nouvelles mesures visant à encourager l'entrepreneuriat des jeunes et des femmes, tout en développant l'esprit d'entreprise par le biais d'accès au financement.

Cette Conférence fut pour BUSINESSMED l'occasion de répondre positivement aux initiatives de réformes lancées par les Pays Sud de la Méditerranée, dans la conviction qu'un Maghreb plus fort et plus uni pourra mieux relever les défis communs - régionaux et globaux - tels qu'une prospérité partagée accrue, l'instabilité dans la région du Sahel, les migrations ou encore la prévention de la radicalisation et du terrorisme.



# BUSINESSMED ACTIVITIES 2017

Press Release

## **Euromed Invest Academy in Morocco Fostering Women Leaders – Women in BSO's**

06th & 07th March 2017

Hotel Savoy, Marrakech (Morocco)

In the framework of the EUROMED Invest Project, BUSINESSMED and EUROCHAMBRES, in partnership with Konrad Adenauer Stiftung Foundation and the General Confederation of Moroccan Enterprises (CGEM), organized an Academy under the theme: « Fostering Women leaders – Women in BSO's » on March 6th and 7th 2017 in Marrakech Savoy Le Grand Hôtel.

EUROMED Invest Academy is a training and exchange of best practices workshop for BSOs aiming at maximizing the exchange and improving the quality of services provided to SMEs in the Mediterranean region. It is an excellent opportunity for BSOs to improve their overall capacity as well as the services provided to members.

During one day and a half, this training gathered more than 85 representatives of BSOs from the Meda region, entrepreneurs, and several stakeholders from the private sector in order to discuss the role of women in the economic and social development of their own countries. This academy will also be the opportunity to share best practices in various BSOs about women entrepreneurs and services provided by BSOs.

During the opening session, Mrs. Jihen Boutiba Mrad, General Secretary of BUSINESSMED highlighted that Women's lack of representation in positions of leadership is broadly acknowledged throughout the business world and the Euro-Mediterranean Region, reaffirming that their involvement in top management positions would have a positive impact on workplace policies.

The Academy was also enriched by several contributions of eminent representatives of International Organization.

Sophia Economacos, who represented Eurochambers, as well as the Greek National Chamber Network, focused her presentation on the

organization of clusters and cooperatives, projects they are now attempting to organize in Greece to fight unemployment.

At the same time, Ana Benito representing the Chambers of Commerce of Valencia Region presented the info centers they have organized within the Spanish Chambers and Business Support Program for Women (PAEM).



Furthermore, the experts invited by Konrad Adenauer Stiftung Foundation discussed the current situation of women entrepreneurs in innovative startups as well as remaining obstacles and proposed concrete recommendations on how to overcome those obstacles to foster the role of women entrepreneurs in innovative startups.

The meeting, held on the sidelines of the International Women's Day, provided an opportunity to take stock of the progress made in achieving gender equality and empowering women in development programs at the regional and national level.

The Academy represented for BUSINESSMED a real opportunity to exchange cultural knowledge and abilities, to bring women together, and shrink geographical distances, adding a new dimension to previously accepted economic, professional and entrepreneurial practices in the field of women leadership.

# ACTIVITÉS BUSINESSMED 2017

Communiqué de Presse

## Académie EUROMED Invest au Maroc

### Promouvoir le Leadership des Femmes – La femme dans les BSO's

06 & 07 Mars 2017

Hotel Savoy, Marrakech (Maroc)

Dans le cadre du projet EUROMED Invest, BUSINESSMED et EUROCHAMBRES, en partenariat avec la Fondation Konrad Adenauer Stiftung et la Confédération Générale des Entreprises du Maroc (CGEM), ont organisé une rencontre autour du thème: « Promouvoir le leadership féminin et le rôle des Organisations de Soutien aux Entreprises » et ce les 6 et 7 mars 2017 au Savoy Le Grand Hôtel de Marrakech.

L'objectif du projet EUROMED Invest est de promouvoir les affaires et les investissements privés dans la zone euro-méditerranéenne afin de contribuer au développement économique inclusif de la région. Plus spécifiquement, le projet vise à soutenir les réseaux d'affaires et d'investissement dans la mise en œuvre de stratégies d'appui à la création et au développement international des Micro, Petites et Moyennes Entreprises (MPME).

Cette rencontre a réuni plus que 85 représentants des Organisations de Soutien aux Entreprises de la région Euro-Méditerranéenne, des chefs d'entreprises et différents acteurs et parties prenantes du secteur privé afin de discuter du rôle de la femme entrepreneur dans le développement économique et social des pays du Sud.

Dans la session d'ouverture, Mme. Jihen Boutiba Mrad, Secrétaire Générale de BUSINESSMED a souligné l'importance de la participation des femmes dans des positions de leadership à travers la région Euro-Méditerranéenne, rappelant que leur participation constitue un facteur clé en termes de performance général ayant directement un impact positif dans les politiques en milieu de travail.

Plusieurs représentants des Organisations Internationales de la Région ont pris part avec leurs contributions aux débats, permettant ainsi de soulever les défis et les perspectives futures quant à l'autonomisation des femmes leader.

A cet effet, Sophia Economacos, représentante d'Eurochambres ainsi que du Greek National Chamber Network, a mis l'accent sur l'organisation de clusters et coopératives en Grèce, ainsi que sur les projets en cours visant à faire face au chômage.



En même temps, Ana Benito, en qualité de représentante des Chambres de Commerce de la Région de Valencia, a présenté les centres d'appui coordonnés par les CCI espagnoles ainsi que les Business Support Program pour les Femmes (PAEM).

D'ailleurs, les experts invités dans le panel organisé par la Fondation Konrad Adenauer Stiftung ont discuté sur l'actuelle situation des femmes entrepreneuses dans les startups innovantes ainsi que des obstacles auxquels ils doivent faire face, en proposant des recommandations concrètes afin de booster l'entreprenariat féminin dans des secteurs à valeur ajoutés.

Organisée en marge de la Journée Internationale de la Femme, cette rencontre fut l'occasion de faire le bilan des progrès accomplis concernant la réalisation de l'égalité des genres et l'autonomisation des femmes dans les programmes de développement à l'échelle régionale et internationale.

Cette manifestation fut pour BUSINESSMED l'occasion renforcer la mise en réseau des femmes leaders et chefs d'entreprises méditerranéennes et de sonder et exploiter les nouvelles opportunités d'affaires et de partenariat.



# BUSINESSMED ACTIVITIES 2017

Press Release

## **UFM High Level Working Group on Employment and Labour: Working together for employment, employability and decent work**

28-29 March 2017

Palacio Real de Pedralbes, Barcelona

The Union of Mediterranean Confederations of Enterprises (BUSINESSMED), represented by its General Secretary, Mrs. Jihen Boutiba Mrad, together with the General Confederation of Algerian Enterprises (CGEA), represented by its General Secretary Mr. Mahfoudh Megateli, took part in the Sixth Meeting of the UfM High Level Working Group on Employment and Labour, on March 28th and 29th 2017 in Barcelona.

The Working Group Meeting focused on the concrete follow-up actions to implement the Ministerial Declaration adopted at the UfM Ministerial Conference at the Dead Sea on 27th September 2016. Over the two-day meeting, several representatives of DG Employ and DG Near as well as Euro-Mediterranean Social Partners and different regional Organizations such as GIZ, ETF and ILO instituted a constructive debate around four key-topics, namely: job creation and entrepreneurship, youth employability and employment services, transition from the informal to formal employment and social dialogue.

The 2nd day of the meeting focused on the promotion of the transition from the informal economy to formal employment as well as on the promotion of Social Dialogue across the region. In that perspective BUSINESSMED shared information, views and good practices on the state of play of the Social Dialogue, including strengthening the role and capacities of social partners.



On the same occasion, after the video projection of SOLiD project, a general planning of future actions was provided.

The Meeting was an occasion to share concrete proposals on national initiatives in line with the UfM Ministerial Declaration and interest of their country to participate in transnational cooperation on the topics set out in the UfM Ministerial Declaration in the period 2017-2019.

# ACTIVITÉS BUSINESSMED 2017

Communiqué de Presse

## **Groupe de Travail de Haut Niveau de l'UpM sur l'Emploi : Travailler ensemble pour l'emploi, l'employabilité et le travail décent**

28-29 Mars 2017

Palacio Real de Pedralbes, Barcelone

L'Union Méditerranéenne des Confédérations d'Entreprises (BUSINESSMED), représentée par sa Secrétaire Générale, Mme. Jihen Boutiba Mrad, et accompagnée par la Confédération Générale des Entreprises Algériennes (CGEA), représentée par son Secrétaire Général, Mr. Mahfoudh Megateli, a pris part au sixième Groupe de Travail de Haut Niveau sur l'emploi et le marché du travail, et ce les 28 et 29 Mars 2017, à Barcelone.

La Réunion a accentué les actions concrètes de suivi visant à la mise en œuvre de la Déclaration adoptée lors de la Conférence Ministérielle de l'UpM en date 27 septembre 2016 à la Mer Morte. Au cours de la réunion de deux jours, plusieurs représentants de DG Employ et DG Near ainsi que les partenaires sociaux euro-méditerranéens et les différentes organisations régionales telles que GIZ, ETF et OIT ont initié un débat constructif autour de quatre thèmes clés, à savoir: la création d'emploi et l'esprit entrepreneurial, l'emploi des jeunes et les services offerts par le marché, la transition de l'emploi informel à l'emploi formel et le dialogue social

Le deuxième jour de la réunion a porté sur la promotion de la transition de l'économie informelle à l'emploi formel ainsi que sur la promotion du dialogue social dans la région. Dans cette perspective, BUSINESSMED a partagé des informations, des points de vue et des bonnes pratiques sur l'état d'avancement du dialogue social, y compris le renforcement du rôle et des capacités des partenaires sociaux. Par la même occasion,

après la projection vidéo dédié à la présentation du projet SOLiD, une planification générale des actions futures a été fournie.

Cette réunion fut l'occasion pour BUSINESSMED de partager des propositions concrètes sur les initiatives nationales menées conformément à la Déclaration ministérielle de l'UpM et à l'intérêt de leur pays de renforcer la coopération transnationale sur les sujets énoncés dans la susdite Déclaration de l'UpM pour la période 2017-2019.





# BUSINESSMED ACTIVITIES 2017

Press Release

## **Learning, Working and Competing in the Horizon of the 4th Industrial Revolution :**

### **Social Dialogue on the Emergence of the 4th Industrial Revolution: Education, Employment and Youth**

Lisboa – 30th – 31st March 2017

The Union of Mediterranean Confederations of Enterprises (BUSINESSMED), represented by its General Secretary, Mrs. Jihen Boutiba Mrad, together with the General Confederation of Algerian Enterprises (CGEA), represented by its Honorary President, Mr. Habib Yousfi, took part to the Forum Futurália 2020, which was held on March 30th – 31st 2017 in Lisboa.

Futurália is an initiative of AIP Foundation that in 2017 marks its 10th edition, whose main mission is to confront the youth with their options regarding academic and professional future where is possible the interaction with institutions, enterprises, government, universities and research centers. The Forum has been conceived in order to establish “bridges” of dialogue and cooperation with different regional areas and their actors, such as the European Union and the South of the Mediterranean.

In this context a Regional Seminar under theme “Social Dialogue on the Emergence of the 4th Industrial Revolution: Education, Employment and Youth” was held on March 30th under the auspices of H.E Secretary of State of Industry, Mr. Joao Vasconcelos, and the AIP’s President, Mr. Jorge Rocha de Matos.

The Conference gathered several representatives of Social partners across the Mediterranean and namely the International Trade Union Confederation (ITUC), represented by its General Secretary, Mr. Mustapha Tlili, the International Labour Organization, represented by Mrs. Mafalda Troncho, the Economic Social and Environmental Council of Morocco (CESE).

During the opening session, Mr. Habib Yousfi, highlighted that in view of the new challenges brought by the explosion and the acceleration of the collaborative 4.0 technologies, it is fundamental that the social partners undertake a joint brainstorming about the attitude to adopt in order to take the best advantages and manage adapted action plans.



As far as the Business Support Organizations are concerned Mrs. Jihen Boutiba Mrad emphasized that those ones are in urgent need of trained talents on issues related to the transformative digital vision, enabling new management models of governance.

The Conference was for BUSINESSMED an excellent opportunity to confront the major actors of social dialogue and other stakeholders about issues that today are crucial in terms of qualifications, employment and youth, in a world increasingly based on a knowledge economy.

# ACTIVITÉS BUSINESSMED 2017

Communiqué de Presse

## **Apprendre, Travailler et Concourir à l'horizon de la 4ème Révolution Industrielle:**

### **Le Dialogue Social et l'Émergence de la 4ème Révolution Industrielle: Education, Emploi et la Jeunesse**

Lisboa – 30th – 31st March 2017

L'Union Méditerranéenne des Confédérations d'Entreprises (BUSINESSMED), représentée par sa Secrétaire Générale, Mme. Jihen Boutiba Mrad, conjointement avec la Confédération Générale des Entreprises Algériennes (CGEA), représentée par son Président Honoraire, M. Habib Yousfi, a pris part au Forum Futurália 2020, et ce les 30 et 31 mars 2017 à Lisbonne.

Futurália est une initiative de la Fondation AIP qu'en 2017 marque sa 10ème édition, dont la principale mission est de créer un espace de réflexion pour les jeunes quant à l'avenir scolaire et professionnel leur permettant une meilleure interaction avec les institutions, les entreprises, le gouvernement, les universités ainsi que les centres de recherche. Le Forum a été conçu dans le but d'établir des "ponts" de dialogue et de coopération avec les différentes régions et leurs principaux acteurs, tels que l'Union Européenne et les Pays Sud de la Méditerranée.

Dans ce contexte, un séminaire régional sous le thème "Le Dialogue Social et l'émergence de la 4ème Révolution Industrielle : l'Education, l'Emploi et la Jeunesse" a eu lieu le 30 mars sous le patronage de S.E. le Secrétaire d'Etat de l'Industrie, M. Joao Vasconcelos, et le président de l'AIP, M. Jorge Rocha de Matos.

La conférence a rassemblé plusieurs représentants des partenaires sociaux du pourtour Méditerranéen et notamment la Confédération Syndicale Internationale (CSI), représentée par son Secrétaire général, M. Mustapha Tlili, l'Organisation Internationale du Travail, représentée par Mme. Mafalda Tronco et le Conseil économique social et environnemental de France (CESE).

Lors de la séance d'ouverture, M. Habib Yousfi, a souligné que, face aux nouveaux enjeux portés par l'explosion et l'accélération de ces technologies collaboratives, il est fondamental que les partenaires sociaux s'interrogent sur l'attitude à adopter pour en tirer le meilleur parti et conduire des plans d'action adaptés.

Quant aux Organisations de Support aux Entreprises, Mme. Jihen Boutiba Mrad a souligné que le digital est devenu la grammaire de l'efficacité de notre temps et que pour accompagner la transformation digitale des entreprises et notamment des organisations, il y a besoin de talents formés non seulement sur le numérique mais plus globalement, sur la vision stratégique et la mise en œuvre des transformations induites par le digital. Elle a par la suite souligné que



cette transformation exige de nouvelles compétences organisationnelles telles qu'une stratégie digitale, l'intelligence d'affaires ainsi que des nouveaux systèmes de gouvernance.

La Conférence a été enrichie par des workshops parallèles autour des thèmes de l'éducation et de la formation ainsi que de l'accès aux marchés de l'emploi.

La Conférence fut pour BUSINESSMED une excellente occasion pour interagir avec les principaux acteurs du dialogue social et d'autres intervenants sur des thèmes qui recouvrent aujourd'hui une importance cruciale en termes de qualification, de l'emploi et de la jeunesse, dans un monde de plus en plus basées sur l'économie de la connaissance.



# BUSINESSMED ACTIVITIES 2017

Press Release

## Master Class

### “BSOs at the Service of Social Entrepreneurs”

April 30th – May 02nd 2017, Sousse (Tunisia)

The Master Class “BSOs at the Service of Social Entrepreneurs” was held in Sousse (Tunisia), from April 30th to May 02nd 2017. This initiative was jointly organized by BUSINESSMED and the Euro-Arab Business Council (EABC) in the margin of “the JCI 2017 Area Conference of Africa and Middle East”, an event that gathers hundreds of young entrepreneurs, social leaders and active citizens in 400 local organizations from 29 countries.

The three-day training brought together more than 25 participants (BSOs’ representatives, entrepreneurs, civil society activists, etc.) from 9 Mediterranean countries notably Syria, Algeria, Jordan, Tunisia, Lebanon, Egypt, UK, Portugal and France. The different sessions were moderated by two experts namely M. Carlos Azevedo, the Academic Director of IES Social Business school and M. Elias Sadkni the founder of the House of Peace (HOPE), as well as the active intervention of M. Paco Llorente, Specialist in project management and social innovation from iesMed.

The training’s 1st day was dedicated to explore the context and conflict analysis tools following a participatory approach. It aimed at assessing the role of social entrepreneurship in building peace across the Southern Mediterranean region.

During the 2nd the 3rd day, the participants identified certain societal problems that social entrepreneurs are currently facing, designed relevant sustainable solutions, and presented their social business models before a jury for evaluation and coronation of the best pitch. This Social Enterprise Bootcamp workshop covered several topics such as: identity and ethics, leadership, business plan design, fundraising and revenue models, partnerships, and impact measurement.



The Master Class was a unique occasion for Business Support Organizations to strengthen the capacity building and to examine the ways to improve the services offered to social entrepreneurs operating in the Southern Mediterranean Neighborhood as they had an overview of social entrepreneurs’ challenges and future perspectives.

# ACTIVITÉS BUSINESSMED 2017

Communiqué de Presse

## Le Masterclass

### “Les OSE au service des entrepreneurs sociaux”

30 Avril – 2 Mai 2017, Sousse

Le Masterclass “Les OSE au service des entrepreneurs sociaux” a eu lieu à Sousse (Tunisie), du 30 avril au 02 mai 2017. Cette initiative a été organisée conjointement par BUSINESSMED et le Conseil économique euro-arabe (EABC) en marge de la « Conférence régionale d’Afrique et Moyen-Orient, JCI 2017 », un événement qui rassemble des centaines de jeunes entrepreneurs, leaders sociaux et citoyens actifs en 400 organisations locales de 29 pays.

La formation, qui a duré trois jours, a rassemblé plus de 25 participants (représentants des OSE, entrepreneurs, activistes de la société civile, etc.) de 9 pays méditerranéens notamment la Syrie, l’Algérie, la Jordanie, la Tunisie, le Liban, l’Egypte, le Royaume-Uni, le Portugal et la France. Les différentes sessions ont été modérées par deux experts à savoir : M. Carlos Azevedo, directeur académique de l’IES Social Business School et M. Elias Sadkni, fondateur de la Maison de la paix (HOPe), ainsi que l’intervention active de M. Paco Llorente, Spécialiste en gestion de projets et en innovation sociale de l’iesMed.

Le 1er jour de la formation a été consacré à explorer le contexte et les outils d’analyse des conflits suivant une approche participative. Il visait à évaluer le rôle de l’entrepreneuriat social dans la construction de la paix dans la région du Sud de la Méditerranée.

Au cours de la 2ème et la 3ème journée, les participants ont identifié certains problèmes sociétaux auxquels les entrepreneurs sociaux sont actuellement

confrontés et ont conçu des solutions durables et pertinentes pour combler ces problèmes. Ils ont ainsi présenté leurs business models sociaux devant un jury pour une évaluation et pour le couronnement du meilleur pitch. Cet atelier a abordé plusieurs sujets tels que l’identité et l’éthique, le leadership, la



conception de plans d’affaires, la collecte de fonds et les modèles de revenus, les partenariats et la mesure des impacts.

Le masterclass a été une opportunité unique pour les organisations de soutien aux entreprises notamment en matière de renforcement des capacités et une occasion pour examiner les moyens d’amélioration des services offerts aux entrepreneurs sociaux opérant dans la rive Sud de la Méditerranée.



# BUSINESSMED ACTIVITIES 2017

Press Release

## Eu4youth

### What will young people who make their dreams come true have to say?

May 13th 2017, Pavillon Soukra, Tunis

BUSINESSMED, represented by Mr. Marco Cunetto, Program & Internationals Affairs Manager, attended the Eu4Youth meeting organized by the Union European Delegation in Tunisia with the support of EU Neighbours South, on May 13th 2017, in Pavillon Soukra, Tunis.

The meeting focused on 3 main themes: Innovation, creativity and entrepreneurship. This last gathered 200 young people who took part to discussions and constructive debates.

The ambassador of the European Union in Tunis, Mr. Patrick Bergamini, inaugurated the opening session by wishing to the young entrepreneurs a professional career full of success, adding that "Tunisia has changed, it is moving forward. And it chooses the European Union as a strategic partner."

BUSINESSMED's commitment has a real synergy with the implication of the European Delegation for the promotion of peace, stability and economic prosperity in the South Mediterranean region. This participation matches to the organization's involvement to the main key-themes involving civil society empowerment in the Southern Neighborhood.

In that sense BUSINESSMED took part in 2 Annual Civil Society Fora of Southern Neighborhood, in Tunis (April 2017) and Brussels (July 2017) respectively. This involvement is reinforced by BUSINESSMED's interest to economic inclusion and youth integration issues across the Mediterranean Region.



# ACTIVITÉS BUSINESSMED 2017

Communiqué de Presse

## **Eu4youth**

### **Qu'est-ce que les jeunes qui ont réalisé leurs rêves ont à raconter ?**

13 Mai 2017 à Pavillon Soukra, Tunis

BUSINESSMED, représentée par M. Marco Cunetto, Programme & International Affairs Manager, a participé à la rencontre Eu4youth, un événement organisé par la délégation de l'Union Européenne en Tunisie, avec le soutien de l'EU Neighbours South.

Cette rencontre, qui a rassemblé environ 200 jeunes de la région pour prendre part à un débat dynamique et constructif, s'inscrit autour de 3 thématiques: Innovation, Créativité et Entrepreneuriat.

L'évènement a été inauguré en présence de M. Patrick Bergamini, Ambassadeur de l'Union Européenne en Tunisie, qui a officiellement souhaité la bienvenue aux jeunes novateurs tout en leur souhaitant une carrière de succès pour après souligner que « la Tunisie est changée, elle bouge et elle continuera à bouger. Et elle a choisi l'Union européenne comme partenaire privilégié.»

L'engagement de BUSINESSMED est en synergie avec l'implication de la Délégation Européenne dans la promotion de la paix, de la stabilité et de la prospérité économique les Pays Sud de la Méditerranée. Cette participation s'inscrit dans l'engagement de l'organisation envers les thématiques principales, dont la société civile, notifiant la contribution de BUSINESSMED aux deux forums annuels de la



Société Civile du Voisinage Sud qui se sont tenus respectivement à Tunis (Avril 2017) et à Bruxelles (Juillet 2017), complété par son intérêt aux problématiques de l'inclusion économique et de l'intégration des jeunes dans le monde entrepreneurial des Pays de la rive Sud de la Méditerranée.



# BUSINESSMED ACTIVITIES 2017

Press Release

## **Towards common solutions by and for civil society to tackle youth and employment in the Southern Mediterranean Neighborhood**

June 7th -8th, 2017 Brussels

The Union of Mediterranean Confederations of Enterprises (BUSINESSMED), represented by its Secretary General, Mrs. Jihen Boutiba Mrad, took part in the debate focusing on the common solutions created by and for civil society for the employability of young people on June 7th and 8th 2017, in Brussels, within the European Development Days (EDD).

This meeting is part of the previous actions carried out by the European Commission, and the Civil Society Forum-Neighborhood South which was held in Tunis from 25 to 27 April 2017 and which resulted in some final recommendations concerning concrete actions and follow-up tools around the following 4 priority cases: youth challenges and employability; business and social work; productivity to enhance employability, job creation and economic and sustainable development in the region. These priorities were discussed during a consultation organised by EU Neighbourhood & Enlargement for the presentation of a draft Outline for the ENI South Regional Strategy on June 7th 2017.

The meeting brought together key actors from civil society, the private sector and government to discuss youth employability issues in the neighborhood south with a focus on promoting and enhancing vocational training aiming at the support offered by the private sector to the civil society and the involved organizations (CSOs) through well-defined grants and ultimately economic development and job creation for rural communities at risk of exclusion.

In that context, BUSINESSMED's Secretary General, Mrs. Jihen Boutiba Mrad, highlighted the need for the creation of clusters for entrepreneurs and startappers (the Tech Hubs) in the Mediterranean, hence the importance of technical assistance and access to finance in the information and communication technology sector (ICT). She also added that creative and cultural industry in the region represents a source of job creation with a focus on innovation, competitiveness of SMEs and mobilization of national resources for development.



This meeting was an opportunity for BUSINESSMED to strengthen institutional networking as well as a space for exchange with civil society actors and representatives of the private sector on both sides of the Mediterranean, reaffirming that civil society mobilization is even more important at country level when discussing bilateral aid, which provides the bulk of the EU external assistance.

# ACTIVITÉS BUSINESSMED 2017

Communiqué de Presse

## Des solutions communes pour la création de l'emploi dans les Pays du Voisinage Sud de la Méditerranée

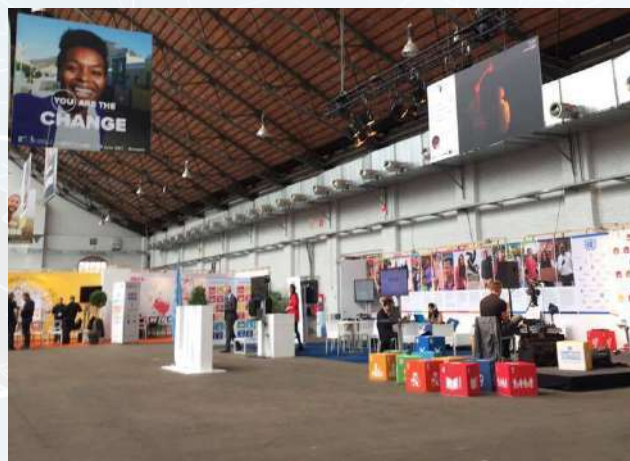
Bruxelles, 7-8 Juin 2017

L'Union Méditerranéenne des Confédérations d'Entreprises (BUSINESSMED), représentée par sa Secrétaire Générale, Mme. Jihen Boutiba Mrad, a pris part au débat portant sur les solutions communes créées par et pour la société civile pour l'employabilité des jeunes dans le voisinage Sud, et ce les 7 et 8 Juin 2017, à Bruxelles dans le cadre des Journées Européennes du Développement (EDD).

Cette rencontre s'inscrit dans les précédentes actions menées par la Commission Européenne, et notamment le Forum de la Société Civile-Voisinage Sud, qui a eu lieu à Tunis du 25 au 27 Avril 2017 et qui a abouti à des recommandations portant sur des actions concrètes et des outils de suivi autour de 4 axes prioritaires à savoir : jeunesse et employabilité ; lien entre l'environnement d'affaires et le travail social ; l'amélioration de la productivité pour le renforcement de l'employabilité, la création d'emploi et le développement économique et soutenable dans la région. Ces priorités ont été abordées pendant une consultation organisée par la Direction générale du voisinage et des négociations d'élargissement dans le cadre de la présentation du draft de la nouvelle stratégie régionale 2018-2020 de la CE des Pays de l'IEV Méridional et ce en date 7 Juin 2017.

Cette rencontre a rassemblé les principaux acteurs de la société civile, du secteur privé et du gouvernement sur les thèmes de l'employabilité des jeunes dans le voisinage Sud avec un focus sur la promotion et l'amélioration des techniques de formation professionnelle visant au soutien du secteur privé, à la société civile et aux organisations impliqués (OSC) par des fonds bien définis et finalement le développement économique et la création d'emplois destinés aux communautés rurales et à risque d'exclusion.

A cet effet, la Secrétaire Générale de BUSINESSMED, Mme Jihen Boutiba Mrad, a évoqué la nécessité de la création de clusters pour les entrepreneurs et les startupper (les Tech Hub) en Méditerranée, d'où l'importance de l'assistance technique et l'accès au financement dans le secteur des technologies de l'information. Madame Boutiba Mrad a par la suite cité les défis de l'industrie créative et culturelle dans la région, source de création de nouveaux emplois en mettant l'accent sur l'innovation, la compétitivité des PME et la mobilisation des ressources nationales pour le développement.



Cette rencontre fut pour BUSINESSMED l'occasion de renforcer le réseautage institutionnel ainsi qu'un espace d'échange avec les acteurs de la société civile et les représentants du secteur privé des deux rives de la Méditerranée, une occasion pour réaffirmer que la mobilisation de la société civile dans le cadre de la coopération bilatérale devient fondamentale au niveau de chaque pays impliqué.



# BUSINESSMED ACTIVITIES 2017

## BUSINESSMED AT THE 5TH EDITION OF MEDITERRANEAN SHARED SOCIAL RESPONSIBILITY CONVENTION

**Cooperation for sustainable development and good practices for the protection of Human Rights and Environment.**

Chamber of Commerce and Industry of Naples  
June 15th - 17th , 2017

Following the signature of the Naples Charter within the “Memorandum of Understanding for Social Responsibility in the Mediterranean” between the Union of Mediterranean of Business Confederations (BUSINESSMED) and the Association Spazio alla Responsabilità, BUSINESSMED represented by its Program Manager and International Relations, Mr. Marco Cunetto, participated in the 5th edition of the Mediterranean Forum of Shared Social Responsibility, organized in Naples from June 15th June 17th 2017.

The Mediterranean Shared Social Responsibility Convention is the only event in Italy oriented to the Mediterranean Area which promotes opportunities for discussion and dialogue in multi-stakeholder perspective between institutions, businesses and civil society actors, in the view of strengthening cooperation in the field of Social Responsibility in the Euro-Mediterranean area for the growth of a fair, cohesive and inclusive society.

The event, organized by Spazio alla Responsabilità in Naples, brought together eminent personalities and actors of European territorial economic development, such as the European Economic and Social Committee.

The event was also a great platform for the presentation of projects financed by the European Commission.

During the three-day event four main topics as well as specific issues have been touched via an informal format unmediated, among them:

- Transparency and legality;
- Innovation and sustainability;
- Sharing and participation;
- Inclusion and social cohesion.

During the opening session, BUSINESSMED's intervention focused on “The pragmatic approach of a variable-geometry of Mediterranean projects: the private sector, social inclusion, employability, decent work and education in the Euro-Mediterranean region through the multi-stakeholder social dialogue platform “. The conference allowed the actors and institutions to revitalize the debate on the new European Neighborhood Policy and the upcoming challenges in terms of economic development and decent work.



In this effect, Mr. Cunetto, stressed the importance of the Naples Charter, a document which aims at guiding and engaging Euro-Mediterranean Stakeholders toward a Social responsibility approach.

This meeting was an opportunity for BUSINESSMED to strengthen institutional networking as well as a space for exchange with civil society actors, institutions and business actors' community on both sides of the Mediterranean.

# ACTIVITÉS BUSINESSMED 2017

## BUSINESSMED A LA 5EME EDITION DU FORUM MEDITERRANEEN DE LA RESPONSABILITE SOCIALE PARTAGEE

### La Coopération pour le développement durable et les bonnes pratiques en matière de protection des droits de l'homme et d'environnement

Chambre de Commerce et d'Industrie de Naples

15-17 Juin 2017

Suite à la signature de la charte de Naples dans le cadre du « Mémoire d'accord pour la responsabilité sociale en Méditerranée » entre L'Union Méditerranéenne des Confédérations d'Entreprises (BUSINESSMED) et l'Association Spazio alla Responsabilità, BUSINESSMED représentée par son responsable des Programmes et des Relations Internationales, Mr. Marco Cunetto, a participé à la 5ème Edition du Forum Méditerranéen de la Responsabilité Sociale partagée, organisé du 15 au 17 Juin 2017 à la Chambre de Commerce de Naples.

L'évènement, organisé par Spazio alla Responsabilità, a accueilli de nombreuses personnalités et acteurs du développement économique territorial européen, tel que le Comité Economique et Social Européen et a représenté une plateforme par excellence pour la présentation de projets financés par la Commission Européenne.

Cette rencontre est le seul événement en Italie orienté vers la zone méditerranéenne qui favorise le dialogue et l'échange social dans une perspective fédérant toutes les parties prenantes dans le but de renforcer la coopération en matière de responsabilité sociale dans la zone euro-méditerranéenne pour la croissance d'une société saine et cohésive.

Reparti en trois journées, le Forum a été axé sur 4 thématiques principales ainsi que sur des sujets techniques, en modalité informelle et suivant une approche interactive. Parmi les thèmes de débat:

- Transparence et légalité ;
- Innovation and Soutenabilité ;
- Partage e Participation ;
- Inclusion et Cohésion Sociale

A cet effet BUSINESSMED a eu l'opportunité de partager des idées et des réflexions avec des importantes personnalités et des acteurs socio-économiques de la Méditerranée :



Pendant la séance d'ouverture du 15 Juin, l'intervention de M. Cunetto a porté sur le thème "L'approche pragmatique de la Méditerranée des projets à géométrie variable: le secteur privé, vecteur d'inclusion sociale, moteur de croissance de l'employabilité, du travail décent et de l'éducation dans la région Euro-Méditerranéenne via une plateforme de dialogue social multipartite". Cette session a permis aux acteurs et aux institutions présents de redynamiser le débat sur la nouvelle politique européenne de voisinage ainsi que sur les prochains défis en termes de développement économique et travail décent.

Le Responsable des Relations Internationales a par la suite souligné l'importance de la Charte de Naples, un document qui vise à guider et à orienter les acteurs du milieu économique euro-méditerranéen vers une approche socialement responsable.

Cette rencontre fut pour BUSINESSMED l'occasion de renforcer le réseautage institutionnel ainsi qu'un espace d'échange avec les acteurs de la société civile et les institutions et les représentants du monde des affaires des deux rives de la Méditerranée.



# BUSINESSMED ACTIVITIES 2017

Press Release

## The role of BSOs in the development of integrity standards to protect SMEs from unfair practices

Tunis, 5th of July 2017

IACE

In the framework of EUROMED Invest Project, BUSINESSMED and EUROCHAMBERS organized a BSO mentoring dealing with "The role of BSOs in developing standards of integrity in order to protect SME from unfair practices" which was on July 5th 2017, in Tunis. More than 15 BSOs of the Euro-Mediterranean region attended the event such as the Agency for the Promotion of Industry and Innovation (APII); the Konrad-Adenauer-Stiftung (KAS), the International Chambers of Commerce of Belgium (ICC Belgium) represented by its Secretary General, Mr. Mathieu Maes, the ICC Tunisia, represented by its president, Mr. Ali Ben Yahia, and few members, the Bizerta Economic Activities Park (PAEB) and finally the Maghreb Emergent. All this BSOs were presented to share anti-corruption measures and good governance for Mediterranean SME.

Taking inspiration from local and European good governance, the EUROMED Invest mentoring is an opportunity to improve the BSOs global capacity in developing integrity norms in order to protect their members from unfair practices.

BUSINESSMED is actually working on good governance issues and social dialogue through South Mediterranean Social Dialogue Project (SOLID), a pilot project co-financed by the European Union which is focused on 3 target countries: Tunisia, Jordan and Morocco.

In this regard, Mrs. Jihen Boutiba Mrad, Secretary General of BUSINESSMED, noticed that a new ISO norm 37001 is available for all Tunisian organizations who want to fight against unfair practices.



This meeting was for BUSINESSMED an opportunity to exchange some good practices from North to South and an opportunity to share new measures in a multi-stakeholders approach.

# ACTIVITÉS BUSINESSMED 2017

Communiqué de Presse

## Le rôle des Organisations de soutien aux entreprises dans le développement des standards d'intégrité pour protéger les PME des pratiques déloyales

Tunis, le 5 Juillet 2017

IACE

Dans le cadre du projet EUROMED Invest, BUSINESSMED et EUROCHAMBRES ont organisé un mentorat pour les Organisations de support aux entreprises (OSE) portant sur « le rôle des Organisations de soutien aux entreprises dans le développement des standards d'intégrité pour protéger les PME des pratiques déloyales ». L'évènement qui a rassemblé une quinzaine d'OSE de la région méditerranéenne s'est tenu le 5 juillet 2017. Avec l'Agence de Promotion de l'Industrie et de l'Innovation (APII), Konrad-Adenauer-Stiftung (KAS), la Chambre de Commerce Internationale de Belgique (ICC Belgique) représentée par le Secrétaire Générale Mr. Mathieu Maes, l'ICC Tunisie avec la présence de son Président, M. Ali BenYahia et quelques membres, le Parc d'Activités Economiques de Bizerte (PAEB) et enfin le Maghreb Emergent. Ces organisations étaient présentes à l'atelier pour partager quelques bonnes pratiques anticorruption et pour la bonne gouvernance des PME en Méditerranée.

Le mentorat EUROMED Invest est une occasion unique d'augmenter la capacité globale des OSE en développant des standards d'intégrité, en protégeant leurs membres contre les pratiques déloyales tout en s'inspirant des bonnes pratiques locales et Européennes.

BUSINESSMED travaille sur un volet anti-corruption et bonne gouvernance ainsi qu'un volet portant sur le dialogue social, d'où son implication au projet pilote pour la promotion du dialogue social dans le voisinage sud de la Méditerranée (SOLID), considérée comme une novation en Tunisie, en Jordanie et également au Maroc. A cet effet la Secrétaire Générale de BUSINESSMED, Mme Jihen Boutiba Mrad, a rappelé qu'une nouvelle norme ISO 37001 est mise au service de toutes les organisations tunisiennes désireuses d'adopter un Système de Management Anti-corruption.



Cette rencontre fut pour BUSINESSMED une occasion d'échange de bonnes pratiques du Nord vers le Sud de la Méditerranée et de partage de nouvelles techniques de bonne gouvernance dans une approche multi-acteurs.





# BUSINESSMED ACTIVITIES 2017

Press Release

## Civil Society Forum Neighbourhood South

10-12 July 2017, Brussels

BUSINESSMED (The Union of Mediterranean Confederations of Enterprises), represented by its Secretary General, Mrs. Jihen BOUTIBA MRAD, has participated in the fourth edition of the Civil Society Forum of Neighborhood South, organized by the European Commission (DG NEAR and DEVCO), the European External Action Service, the European Social and Economic Committee and the Committee of the Regions, in Brussels from 10 to 12 July 2017.

The forum, dealing with the theme “Resilience and youth”, was organized following the sessions held in Tunis from 25 to 27 April 2017, which brought together the regional civil society organizations (CSOs) on several issues, in particular migration, security and resilience, human rights and governance, reducing inequalities.

The opening speech was delivered by Mrs. Federica MOGHERINI, High Representative of the European Union for Foreign Affairs and Security Policy and Vice-President of the European Commission.

In the framework of this forum, Mrs. Jihen BOUTIBA MRAD, BUSINESSMED Secretary General, moderated the session “Reducing inequalities: support to SMEs and innovation” in the presence of key stakeholders from the Euro-Mediterranean region. In this context, she referred to the Euromed Invest project, which aims to promote business and private investment in the Euro-Mediterranean area.

In addition, during the session “Social Dialogue and Social Economy”, the Secretary General of BUSINESSMED mentioned the increasing need to promote social dialogue in the Southern Neighborhood and the fundamental role of SOLID project which currently works on three target countries, namely Tunisia, Morocco and Jordan.

This meeting was an opportunity for BUSINESSMED to exchange views with the main actors of civil society and representatives of the private sector on both sides of the Mediterranean. The recommendations emerged from this Forum will be discussed during the next Ministerial Conference.



# ACTIVITÉS BUSINESSMED 2017

Communiqué de Presse

## Forum de la société civile du Voisinage Sud

10-12 Juillet 2017, Bruxelles

L'Union Méditerranéenne des Confédérations d'Entreprises (BUSINESSMED), représentée par sa Secrétaire Générale, Mme. Jihen BOUTIBA MRAD, a participé à la quatrième édition du forum de la Société Civile du Voisinage Sud, organisée par la Commission Européenne (DG NEAR et DEVCO), le service Européen pour l'action extérieure, le comité social et économique Européen et le comité des régions, et ce à Bruxelles du 10 au 12 juillet 2017.

Ce forum, qui repose sur la thématique « Jeunesse et résilience », a été préparé lors des sessions qui se sont tenues du 25 au 27 Avril 2017 à Tunis regroupant les organisations régionales de la société civile (OSC) qui se sont réunies autour de 4 thématiques à savoir : la migration, la sécurité et la résilience, les droits de l'homme et la gouvernance et la réduction des inégalités.

Le discours d'ouverture du forum a été lancé par Mme. Federica MOGHERINI, Haute Représentante de l'Union Européenne pour les affaires étrangères et la politique de sécurité et Vice-Présidente de la Commission Européenne.

Dans le cadre de ce forum, Mme. Jihen BOUTIBA MRAD, Secrétaire Générale de BUSINESSMED, a modéré la session « Réduire les inégalités : soutien aux PME et innovation » en présence des principales parties prenantes de la région Euro-Méditerranéenne. Dans ce contexte, elle a évoqué le projet Euromed Invest qui vise la promotion des affaires et des investissements privés dans l'espace Euro-Méditerranéen.

De surcroît, lors de la session portant sur « Le dialogue social et l'économie sociale », l'intervention de la Secrétaire Générale de BUSINESSMED a porté sur la nécessité de la promotion du dialogue social dans le Voisinage Sud de la Méditerranée en évoquant le projet SOLID qui vise trois pays, à savoir la Tunisie, le Maroc et la Jordanie.



Cette rencontre fut pour BUSINESSMED une opportunité d'échange avec les acteurs de la société civile et les représentants du secteur privé des deux côtés de la Méditerranée ainsi que l'occasion de partager des recommandations, qui seront relatées lors de la prochaine Conférence Ministérielle.



# BUSINESSMED ACTIVITIES 2017

Press Release

## **Boosting Youth employability in the Mediterranean: which role for internships?**

July 13th 2017, Barcelona

BUSINESSMED, represented by its Secretary General, Mrs. Jihen Boutiba Mrad, took part at a workshop entitled "Boosting Youth employability in the Mediterranean: which role for internships? Lessons learnt and future perspectives of HOMERe UfM-labelled project" which was held on July 13th 2017 in Barcelona, in the framework of RMEI's General Assembly.

This workshop, organized in the framework of HOMERe Project, aims at increasing the employability of students from more than 100 top universities members of the Mediterranean Network of Engineering Schools through international traineeships. HOMERe project currently involves 4 North Mediterranean countries (Spain, France, Greece, and Italia) and 5 South Mediterranean Countries (Algeria, Egypt, Lebanon, Morocco and Tunisia). The founder institutions of HOMERe Project are RMEI and the French Foreign Commerce Advisors.

This session allowed students, enterprises, civil society organizations and higher education institutions to formulate operational recommendations for the development of international training programs in the region.

In the presence of Mr. Fathallah Sijilmassi, General Secretary of the UfM, Delphine Borione, Senior Deputy Secretary General of the UfM, stated in her opening speech the importance of internship mobility role on an international scale, and insisted on the win-win side for both companies which get access to talented students and knowledge on local markets and culture, and for young people who gain new professional perspective and competencies.

HOMERe helps young people to access easily to labor market and allows a carrier placement as Youssef Berdoul mentioned, as an intern who benefited from this experience.

In this regard, BUSINESSMED Secretary General, Mrs. Jihen Boutiba Mrad introduced as moderator the findings of regional integration and human development challenges in the region, by focusing on the problems related to satisfaction degrees of employers, particularly in the South of Mediterranean and the main obstacles faced by the two keys-actors (student/companies).The session was animated by two speakers: Youssef Elhamma Moroccan founding CEO of [www.stagiaire.ma](http://www.stagiaire.ma) and Mohamed Lakhlifi Vice-President and Moroccan founding CEO, MLK/conseil and pioneer of HOMERe project.



During this meeting, BUSINESSMED took part in the elaboration of the work plan related to the upcoming steps within the project, namely the creation of HOMERe local groups in each countries, the geographic extension to others UfM member countries and the identification of new target beneficiaries.

# ACTIVITÉS BUSINESSMED 2017

Communiqué de Presse

## Renforcer l'employabilité dans la région méditerranéenne : quel rôle peuvent jouer les stages en entreprises ?

13 Juillet 2017, Barcelone

BUSINESSMED, représentée par sa Secrétaire Générale, Mme. Jihen Boutiba Mrad, a participé au workshop intitulé « Renforcer l'employabilité dans la région méditerranéenne: quel rôle peuvent jouer les stages en entreprises? Retour d'expérience et perspectives futures du projet HOMERe, labélisé par l'UpM » et ce le 13 Juillet 2017 à Barcelone, à l'occasion de l'Assemblée Générale de la RMEI.

Cette rencontre s'inscrit dans le cadre du projet HOMERe ayant pour vocation de connecter les diplômés au monde de l'entreprise méditerranéenne via des stages internationaux en entreprises. Le projet HOMERe implique 4 pays de la rive nord (Espagne, France, Grèce, Italie) et 5 pays de la rive sud (Algérie, Egypte, Liban, Maroc et Tunisie) du pourtour méditerranéen. Les promoteurs du projet HOMERe sont le RMEI et les Conseillers du Commerce Extérieur de la France.

Cet atelier a permis aux entreprises, aux étudiants et aux représentants la société civile d'échanger leurs attentes ainsi que des recommandations opérationnelles en vue de promouvoir le rôle du secteur privé dans le renforcement de l'employabilité au sein de la région méditerranéenne.

En présence du Secrétaire Général de l'UPM, M. Fathallah Sijilmassi, la Secrétaire Générale Adjointe Principale de l'UpM, Mme. Delphine BORIONE, a souligné dans son discours d'ouverture, l'importance du rôle de la mobilité du stagiaire à l'échelle internationale s'inscrivant dans un cadre win-win tant pour l'employeur qui profite d'un savoir-faire et de compétences des étudiants et des jeunes qui se voient offrir de nouvelles perspectives d'ouverture professionnelle.

HOMERe aide les jeunes à accéder plus facilement au marché de l'emploi et permet aux entreprises d'avoir accès à une main-d'œuvre qualifiée et compétente, permettant l'ascendance professionnelle, comme l'a souligné Youssef Berdoul, un stagiaire qui a bénéficié de cette expérience.

A cet effet, la Secrétaire Générale de BUSINESSMED, Mme Jihen Boutiba Mrad, en tant que modératrice de la session, a avancé des constats en matière d'intégration régionale ainsi que les défis du développement humain dans la région, en soulevant les problématiques liées au degrés de satisfaction des employeurs, particulièrement dans le Sud de



la Méditerranée ainsi que les principaux obstacles rencontrés par les deux acteurs clés (étudiant/entreprise), les compétences recherchées et l'adéquation de celles-ci avec les profils présents sur le marché. La session a été animée par deux speakers: Youssef Elhammal, PDG marocain fondateur de la plateforme [www.stagiaire.ma](http://www.stagiaire.ma) et Mohamed Lakhlifi, Vice-Président de l'entreprise innovante de technologie CGI et pionnier du projet HOMERe.

Lors de cette rencontre, BUSINESSMED a participé à l'élaboration de pistes de travail très prometteuses quant à la poursuite du programme au cours des prochaines années, telles que la création de groupes locaux HOMERe dans chaque pays, l'ouverture du programme à d'autres pays membres de l'UpM et l'élargissement du programme à un plus grand nombre de profils.



# BUSINESSMED ACTIVITIES 2017

## Training of Experts in Social Dialogue

### “Promoting Social Dialogue within companies : The CAC Platform for Social Peace and Productivity Improvement”

Tunisia, September 19th and 20th 2017

In the framework the Pilot Project for the Promotion of Social Dialogue in the Southern Mediterranean Neighborhood - SOLiD, BUSINESSMED (The Union of Mediterranean Confederations of Enterprises) in partnership with UTICA organized a two-day training session under the theme « Promoting Social Dialogue within companies: The CAC Platform for Social Peace and Productivity Improvement » on September 19th and 20th 2017 at UTICA's Headquarters.

The session was moderated by Mr. Sami Silini, the Central Director of Social Affairs - UTICA and Mr. Abada Mahjoubi, Expert in Labor Law, Social Dialogue and Professional Relations, who called to look more closely at how Company's Advisory Committee Platform and HR managers in today's context may play a fundamental role in solving companies' problems through collective bargaining and the instauration of a climate favoring the social dialogue.

The training put into question the traditional view of HR managers' role, limited to administrative tasks and highlighted their role of conciliation and negotiation via a democratic process fostering a climate of social peace.

The training represented an occasion for HR Managers, administrative Directors and employers affiliated to the UTICA to deepen their knowledge on the field of social dialogue providing a platform for discussion and sharing of views and success stories. It led to the conclusion that a well-functioning social dialogue is a key component for a successful company.



# ACTIVITÉS BUSINESSMED 2017

## Formation des Experts en Dialogue Social

### « La promotion du dialogue social dans l'entreprise : La CCE plateforme pour la paix sociale et l'amélioration de la productivité »

Siège de l'UTICA, 19 - 20 Septembre 2017

Dans le cadre du Projet Pilote pour la Promotion du Dialogue Social dans le Voisinage Sud de la Méditerranée - SOLiD, l'Union Méditerranéenne des Confédérations d'Entreprises - BUSINESSMED et l'UTICA ont organisé une formation intitulée « La promotion du dialogue social dans l'entreprise : La CCE plateforme pour la paix sociale et l'amélioration de la productivité » et ce les 19 et 20 Septembre 2017, au Siège de l'UTICA.

Les sessions ont été animées par M. Sami Silini, le Directeur Central des Affaires Sociales - UTICA et M. Abada Mahjoubi, Expert en Droit de Travail, Relations Professionnelles et Dialogue Social, qui ont mis en exergue le rôle fondamental de la Comité Consultative de l'Entreprise et celui du DRH dans la résolution des conflits au sein de l'entreprise à travers la négociation collective.

La formation a remis en question la vision traditionnelle de la mission du DRH, limitée à des tâches administratives, et a mis en relief l'importance de la conciliation et la négociation suivant un processus démocratique propice au dialogue social. Ce fût une occasion pour renforcer les connaissances des DRHs, Directeurs administratifs et employeurs affiliés à l'UTICA au sujet du dialogue social s'agissant d'une plateforme de discussion et de partage des bonnes pratiques. Dans cette perspective, le bon fonctionnement du dialogue social est un facteur clé de succès de l'entreprise.





# BUSINESSMED ACTIVITIES 2017

## PARTICIPATION OF BUSINESSMED IN THE MENA-OECD COMPETITIVENESS PROGRAMME Work group on Investment and Trade

Paris – 28-29 September 2017

BUSINESSMED, represented by its Secretary General, Mrs. Jihen BOUTIBA MRAD, has participated in the Working Group on Investment and Trade which was held in Paris, on the 28th and the 29th of September 2017.

This event was organized in the framework of the MENA-OECD Competitiveness Programme, which supports reforms to mobilize investments by enhancing private sector development and entrepreneurship in the region. This yearly meeting gathers several representatives of private sector organizations and the main think tanks at regional level. Among the participating organizations, were BUSINESSMED, the Business and Industry Advisory Committee (BIAC), the General Confederation of Moroccan Enterprises (CGEM), the Arab Institute of Business Managers (IACE) and the Palestinian Federation of Industries (PFI). A video message was sent from the Spanish Employers Association (CEOE). Other institutions of the Euromed countries, such as Egypt, Lebanon, Italy and Germany have been consulted as well.

At the same time, a Preparatory Meeting was held in the framework of the establishment of a Business Advisory Board (BAB). The BAB will have two main objectives: Enrich policy dialogue activities carried out in the Working Groups and policy networks of the MENA-OECD Competitiveness Programme, and serve as a dedicated regional platform for public private dialogue.

The Structure of the BAB was proposed as follows:

2 Co-Chairs with one representative from a MENA country and from an OECD country respectively; a Secretariat, which will be filled by the OECD's Middle East and Africa Division of the Global Relations Secretariat (GRS); a core group of about 10 members which are Egypt, Lebanon, Morocco, Palestine, Tunisia, BUSINESSMED, the UfM and several member associations of BIAC; and Members and participants which will be private sector organizations from MENA and OECD countries, and regional organizations.



During this meeting, BUSINESSMED took part in the elaboration of the work plan related to the upcoming steps within the establishment of the objectives of the BAB, such as extending membership to the programme to other organizations, as well as the structure and activities of the members of the BAB.

# ACTIVITÉS BUSINESSMED 2017

## PARTICIPATION DE BUSINESSMED AU PROGRAMME MENA-OCDE POUR LA COMPETITIVITE

### Groupe de Travail sur l'Investissement et le Commerce

Paris – 28 -29 Septembre 2017

BUSINESSMED, représentée par sa Secrétaire Générale, Mme. Jihen Boutiba Mrad, a participé au Groupe de Travail sur l'Investissement et le Commerce qui a eu lieu à Paris, le 28 et 29 Septembre 2017.

Cet événement s'inscrit dans le cadre du programme MENA-OCDE pour la compétitivité, programme qui soutient les réformes visant à favoriser l'investissement, le développement du secteur privé et l'entrepreneuriat dans la région. Ce rendez-vous incontournable réunit chaque année les différents représentants des organisations du secteur privé et les principaux think tanks du domaine. Parmi les organisations présentes, étaient BUSINESSMED, le Business and Industry Advisory Committee (BIAC), la Confédération Générale des Entreprises du Maroc (CGEM), l'Institut Arabe des Chefs d'Entreprises (IACE) et la Fédération des industries Palestiniennes (PFI). Un message vidéo a été exposé par la Confédération Espagnole des Organisations Entrepreneuriales (CEOE). D'autres institutions issues des Pays de la région Euromed, telles que l'Égypte, le Liban, l'Italie et l'Allemagne ont été consultées.

Par la même occasion, une réunion préparatoire a été organisée dans le cadre de la création d'un Business Advisory Board. Le BAB aura deux objectifs principaux: Enrichir les activités de dialogue concernant les politiques, menées dans les groupes de travail et les réseaux du programme de la compétitivité du MENA-OCDE ; et servir de plateforme régionale pour le dialogue public-privé.

Sa structure est proposée comme suit :

2 Co-Présidents représentant respectivement un des pays de l'OCDE et un des pays de la région MENA; un Secrétariat dont s'occupera la division du Secrétariat des Relations Globales (GRS) de l'OCDE chargée du Moyen-Orient et de l'Afrique; un core groupe composé de 10 membres à savoir l'Égypte, le Liban, le Maroc, la Palestine, la Tunisie, BUSINESSMED, l'UpM et d'autres associations membres de la BIAC; et des membres et participants, principalement des organisations du secteur privé et des organisations membres à l'OCDE et de la région MENA.



Lors de cette rencontre, BUSINESSMED a participé à l'élaboration de pistes de travail très prometteuses quant à l'élaboration des objectifs du BAB et les prochaines étapes qui vont conduire au succès de cette action, telles que l'extension de l'adhésion au programme à d'autres organisations, la structure et les activités des membres du BAB.



# BUSINESSMED ACTIVITIES 2017

## National Capacity Development Workshops: “Women and Youth Employability in Jordan”

Amman, October 01st -02nd 2017

In the framework of SOLiD project two joint workshops were organized by BUSINESSMED and the Jordan Chamber of Industry JCI on October 01st & 02nd 2017 dealing with Women and Youth Employability in Jordan.

The workshops, dedicated to female and young entrepreneurs affiliated to the JCI, hosted the key actors of employment in Jordan mainly the Ministry of Labour, ILO Jordan, the Business and Professional Women Association Amman (BPWA), Business women Committee, Business Development Center (BDC) and the Junior Chamber International (JCI – Jordan).



The events drew the state of play and the challenges in reference to women and youth employment in Jordan supported by the latest statistics issued by the Ministry of labour. Each organization highlighted its initiatives and dedicated programs. It's relevant to mention that the participatory approach that marked these workshops fostered the exchange of success stories and points of view leading to improvement guidelines.



# ACTIVITÉS BUSINESSMED 2017

## Workshops Nationaux de développement des capacités: "Employabilité des Jeunes et des Femmes en Jordanie"

Amman, 01 – 02 Octobre 2017

Dans le cadre du projet SOLiD, 2 workshops nationaux conjoints ont été organisés par BUSINESSMED en partenariat avec Jordan Chamber of Industry (JCI) et ce les 01er et 02 Octobre 2017 sous le thème Employabilité des Jeunes et des Femmes en Jordanie.

Les workshops dédiés à des jeunes et femmes entrepreneurs affiliés au JCI ont été marqués par la participation des acteurs clés de l'emploi en Jordanie dont notamment le Ministère de l'Emploi, BIT- Jordanie, Business and Professional Women Association Amman (BPWA), Comité des Femmes d'affaires, Business Development Center (BDC) et Jeune Chambre International (JCI – Jordanie)

Les événements ont établi l'état des lieux des défis de l'emploi des jeunes et des femmes en Jordanie étayé par des statistiques actualisées émises par le Ministère de l'Emploi. Chaque organisation a présenté ses initiatives et programmes conçus pour cette cause. Il est judicieux de mentionner que l'approche participative adoptée dans le cadre de ces manifestations a renforcé l'échange des bonnes pratiques et des points de vue qui ont débouché sur des directives de progrès.





# BUSINESSMED ACTIVITIES 2017

## 1st Workshop Social Dialogue and Local Authorities “Women Representativeness in leading positions”

Amman, October 03rd 2017

In the framework of SOLiD project, BUSINESSMED and the Jordan Chamber of Industry (JCI) held the 1st workshop on social dialogue and Jordan local Authorities entitled “Women Representativeness in leading positions” that took place in Amman, on October 03rd 2017.

Despite the female presence in the labour market and community life, women access to decision-making positions remains marginal, hence the relevance of the workshop that examined the factors impeding women leadership in economic, social and especially political terms.

The event involved a brainstorming on the challenges and constraints of women’s leadership, sharing of experiences and best practices in order to locate the profile of elected or/ and senior women and track the potential of replication.

The added value of the activity lie in the reinforcement of exchanges between the employers and the local authorities on a crucial issue namely women empowerment and the access to leading positions. In this respect the social partners join forces in order to advocate for modern institutions that tackle discrimination and ensure social peace in the target country.



# ACTIVITÉS BUSINESSMED 2017

## 1er Workshop Dialogue Social et Autorités Locales "Représentativité des Femmes dans des positions de leadership"

Amman, 03 Octobre 2017

Dans le cadre du projet SOLiD, BUSINESSMED et Jordan Chamber of Industry (JCI) ont tenu le 1er workshop Dialogue Social et Autorités Locales intitulé "Représentativité des Femmes dans des positions de leadership" et ce le 03 Octobre 2017, à Amman.

Malgré la présence féminine sur le marché du travail et dans la vie communautaire, l'accès des femmes à des postes décisionnels demeure marginal, d'où la pertinence de cet atelier dédié à l'examen des facteurs entravant le leadership féminin sur le plan économique, social et plus spécifiquement politique. L'événement a amorcé un brainstorming sur les défis et les contraintes du leadership des femmes. Ce fût une occasion de partage des expériences et des meilleures pratiques afin de dresser le profil des femmes élues et / ou leaders et d'évaluer le potentiel de répliation.

La valeur ajoutée de l'activité réside dans le renforcement des échanges entre les employeurs et les autorités locales sur un enjeu crucial à savoir l'autonomisation des femmes et la facilitation de leur accès à des postes de responsabilité. Ainsi, les partenaires sociaux ont joints leurs forces pour plaider en faveur des institutions modernes qui luttent contre la discrimination et assurent la paix sociale dans le pays cible.





# BUSINESSMED ACTIVITIES 2017

## PARTICIPATION OF BUSINESSMED IN THE POLICY FORUM ON DEVELOPMENT

### Multistakeholder meeting of the Policy Forum on Development in the Middle East and Neighbourhood South

Jordan – 3-4 October 2017

BUSINESSMED, represented by its Secretary General, Mrs. Jihen BOUTIBA MRAD, has participated in the Multistakeholder meeting of the Policy Forum on Development in the Middle East and Neighbourhood South, which was held in Jordan, on the 3rd and the 4th of October 2017.

This event was organized by the European Commission in coordination with the Civil Society Forum Neighbourhood South, in the framework of the Policy Forum on Development (PFD), which aims to facilitate dialogue on cross-cutting issues directly related to the role of Civil Society Organizations (CSOs) and Local Authorities (Las) as relevant development actors; promote policy debate, consultation and exchange of information and experiences on EU main policies and initiatives in the development field; and provide a space for regular update and peer review by all actors. Among the participating organizations, were BUSINESSMED, EU Neighbourhood & Enlargement, the European Commission - Development & Cooperation, the United Nations Economic and Social Commission for Western Asia (ESCWA), the Arab Trade Union Confederation (ATUC), the Civil Society Facility South, and the European Union in Jordan.

The two-day meeting had several objectives: Focusing on the changing nature of partnerships and the impacts it has in the region and in EU development policy; and discussing the theme of multi-stakeholder partnership by the CSOs, LAs and EU representatives and what this means in the regional context.



During this meeting, BUSINESSMED took part in discussing EU policies to promote rights-based development and a multi-stakeholder approach in enhancing networking at regional level.

# ACTIVITÉS BUSINESSMED 2017

## PARTICIPATION DE BUSINESSMED DANS LE FORUM POLITIQUE POUR LE DEVELOPPEMENT Réunion Multipartite pour le Moyen-Orient et le Voisinage Sud

Jordanie – 3-4 Octobre 2017

BUSINESSMED, représentée par sa Secrétaire Générale, Mme. Jihen Boutiba Mrad, a participé à la Réunion Multipartite pour le Moyen-Orient et le Voisinage Sud du Forum Politique pour le Développement, qui a eu lieu en Jordanie, les 3 et 4 octobre 2017.

Cet événement a été organisé par la Commission Européenne en coordination avec le Forum de la société civile du voisinage Sud, dans le cadre du Forum Politique pour le Développement – FPD, qui vise à faciliter le dialogue concernant des questions transversales directement liés au rôle des Organisations de la Société Civile (OSC) et des Autorités Locales (AL) en tant qu'acteurs de développement concernés; promouvoir le débat des politiques, la consultation et l'échange des informations et des expériences sur les initiatives et politiques principales de l'UE dans le domaine du développement; et fournir un espace d'échange régulier pour tous les acteurs concernés. Parmi les organisations présentes, étaient BUSINESSMED, EU Neighbourhood & Enlargement, Direction générale du développement et de la coopération, la Commission Economique et Sociale pour l'Asie occidentale (ESCWA), l'Arab Trade Union Confederation (ATUC), la Facilité Société Civile Sud, et la Délégation de l'Union Européenne en Jordanie.

La réunion de 2 jours avait plusieurs objectifs: Se focaliser sur la nature changeante des partenariats et leurs impacts sur la région et la politique de développement de l'UE, et discuter le thème d'un partenariat multipartite entre les OSCs, les ALs et les représentants de l'UE et son impact à l'échelle régionale.



Au cours de cette réunion, BUSINESSMED a pris part dans les discussions des politiques de l'UE pour promouvoir un développement axé sur les droits de l'homme et une approche multipartite pour un développement partagée visant au renforcement du networking au niveau régional.



# BUSINESSMED ACTIVITIES 2017

## National Workshop: “Social Dialogue and Employment in Lebanon”

Beirut, October 05th 2017

The Workshop “Social Dialogue and employment” jointly organized by BUSINESSMED and the Association of Lebanese Industrialists (ALI) on October 05th in Beirut marked the launch of SOLiD project in Lebanon.

This high level event dedicated to the promotion of SOLiD project in Lebanon was held under the high patronage of the Ministry of Labour and the Ministry of social affairs. It witnessed the participation of the main Lebanese social partners namely the Lebanese Economic and social council (ESC), Employers’ associations in particular ALI, LECA and the Chamber of Commerce Industry & Agriculture Zahle & Bekaa (CCIAZ), Trade Unions of Transport and Textile, as well as certain eminent organizations mainly the International Labour Office (ILO- Arab States), the National Office of Employment (NEO) and GOPA.

The workshop was inaugurated by BUSINESSMED’s President Mr Jacques Jean SARRAF who presented SOLiD project, its objectives, partners and expected results. During his keynote address, President SARRAF stressed on the magnitude of social dialogue as a lever of social peace and sustainable economic development in the Southern Mediterranean Neighborhood.

The opening session was followed by a round table moderated by an expert in Social Dialogue Dr Wafaa Haidamous. It dealt with the perception of Lebanese social partners towards social dialogue and the role of the latter in enhancing employment in Lebanon.

The introduction of SOLiD project in Lebanon was highly appreciated by the participants as it fits as an alternative in view of the current economic and social



challenges. In this respect, the workshop led to several recommendations mainly the implementation of a modern social contract catalyst of labor movement and economic advancement, based on a consensus between the government and the social partners, the modernization of the education and vocational training systems, the support of local institutions in conquering European markets which truly raise the challenge of creating jobs and skills retention, etc.

# ACTIVITÉS BUSINESSMED 2017

## Workshop National "Dialogue Social et Emploi au Liban"

Beyrouth, 05 Octobre 2017

Le workshop "Dialogue Social et Emploi au Liban" organisé conjointement par BUSINESSMED et L'Association of Lebanese Industrialists (ALI) le 05 Octobre à Beyrouth a marqué le lancement du projet SOLiD au Liban.

Cet événement de haut niveau dédié à la promotion du projet SOLiD s'est tenu sous le haut patronage du Ministère de l'emploi et du Ministère des Affaires Sociales. Il a vécu la participation des principaux partenaires sociaux libanais à savoir: le Conseil Economique et Social (CES), les Associations d'Employeurs notamment ALI, LECA et la Chambre de Commerce, Industrie et Agriculture Zahle & Bekaa (CCIAZ), les Unions Syndicales de Transport et de Textile, ainsi que de nombreuses organisations principalement le Bureau International de Travail (BIT - Pays Arabes), L'Office National de l'emploi (NEO) et GOPA.

Le workshop a été inauguré par le Président de BUSINESSMED M. Jacques Jean SARRAF qui a présenté le projet SOLiD, ses objectifs, partenaires et résultats escomptés. Lors de son allocution, Président SARRAF a souligné l'importance du dialogue social en tant que levier de la paix sociale et de la durabilité du développement économique dans le voisinage sud de la Méditerranée.

La session d'ouverture a été suivie par une table ronde animée par l'experte en dialogue social Dr Wafaa Haidamous. Elle a porté sur la perception des partenaires sociaux Libanais à l'égard du dialogue social et le rôle de ce dernier dans le renforcement de l'emploi au Liban.

L'introduction du projet SOLiD au Liban a été appréciée par les participants compte tenu des défis économiques et sociaux actuels. Dans cette perspective, le workshop a débouché sur plusieurs recommandations notamment l'implémentation d'un contrat social moderne catalyseur du mouvement de travail et de l'avancement économique, basé sur un consensus entre le gouvernement et les partenaires sociaux, la modernisation des systèmes éducatifs et



de formation professionnelle, l'appui des institutions locales dans la conquête des marchés Européens relevant ainsi le défi de création d'emploi et la rétention des compétences, etc.



# BUSINESSMED ACTIVITIES 2017

## BUSINESSMED at the Union for the Mediterranean Social Dialogue Forum (UfM)

Brussels, October 10th-11th 2017

Social Partners (representatives from employers' and workers' organizations) from the Union for the Mediterranean (UfM), have gathered in bi-partite in Brussels, October 10th-11th, at the 3rd Union for the Mediterranean Social Dialogue Forum.

The meeting was aiming mainly to review the implementation of the « Social Dialogue Declaration » adopted in September 2016 by BusinessMed, BusinessEurope, The Arab Trade Union Confederation (ATUC), European Trade Union Confederation (ETUC) on the occasion of the 3rd Ministerial Conference on Employment and Work which was held in Jordan (Dead Sea, September 26th-27th 2016).

In more concrete terms, the social partners from both shores of the Mediterranean –convinced by the added value of an independent bi- and tripartite social dialogue which is effective for democracy, competitiveness and social development – have first examined the recent evolutions of the social dialogue in the region. The introductory report of the ILO showed that since 2010, this dialogue has stopped, has suffered or even regressed in the countries of the European Union (EU) due to the financial crisis and the policies of economic and social austerity that took place, while in the south of the Mediterranean, the after « Arab Spring » has brought reforms of institutions and/or functioning of the dialogue. Even if a « fragile recovery » of the social dialogue is perceptible since 2013, numerous challenges remain in the North and even more in a certain number of countries of the South that have seen undermining in the freedom of association.

The social partners then exchanged a series of best practices in the 4 domains covered by their declaration: Informal work; youth employment; capacity building as well as migration. They examined again the ways the partners are involved in the definition and the implementation of two other key subjects : The follow-up of the COP-21 and the decent work in global supply chains. In concluding their work, the Euromediterranean social partners (SP) have :

- Called the Ministers to, as they committed themselves in their « Union for the Mediterranean Ministerial Conference on Employment and Labour», « strengthen the capacity of social partner organizations and social dialogue bodies, and the culture of social dialogue, and develop sound social dialogue practices at company and sectoral level». The social partners call upon the authorities therefore, to fulfill their commitment;



- Insisted, while still recognizing the diversity of national contexts, on the necessity to convert the Ministerial Declaration as well as the Declaration of Social Dialogue into concrete actions, not only on the level of the « Euro-mediterranean» region, but also on national, regional, sectoral and even on firms level

- Agreed upon further developing the subject of migration – conscious of the economic and social as well as demographic evolutions, but also the situations of conflicts and wars that are producing increasing flows of migrants and refugees. These flows are often a challenge and a burden to the hosting countries and the countries of transit, as well as a source of tensions for certain labour markets; they fuel racist and xenophobic reactions, potentially compromising democracy. The social partners will discuss more specifically, as part of a specific work group, on the matters within their competences, including notably the integration in the labour market in the North as well as the South ;

● Spoke about the necessity to improve the exchanges between the social partners and governments on a series of subjects, due to, among other reasons, the next Ministerial Conference. The social partners consider in this respect, to examine on a deeper level matters related to the « future of labour » in order to better contribute to the current discussion with the ILO as well as the UfM on this theme ;

● Emphasized the necessity to improve the knowledge and the data relative to the Social Dialogue in the broad sense in the region (facts, numbers and good practice). In order to contribute to a better, more regular exchange of information, between governments and social partners – concerning good practice and the evolution of the Social Dialogue among others – the social partners of the region have agreed upon testing the idea of a joint elaboration of national analysis « countries data sheets » when relevant events take place, allowing therefore to improve the available data mainly in the countries of the South which are not covered by the Solid project (cfr. infra);

● Asked again the Employment and Labour Ministers as well as the UfM Secretariat to consider, in their next conference, implementing a « contact point or a permanent secretariat », responsible for collecting and disseminating the contributions of the social partners but to also to facilitate the cooperation and the exchanges between social partners and governments in the Mediterranean basin. This « contact point/secretariat » could also ensure enhancement and better visibility for the adopted texts. The partners will submit in this regard a working paper outlining :

The role of this Point of contact/ Secretariat, their upcoming initiative, the corresponding workload ;

● Welcome the presentation elaborated by the ATUC and BusinessMed on the progress of the « Pilot project for the promotion of social dialogue in the Southern Mediterranean Neighborhood » (called « SOLiD ») which has been launched in Jordan, Morocco and Tunisia. The social partners unanimously stand by the principle of the project « SOLiD II » aiming to strengthen the capacity of the actors of the Social Dialogue to extend the project to other countries of the South. They call therefore upon the Commission to look into the possibility of providing the necessary funds, while keeping in mind the lessons learned from the present project Solid ;

Finally, the social partners thank the European Commission for organizing the 3rd UfM Social Dialogue Forum and agree to hold the fourth edition of this forum at the latest one year after the fourth Ministerial Conference, which is currently scheduled for 2019. Alarmed by the difficulties that the issuing visas' procedures can cause for the movement of certain participants from the South to the countries of the EU, and in order to facilitate a better presence of their parts in the meeting of the UfM, the representatives from employers' and workers' organizations suggest hosting the meeting in a South Med Country which does not have these constraints.



# BUSINESSMED ACTIVITIES 2017

## BUSINESSMED au Forum du Dialogue Social de l'Union pour la Méditerranée (UpM)

Bruxelles, le 10-11 octobre 2017

Des partenaires sociaux (représentants des employeurs et des syndicats) de l'Union pour la Méditerranée (UpM), dont BUSINESSMED, se sont réunis en format bi-partite à Bruxelles, les 10-11 octobre, dans le cadre du 3ème Forum du Dialogue Social de l'Union pour la Méditerranée.

La rencontre visait notamment à faire le point sur la mise en œuvre de la « Déclaration sur le Dialogue Social » adoptée en septembre 2016 par BusinessMed, BusinessEurope, la Confédération Arabe des Syndicats (CAS) et la Confédération Européenne des Syndicats (CES) à l'occasion de la 3ème Conférence Ministérielle sur l'Emploi et le Travail qui s'est tenue en Jordanie (Mer Morte, 26-27 septembre 2016).

Plus concrètement, les partenaires sociaux des deux rives de la Méditerranée – convaincus de la valeur ajoutée d'un dialogue social bi- et tripartite indépendant et effectif pour la démocratie, la compétitivité et le développement social – se sont d'abord penchés sur les évolutions récentes du dialogue social dans la région. Le rapport introductif de l'OIT montrait qu'à partir de 2010, ce dialogue a marqué un temps d'arrêt, a souffert voire reculé dans les pays de l'Union européenne (UE) suite à la crise financière et aux politiques d'austérité économique et sociale mises en place, tandis qu'au sud de la Méditerranée, l'après « printemps arabe » a amené des réformes des institutions et/ou dans le fonctionnement du dialogue. Même si un « rétablissement fragile » du dialogue social est perceptible depuis 2013, de très nombreux défis demeurent au Nord et plus encore dans un certain nombre de pays du Sud qui connaissent des atteintes à la liberté d'association.

Les partenaires sociaux ont ensuite échangé sur une série de bonnes pratiques dans les 4 domaines couverts par leur Déclaration : le travail informel ; l'emploi des jeunes ; le développement des compétences ; ainsi que la migration. Ils ont encore examiné la manière dont les partenaires sociaux

sont impliqués dans la définition et la mise en œuvre de deux autres sujets clés : le suivi de la COP-21 et le travail décent dans les chaînes de valeur mondiales (« global supply chains »).

En conclusion de leurs travaux, les partenaires sociaux (PS) euroméditerranéens ont :

- appelé les Ministres à, comme ils s'y sont engagés dans leur « Déclaration de la Conférence ministérielle sur l'emploi et le travail de l'UpM », « renforcer en particulier la capacité des organisations des partenaires sociaux et des organismes de dialogue social, ainsi que la culture du dialogue social, en développant des pratiques saines de dialogue aussi au niveau des entreprises et des secteurs ». Les partenaires sociaux appellent donc les autorités nationales à concrétiser cet engagement ;
- insisté, tout en reconnaissant la diversité des situations nationales, sur la nécessité de traduire tant la Déclaration Ministérielle que la Déclaration sur le Dialogue social en actions concrètes, non seulement au niveau de la région « euro-méditerranéenne », mais également aux niveaux national, régional, sectoriel et d'entreprise ;
- convenu d'approfondir le sujet de la migration - conscients des évolutions économiques et sociales ainsi que démographiques, mais aussi des situations de conflits et guerres qui engendrent des flux croissants de migrants et de réfugiés. Ces flux constituent souvent un défi et une charge pour les pays de transit et d'accueil, ainsi qu'une source de tension sur certains marchés du travail ; ils alimentent encore des réactions racistes et xénophobes mettant potentiellement en danger la démocratie. Les partenaires sociaux aborderont plus particulièrement, dans le cadre d'un groupe de travail spécifique, les aspects relevant de leurs compétences, à savoir notamment l'intégration sur le marché de l'emploi tant au Nord qu'au Sud. Le mandat et la composition de ce groupe de travail seront arrêtés dans les trois mois, de façon à ce que

le groupe puisse se réunir et présenter un premier document de travail et de réflexion au second semestre 2018. Les partenaires sociaux demandent à la Commission de pouvoir au financement nécessaire au fonctionnement dudit groupe de travail ;

- relevé la nécessité d'améliorer les échanges entre partenaires sociaux et gouvernements sur une série de sujets, entre-autres en vue de la prochaine Conférence Ministérielle. Les partenaires sociaux envisagent dans cette optique d'examiner plus à fond les questions liées à « l'avenir du travail » aussi en vue de mieux participer à la discussion en cours au niveau notamment de l'OIT mais aussi de l'UpM concernant la thématique ;

- souligné la nécessité d'améliorer la connaissance et les données relatives au dialogue social au sens large dans la région (faits, chiffres et bonnes pratiques). Afin de contribuer à un meilleur échange d'informations, plus régulier, entre les gouvernements et les partenaires sociaux – entre autres sur l'évolution du dialogue social ou concernant des bonnes pratiques – les partenaires sociaux de la région conviennent de tester l'idée de l'élaboration conjointe au niveau national d'analyses/ « fiches pays » lorsque des événements pertinents se présentent, permettant ainsi d'améliorer les données disponibles principalement dans les pays du Sud non couverts par le projet Solid (cfr infra);

- demandé encore aux Ministres de l'Emploi et du Travail ainsi qu'au Secrétariat de l'UpM d'envisager, lors de leur prochaine Conférence, la mise en place d'un « point de contact ou secrétariat permanent » chargé de collecter et diffuser les contributions des partenaires sociaux mais aussi de faciliter les échanges et coopérations entre partenaires sociaux et gouvernements dans le bassin méditerranéen. Ce « point de contact/secrétariat » pourrait aussi assurer une meilleure mise en valeur, une visibilité accrue des textes adoptés. Les partenaires soumettront à cet effet un document de travail précisant : le rôle attendu de ce point de contact/secrétariat ; leurs initiatives à venir ; la charge de travail correspondant ;

- accueilli favorablement la présentation faite par la CAS et BusinessMed de l'état d'avancement du « Projet pilote pour la promotion du dialogue social dans le voisinage sud de la Méditerranée » (dit « Solid ») qui porte principalement sur la Jordanie, le Maroc et la Tunisie. Les partenaires sociaux soutiennent unanimement le principe d'un projet « Solid II » visant à renforcer les capacités des acteurs du dialogue social et à élargir le projet à d'autres pays



du Sud. Ils appellent donc la Commission à examiner la possibilité de consacrer les fonds nécessaires à cet effet, tout en tenant compte des leçons tirées du présent projet Solid.

Enfin, les partenaires sociaux remercient la Commission européenne d'avoir organisé le 3ème Forum du Dialogue Social de l'UpM et conviennent de tenir la quatrième édition de ce Forum au plus tard un an après la quatrième Conférence Ministérielle actuellement prévue en 2019. Alertés par les difficultés que les procédures de délivrance de visas peuvent entraîner pour les déplacements de certains participants du Sud vers les pays de l'UE, et en vue de faciliter une meilleure présence de leur part dans les réunions de l'Upm, les représentants des employeurs et des travailleurs suggèrent de privilégier des réunions dans les pays du Sud de la Méditerranée qui ne présentent pas ces contraintes.



# BUSINESSMED ACTIVITIES 2017

## Regional Seminar « Diagnostic of the attitude and position of social partners towards social dialogue, content and practices in the region »

Tunis, October 24th -25th 2017

The Regional Seminar chaired by the Director of SOLiD project Mr Mustapha Tlili brought together the social partners of the 3 target countries Tunisia, Morocco and Jordan namely the Employers' organizations represented by l'Union Tunisienne de l'Industrie de Commerce et de l'Artisanat (UTICA - Tunisia), la Confédération Générale des Entreprises de Maroc (CGEM - Morocco) and the Jordan Chamber of Industry (JCI - Jordan) on one hand, and the Trade Union Organizations represented by Union Générale Tunisienne de Travail (UGTT - Tunisia), Union Marocaine du Travail (UMT - Morocco) and the General Federation of Jordan Trade Unions (GFJTU - Jordan) from another hand as well as the Economic Social and Environmental Council ESEC - Morocco.

The ultimate goal of this event, jointly organized by BUSINESSMED and The ATUC, is the restitution of the main recommendations from employers' and Trade Unions' perspective on the Diagnosis report of social partners' perceptions towards social dialogue drafted by the project's experts. In this respect, the participants agreed on the need to enrich the diagnosis report by the diversification of the sources of information, an in depth analysis of the legislative framework and the inclusion of the national specificities and the transition to the regional aspect of social dialogue.

Besides the review of the diagnosis report, the experts initiated a debate on common issues between the regional social partners to be developed during SOLiD upcoming meetings leading to action plans component of the project's charter. Certain policy papers are basically inspired from sustainable development agenda 2030 namely: exclusion, climate change, poverty, vocational training, etc.



# ACTIVITÉS BUSINESSMED 2017

## Séminaire Régional "Diagnostic des attitudes et positions des partenaires sociaux à l'égard du dialogue social, contenu et pratiques dans la région"

Tunis, 24 - 25 Octobre 2017

Le séminaire régional présidé par le Directeur du projet SOLiD M. Mustapha Tlili a réuni les partenaires sociaux des 3 pays cibles la Tunisie, le Maroc et la Jordanie à savoir les organisations d'employeurs représentées par l'Union Tunisienne de l'Industrie de Commerce et de l'Artisanat (UTICA - Tunisie), la Confédération Générale des Entreprises du Maroc (CGEM - Maroc) and the Jordan Chamber of Industry (JCI - Jordanie) d'une part, et les organisations syndicales représentées par l'Union Générale Tunisienne de Travail (UGTT - Tunisie), l'Union Marocaine du Travail (UMT - Maroc) et General Federation of Jordan Trade Unions (GFJTU - Jordanie) d'une autre part, ainsi que le Conseil Economique, Social et Environnemental (CESE - Maroc).

L'objectif ultime de l'événement, organisé conjointement par BUSINESSMED et l'ATUC, est la restitution des recommandations d'un point de vue Employeurs et Syndicats à l'égard du rapport de Diagnostic des perceptions des partenaires sociaux à l'égard du dialogue social élaboré par les experts du projet. Dans cette perspective, les participants se sont convenus de la nécessité de la diversification des sources d'information, une analyse plus approfondie du cadre réglementaire et la prise en compte des spécificités nationaux ainsi que la transition au volet régional du dialogue social.

Outre la revue du rapport de diagnostic, les experts ont initié un débat autour des problématiques communes entre les partenaires sociaux régionaux traitées dans le cadre des réunions du projet SOLiD, à traduire en plans d'actions composants de la charte du projet. Il est à noter que certains papiers thématiques sont inspirés de l'Agenda du Développement Durable à l'horizon 2030 à savoir: la discrimination, le changement climatique, la pauvreté, la formation professionnelle, etc.





# BUSINESSMED ACTIVITIES 2017

## PARTICIPATION OF BUSINESSMED IN THE GLOBAL DEAL FORUM

### Panel on « How can social dialogue enhance inclusive economic growth and sustainable development»

Tunis – 31 October 2017

BUSINESSMED, represented by its Secretary General, Mrs. Jihen BOUTIBA MRAD, has participated in the Global Deal Forum, which was held in Tunis, on October 31st 2017.

This forum was co-organized by the Swedish Embassy in Tunis and the Swedish-Tunisian Chamber of Commerce, in the framework of the Global Deal, which is a multi-stakeholder partnership with the objective of jointly addressing challenges in the global labour market and enabling all people to benefit from globalisation. It aims to stimulate governments, enterprises, trade unions and other organisations to make concrete commitments, in order to promote social dialogue. Among the participants, were Mr. Mohammed Trabelsi, the Tunisian Minister for Social Affairs, BUSINESSMED, Mr. Nouredine Taboubi, Secretary General of the Tunisian General Labour Union UGTT, Mr. Sami Silini, representative of the employer organization, the Tunisian Union of Industry, Trade and Handicrafts UTICA, and Mr. Mustapha Tlili, representative of the Arab Trade Union Confederation ATUC. On the Swedish part of the panel, EU and Trade Minister Mrs. Ann Linde was accompanied by Mr. Karl-Petter Thorwaldsson, chairman of the Swedish Trade Union Confederation and Mr. Göran Trogen, former CEO of Almega employer organisation.

Remembering that in Tunisia, all main social partners are associated partners to the Global Deal, and have been part of the initiative since its start, namely the Tunisian General Labour Union UGTT, the Tunisian Employer Organisation (UTICA) and the Tunisian government. By becoming part of this initiative, Tunisia has demonstrated its willingness to make real engagements in order to ensure the success of the Social dialogue, which has been primordial for the democratic process. In 2015, the National Dialogue Quartet, in which both UTICA and UGTT are partners,

was awarded the Nobel Peace Prize “for its decisive contribution to the building of a pluralistic democracy in Tunisia in the wake of the Jasmine Revolution of 2011”.



The forum, via a Panel on « How can social dialogue enhance inclusive economic growth and sustainable development», had several objectives: Discussing both the Tunisian and the Swedish experience in depth, as well as talking on the way forward for the Global Deal in Tunisia.

During this forum, BUSINESSMED took part in the discussions concerning the ongoing exchange of experience, as well as the important role of the civil society and social actors in the country's democratic process and the establishment of good conditions for economic inclusive growth.

# ACTIVITÉS BUSINESSMED 2017

## PARTICIPATION DE BUSINESSMED DANS LE GLOBAL DEAL FORUM

### Panel sur le thème « Comment le dialogue social peut-il contribuer à la croissance économique inclusive et au développement durable

Tunis – 31 Octobre 2017

BUSINESSMED, représentée par sa Secrétaire Générale, Mme. Jihen Boutiba Mrad, a participé au Global Deal Forum, qui a eu lieu à Tunis, le 31 octobre 2017.

Ce forum a été co-organisé par l'Ambassade de Suède et la Chambre de Commerce Tuniso-Suédoise, dans le cadre du Global Deal, partenariat multipartite qui vise à relever ensemble les défis auxquels le marché mondial de l'emploi est confronté et de permettre à tous de bénéficier de la mondialisation. Il vise à inciter les gouvernements, les entreprises, les syndicats et autres organisations à prendre des engagements concrets afin de favoriser le dialogue social. Parmi les participants, étaient Mr Mohammed Trabelsi, le Ministre des Affaires Sociales, Mr. Nouredine Taboubi, le Secrétaire Général de l'Union Générale Tunisienne du Travail (UGTT), Mr. Sami Silini, représentant de l'Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat (UTICA), ainsi que Mr. Mustapha Tlili, représentant de l'Arab Trade Union Confederation (ATUC). Du côté Suédois étaient présents, Mme. Ann Linde, Ministre Suédoise du Commerce et des Affaires Européennes, accompagnée par Mr. Karl-Petter Thorwaldsson, Président de la Confédération Syndicale de Suède et Mr. Göran Trogen, ancien directeur général de l'organisation patronale Almega.

En Tunisie, les principaux partenaires sociaux sont des partenaires associés du Global Deal, et ont fait partie de l'initiative depuis son commencement, notamment l'UGTT et l'UTICA, ainsi que le Gouvernement Tunisien. En devenant partenaire de cette initiative, la Tunisie démontre sa volonté à prendre des engagements réels pour la réussite du dialogue social, qui a été primordial pour le processus démocratique. En 2015, le Quartet du Dialogue National Tunisien, dont l'UTICA et l'UGTT sont partenaires, s'est vu discerner

le prix Nobel de la Paix, pour « sa contribution décisive dans la construction d'une démocratie pluraliste en Tunisie après la révolution de Jasmin de 2011 ».



Le forum, qui s'est déroulé sous la forme d'un panel et qui a traité du thème « Comment le dialogue social peut-il contribuer à la croissance économique inclusive et au développement durable », avait plusieurs objectifs: Discuter en profondeur l'expérience Tunisienne et Suédoise, et la marche à suivre concernant le Global Deal en Tunisie.

Durant ce forum, BUSINESSMED a pris part dans les discussions concernant l'échange des expériences, ainsi que le rôle important de la société civile et les acteurs sociaux dans le processus démocratique du pays, et la mise en place de conditions favorables à la croissance économique inclusive.



# BUSINESSMED ACTIVITIES 2017

## PARTICIPATION OF BUSINESSMED IN THE FORUM ON THE TUNISIA – EU PRIVILEGED PARTNERSHIP

### Panel-conference on « The Privileged Partnership EU-Tunisia to Promote Investment, Growth and Employment »

Tunisia – 31 October 2017

BUSINESSMED, represented by its Secretary General, Mrs. Jihen BOUTIBA MRAD, has participated in the Panel-conference on « The Privileged Partnership EU-Tunisia to Promote Investment, Growth and Employment », which was held in Tunisia, on the 31st of October 2017.

This event was organized by the UTICA, in the framework of the Forum on the Tunisia-EU Privileged Partnership. Among the participants were Mr. Youssef Chahed, the Tunisian Head of Government, Mr. Antonio Tajani, President of the European Parliament, as well as several Ministers and Secretaries of State, representatives of diplomatic missions, businessmen and media experts.

Several subjects were brought up, notably a review of current EU-Tunisia relations regarding investments, the opportunities and advantages of the Tunisian location as an investment hub as well as the measures to be taken into consideration to give a new impetus to European investments in Tunisia. The conference was also an opportunity to discuss the Deep and Comprehensive Free Trade



Agreement (DCFTA), currently being negotiated and the prospects for the evolution of the historical and structural relations between Tunisia and the EU with which the country has been linked since 1994 by an association agreement establishing a free trade area. During this meeting, BUSINESSMED took part in discussing EU policies to promote rights-based development and a multi-stakeholder approach in enhancing networking at regional level.

# ACTIVITÉS BUSINESSMED 2017

## **PARTICIPATION DE BUSINESSMED DANS LE FORUM DE PARTENARIAT PRIVILEGIÉ TUNISIE-UE** **Conférence-débat sur le thème « Le partenariat privilégié Tunisie-UE au service de l'investissement, de la croissance et de l'emploi »** Tunisie – 31 Octobre 2017

BUSINESSMED, représentée par sa Secrétaire Générale, Mme. Jihen Boutiba Mrad, a participé au Forum de Partenariat Privilégié Tunisie-UE au service de l'Investissement, de la Croissance et de l'Emploi, qui a eu lieu en Tunisie, le 31 Octobre 2017.

Cet événement a été organisé par l'UTICA, dans le cadre du forum de partenariat privilégié Tunisie-EU. Parmi les présents, étaient M. Youssef Chahed, Chef du Gouvernement Tunisien, M. Antonio Tajani, Président du Parlement Européen, ainsi que de nombreux Ministres et Secrétaires d'Etat, des représentants des missions diplomatiques, des hommes d'affaires et représentants des médias. Plusieurs sujets ont été évoqués, dont notamment l'état des lieux des relations UE-Tunisie en matière d'investissement, les divers opportunités et avantages du site tunisien comme destination d'investissement ainsi que les mesures à prendre en considération pour relancer les investissements européens en Tunisie. La conférence a été également une occasion pour débattre de l'Accord de libre-échange complet et approfondi (ALECA), en cours de négociation et les perspectives d'évolution des rapports historiques et structurels entre la Tunisie et l'UE, avec laquelle le pays est lié, depuis 1994, par un accord d'association portant création d'une zone de libre-échange.



Au cours de cette réunion, BUSINESSMED a pris part dans les discussions des politiques de l'UE pour l'intégration régionale afin de promouvoir un développement basé sur les droits humains et une approche multipartite pour renforcer le networking au niveau régional et mieux connecter l'Europe et la Tunisie.



# BUSINESSMED ACTIVITIES 2017

## PARTICIPATION OF BUSINESSMED IN THE TUNISIA INVESTMENT FORUM

### Panels on investment climate and business opportunities in Tunisia

Tunis – 9-10 November 2017

BUSINESSMED took part in the Panels on investment climate and business opportunities in Tunisia in the framework of the Tunisian Investment Forum, which were held in Tunis, on the 9th and the 10th of November 2017.

This event was organized by the Foreign Investment Promotion Agency FIPA Tunisia, in partnership with local and international partners and brought together CEOs, Managing Directors, experts and high-level policy-makers, representatives of international organizations to discuss the investment climate and explore business opportunities prevailing in Tunisia. The meeting offered an ideal platform for decision-makers to learn about recent developments and seize the myriad of business opportunities available in different sectors. Among the participants were Mr. Youssef Chahed, head of Tunisian Government, Mr. Imad Hammami, Minister of Industry and SMEs, Mr. Ziad Ladhari, Minister of Development, Investment and International Cooperation, Mr. Anouar Maarouf, Minister of Communication Technologies and Digital Economy, BUSINESSMED, Tunisia-Africa Business Council TABC, the OECD, the World Bank, the OMC, the European Investment Bank (EIB), the BERD, the Economic Commission for Africa, The Mediterranean world Economic Foresight Institute IPEMED, the African Development Bank Group, CONECT International as well as several representatives of international groups, and foreign and local investors.

During the two-day forum, the results of the international Conference TUNISIA 2020 were examined, as well as the new Investment Code in Tunisia. The panels gathered experts, potential investors and policy-makers to present sectoral opportunities in the country, discuss the investment climate, and debate on the investment policies and opportunities of the country in the African continent and the European Union Countries, that can lead to an inclusive economic growth and regional development. Several foreign and local investors and CEOs also gave testimonials, offering insight on the investment climate, and the strengths and opportunities it presents.



During this forum, BUSINESSMED took part in the talks around the future of the TUNISIA 2020 initiative, discussing the policies of the investment climate, to promote inclusive economic growth, and enhance networking at regional level.

# ACTIVITÉS BUSINESSMED 2017

## PARTICIPATION DE BUSINESSMED AU TUNISIA INVESTMENT FORUM

### Panels sur le climat d'investissement et les opportunités d'affaires en Tunisie

Tunis – 9-10 Novembre 2017

BUSINESSMED a participé aux Panels sur le climat d'investissement et les opportunités d'affaires en Tunisie, qui a eu lieu à Tunis, le 9 et 10 Novembre 2017.

Cet événement a été organisé par l'Agence de Promotion de l'Investissement Extérieur FIPA Tunisia, en partenariat avec des partenaires locaux et internationaux, et a réuni plusieurs CEOs, Managing Directors, experts, et des décideurs politiques de haut niveau, représentants des organisations internationales afin de discuter du climat d'investissement et explorer les opportunités d'affaires en Tunisie. Cette réunion a constitué la plateforme idéale pour les décideurs pour apprendre plus sur les développements récents et saisir les opportunités d'affaires qui se présentent dans différents secteurs. Parmi les participants étaient, Mr. Youssef Chahed, chef du Gouvernement Tunisien, Mr. Imad Hammami, Ministre de l'Industrie et des PME, Mr. Ziad Ladhari, Ministre du développement, de l'Investissement et de la Coopération Internationale, Mr. Anouar Maarouf, Ministre des Technologies de la Communication et de l'Economie Numérique, Tunisia-Africa Business Council TABC, l'OCDE, la Banque Mondiale, l'OMC, la Banque Européenne d'Investissement (BEI), la BERD, la Commission Economique pour l'Afrique, l'Institut de Perspectives Economiques du Monde Méditerranéen (IPEMED), le Groupe de la Banque Africaine de Développement, CONECT International ainsi que plusieurs représentants de groupes internationaux et d'investisseurs étrangers et locaux.

Durant les deux jours du Forum, les résultats de la Conférence internationale TUNISIA 2020 ont été examinés, ainsi que le cadre du nouveau Code de l'investissement en Tunisie. Les panels ont réuni des experts, des investisseurs potentiels et des décideurs politiques pour présenter les opportunités sectorielles dans le pays, discuter du climat d'investissement, et débattre sur les politiques d'investissement et les opportunités du pays dans le continent Africain et dans les pays de l'Union Européenne, qui peut conduire à une croissance économique inclusive et au développement régional. Plusieurs investisseurs étrangers et locaux, et des CEOs ont également offert leur témoignages, donnant ainsi une idée sur le climat d'investissement, des opportunités et des forces que ce dernier offre.



Durant ce forum, BUSINESSMED a pris part dans les discussions autour du futur de l'initiative TUNISIA 2020, dans l'élaboration de politiques d'investissement, visant à la promotion d'une croissance économique inclusive et au renforcement du networking au niveau régional.





**FOCUS**

---

**2017**









## The Euro-Mediterranean Social Partners

### DECLARATION ON SOCIAL DIALOGUE

*Third Union for the Mediterranean Employment and Labour Ministerial Conference of 26 and 27 September in Jordan*

**Jordan, 26 September 2016**

The Euro-Mediterranean Social Partners (hereafter, the Social Partners) welcome the 3<sup>rd</sup> Union for the Mediterranean (UfM) Ministerial Conference on Employment and Labour taking place in Jordan the 26 and 27 September. They value the exchange which took place between the Social Partners and Ministers before the Conference.

The Social Partners want to contribute positively to the process of setting up strong, independent and effective social dialogues in the 43 countries of the Union for the Mediterranean.

Being two neighbouring regions in the world, the European Union and the Southern Mediterranean region are inter-connected between themselves and impacted by broader trends and challenges of global scale.

In this respect, the Social Partners wish to highlight the particular importance of two global agendas in which they should be involved, namely:

- the COP 21 agreement follow-up, which implies a well-managed transition process and far-reaching transformations in global production and consumption patterns with major implications on labour markets;
- the multi-faceted discussions on Global Supply Chains, including the need to fully exploit their potential in terms of economic growth and employment, while progressing on the development of due diligence based on international frameworks and reducing deficits of decent work and labour rights.



This Declaration focuses on the issue of **social dialogue** and its importance to address employment and labour market challenges in the Euro-Mediterranean region.

The Social Partners are convinced that social dialogue has an important role to play to contribute to balanced policy-making and social policy that lead to social development, by making labour markets and social protection systems more efficient and adapted to new and changing economic and social realities.

Account should be taken of the fact that the two regions have been affected more than others by recent financial, economic and migration crises, and they experienced lately a relatively slow and fragile economic recovery compared to other world regions.

The Nobel Committee acclaimed example of Tunisia shows that social dialogue can also act as a stabilising political factor. In other countries, the social partners bring expertise and legitimacy based on their first-hand knowledge and experience of the world of work.

Social dialogue can take many forms such as advice and recommendations as part of consultations and tripartite arrangements, or such as autonomous bipartite negotiations, e.g. collective bargaining, resulting in solution-oriented and balanced policies. Social dialogue is also a worldwide recognised value, enshrined under the International Labour Organisation (ILO) constitution and European Union (EU) treaty.

There is no blueprint for a well-functioning social dialogue. Social dialogue arrangements reflect the different histories, and economic and political situations of different countries. However, some basic conditions are essential to allow that social dialogue is fruitful and effective. Essential prerequisites for social dialogue to develop are:

- i) the presence of a basic legal framework in line with ILO principles which provides for freedom of association and independence of the social partners;
- ii) the setting up of an enabling and democratic institutional and legal framework at national, regional and local level, allowing for proper and timely involvement of social partners in policy-making on matters which have a direct and/or indirect impact on employment. An appropriate legal framework can also support the further development of an autonomous bipartite dialogue between parties at the different levels of the economy (national, sectoral, regional and at company level);
- iii) measures to promote a culture of social dialogue, including the provision of mechanisms to develop self-regulation, social peace, and prevent and solve conflicts.

Membership and representativeness, as well as mandates and capacity to provide expertise and services to their members make the strength of social partners' organisations. However, where social partners' structures are weak, national public authorities' or international support is necessary to kick-start or step up their capacities. Depending on countries and needs, this may include financial, legal, analytical, institutional, and/or political support.

The Social Dialogue Forums organised in the context of the UfM should continue and aim to share information and good practices on the state-of-play of the social dialogues in UfM countries, and exchange views on present and future priorities.

The most important challenges for social partners, together with governments and policy-makers across the Euro-Mediterranean region, are to strengthen economic growth and competitiveness - as this will be crucial to achieve successful enterprises - decent employment creation, and social cohesion to reduce poverty, inequalities and discrimination.



The Social Partners from both regions wish to highlight four areas on which some learning and/or cooperation between the two regions may have added value:

- **Informal work**, the challenge is for governments to create enabling frameworks to integrate the informal sector into the formal economy and support jobs and businesses in the formal sector. This will boost tax and social security revenues and allow for fair competition between enterprises and between workers.
- **Youth employment**, the challenge is for governments and social partners to tackle the lack of job opportunities, the lack of certain key competences/ shortage of adequate skills, and to determine the terms of employment, including labour costs, with the aim of helping young people to enter and develop in the labour market, while respecting agreed social and labour rights, and fostering sustainable integration of young people in employment. Where this is not the case, young people may be confronted with scarring unemployment spells, or they may well find themselves stuck in a succession of short-term and/or limited-hours contracts due to a lack of other opportunities.
- **Skills development**, the challenge is to improve national education and training systems to ensure a better match between the content of education and training curricula, the way qualifications are designed, and labour market needs. Together with improved career advice, this will help increase the employability of graduates, thereby improving and shortening labour market transitions.
- **Migration**, the challenge is to manage south-south and south-north influx in a way that is feasible for both sending and receiving countries, and in line with growth and labour markets prospects. The refugee crisis has exacerbated the challenge when it comes to managing an unprecedented humanitarian crisis. Both aspects requires the close involvement of social partners to contribute to devise adequate solutions for all.

A number of ongoing initiatives have addressed these issues. Some project activities aiming to foster social dialogue in some countries in the Southern shore of the Mediterranean have started recently. In this respect, initiatives led by the UfM, the European Commission or other relevant actors aiming to reinforce the capacity of social partners' organizations in the Southern shore of the Mediterranean, are important. In the coming years, Social Partners will continue exploring the need for further activities to support further progress in social dialogue. Therefore, they welcome the Ministers' request to the Commission to consider providing the necessary resources.

The Social Partners welcome the Ministers' intent to convene the 4<sup>th</sup> UfM Conference on Employment and Labour in 2019. In the run up to this, they ask the European Commission and the UfM Co-Presidency and Secretariat to take the necessary steps to hold a Euro-Mediterranean Social Dialogue Forum in 2017 or in 2018.

---

\* in association with:



International Organisation of Employers  
Organisation Internationale des Employeurs  
Organización Internacional de Empleadores  
*The Global Voice of Business*



## About us

---

### *Employers organisations:*

#### **BusinessEurope**

BusinessEurope is the leading advocate for growth and competitiveness at European level, standing up for companies across the continent and campaigning on the issues that most influence their performance. A recognised social partner, we speak for all-sized enterprises in 34 European countries whose national business federations are our direct members.

Website: [www.businessseurope.eu](http://www.businessseurope.eu)

#### **CEEP**

Established in 1961, CEEP gathers enterprises and authorities from across Europe, both public and private, at national, regional and local level, which are public employers or providers of services of general interest.

Website: [www.ceep.eu](http://www.ceep.eu)

#### **UEAPME**

L'Union Européenne de l'Artisanat et des Petites et Moyennes Entreprises is the employers' organisation representing crafts, trades and SMEs from the EU and accession countries at European level, created in 1981. UEAPME has over 80 member organisations.

Website: [www.ueapme.com](http://www.ueapme.com)

#### **BUSINESSMED**

The Union of Mediterranean Confederations of Enterprises is an employers' organisation in the Mediterranean basin, to the implementation of a strong and coherent economic strategy which aims to accelerate the integration, economic and social development in the region.

Website: [www.businessmed-med.com](http://www.businessmed-med.com)

### *Trade unions organisations:*

#### **ETUC (and the liaison committee Eurocadres/CEC)**

The European Trade Union Confederation was founded in 1973 to promote the interests of working people at European level, and to represent them in the EU institutions. Its membership now includes 89 national trade union confederations in 39 countries, plus 10 European trade union federations.

Website: [www.etuc.org](http://www.etuc.org)

#### **ATUC**

ATUC is a regional organisation of the International Trade Union Confederation (ITUC). It was founded in 2014, with a mandate to defend fundamental freedoms and trade union rights, to combat discrimination against women and migrants, and to foster the implementation of international standards in the 16 Arab countries. ATUC is made up of 20 trade union confederations in 13 countries.





European Union

europa.eu



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



The Hashemite  
Kingdom of  
Jordan

## Union for the Mediterranean Ministerial Conference on Employment and Labour (Jordan, 27 September 2016)

### *Declaration*

1. The Employment and Labour Ministers of the Union for the Mediterranean (UfM) gathered at their third Ministerial Conference at the Dead Sea in Jordan on 26 and 27 September 2016. The Conference was hosted by the Hashemite Kingdom of Jordan and co-chaired by H.E. Ali AL-Ghezawi, Jordan's Minister for Labour, and H.E. Marianne Thyssen, Commissioner for Employment, Social Affairs, Skills and Labour Mobility, for the European Union, in the presence of UfM Secretary-General H.E. Fathallah Sijilmassi.
2. The Conference followed on from similar conferences held in Marrakech in 2008 and Brussels in 2010, which had established cooperation on employment and labour as a means of developing a genuine employment and social dimension within the UfM. At the previous conferences, the Ministers undertook to work together and learn from each other on employment, employability, and decent work,<sup>1</sup> and to involve all relevant stakeholders in this cooperation, in particular public authorities and social partners.
3. The Ministers reviewed employment and labour developments in the UfM partner countries, including the legacy of the economic and financial crisis and the impact of the current and previous refugee crises over the past decades. The Ministers took note of the Europe 2020 strategy for smart, sustainable and inclusive growth and highlighted the lessons arising from the policies for growth and jobs developed by the EU and its Member States within the framework of 'European Semester' coordination and from the EU's experience in promoting social dialogue.
4. In view of the urgent need to address better the pressing challenges in the region, in particular in the southern Mediterranean countries, the Ministers called for all stakeholders to be mobilised and the best use to be made of policies at all levels. They welcomed the efforts being made in several countries to design and implement comprehensive employment strategies. They insisted on the need to ensure coherence between economic, employment and social policies, and agreed to give fresh impetus to UfM cooperation on employment and labour.
5. At the beginning of the Conference, the Ministers consulted with high-level representatives of social partner organisations from both shores of the Mediterranean. They underlined the crucial importance of well-functioning and effective social dialogue, both tripartite and bipartite, to

<sup>1</sup> According to the International Labour Organisation (ILO) definition, 'decent work' encompasses four strategic objectives, with gender equality as a cross-cutting issue: full and productive employment, guaranteeing rights at work, extending social protection, and promoting social dialogue.





European Union



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



The Hashemite  
Kingdom of  
Jordan

address growth and employment-related challenges more effectively and contribute to competitiveness, social progress and democracy.

6. The Ministers welcomed the joint "Declaration on Social Dialogue" of the Social Partners and highlighted in particular their call for strengthening social dialogue in the region and further involving social partners in the design and implementation of economic, employment and social policies.
7. Building on the preparatory work undertaken ahead of the Conference<sup>2</sup> by representatives of ministries and social partners, with the support of the European Commission, the Ministers focused in particular on the specific employment challenges in the southern Mediterranean countries.
8. While acknowledging the diversity of national situations in these countries, the Ministers highlighted structural challenges such as the low rate of labour participation and the high rate of structural unemployment; the scale of informal employment and low quality jobs; the rapid growth of the population, the high proportion of young people entering the labour market, and the persisting migration pressure due to the lack of job opportunities and inequalities of development; the impediments that prevent promising small enterprises from growing and limit job creation in the formal private sector; the weaknesses of the education and training systems and of the school-to-work transition; the high exposure of young people and women to unemployment, precariousness and social discontent; and the persistence of poverty and inequality.
9. The Ministers also noted that several countries in the region are confronted with instability or the effects of instability in their neighbourhood. In particular, the arrival of large numbers of migrants and refugees puts pressure on local labour markets, reinforces the informal economy and represents a heavy burden for the host countries.
10. The Ministers thanked the UfM Secretariat for its contribution to implementing the UfM framework action plan on employment, coordination among donors and enhancing policy dialogue by labelling and promoting cooperation projects in the area of youth employability and inclusive growth, under its Med4Jobs integrated regional programme.
11. The Ministers highlighted the need to take action in response to the recent commitments by the United Nations (UN) and the International Labour Organisation (ILO) to sustainable development and the promotion of employment and decent work, including the transition from the informal

<sup>2</sup> Preparations for the Conference benefited from the outcome documents of two ad hoc work groups (on job creation and social dialogue) set up in 2015 by the UfM High Level Working Group on Employment and Labour and from the first lessons from the 'YouMatch' job-matching project for young people, implemented by GIZ in cooperation with the UfM Secretariat at the request of the German Federal Ministry for Development (BMZ).





European Union



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



The Hashemite  
Kingdom of  
Jordan

economy to formal employment.<sup>3</sup> They welcomed the ILO's 2019 Centenary Future of Work initiative and highlighted their commitment to contributing to this global in-depth discussion on the future of work. They also welcomed the ILO Conclusions on decent work in global supply chains<sup>4</sup> and the efforts made by public authorities, the private sector, social partners and civil society organisations to promote responsible supply chains. In this respect, European Ministers recalled the Council Conclusions of 12 May 2016 on the EU and Responsible Global Value Chains.<sup>5</sup>

12. The Ministers welcomed the work of the UN and the ILO on addressing the labour market challenges related to refugees, migrants and workers directly affected by war and protracted conflicts in the region.
13. Against this background, and taking account of the lessons drawn from international experience, the Ministers agreed on policy orientations to be implemented at national level in relation to employment and social dialogue with a focus on the southern Mediterranean region, and on concrete steps to foster cooperation within the UfM on employment and labour.

#### I. Policy orientations for improving employment and labour

14. The Ministers recommend that national authorities develop comprehensive strategies for employment, employability and decent work for all, both women and men, on the basis of the following overarching principles:
  - a holistic, integrated policy approach to labour demand, supply and matching to ensure coherence and enable the mobilisation of all relevant institutions and partners (public and private);
  - the promotion of a well-functioning and effective social dialogue, both tripartite and bipartite, involving social partners in the design and implementation of economic, employment and social policies;
  - an emphasis on the objectives of combating poverty and discrimination, and promoting inclusion and equal opportunities in the respective national labour markets, with specific attention to promoting gender equality within all employment-related measures and initiatives;
  - the focus on reducing inequalities at all levels, especially income inequalities, which harm economic growth;

<sup>3</sup> In particular, UN Agenda 2030 for Sustainable Development, the ILO Conclusions on decent work in global supply chains, and the ILO Recommendation No 204 concerning the transition from the informal to the formal economy.

<sup>4</sup> [http://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---relconf/documents/meetingdocument/wcms\\_489115.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_norm/---relconf/documents/meetingdocument/wcms_489115.pdf)

<sup>5</sup> <http://www.consilium.europa.eu/en/press/press-releases/2016/05/12-conclusions-on-responsible-global-value-chains/>





European Union



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



The Hashemite  
Kingdom of  
Jordan

address growth and employment-related challenges more effectively and contribute to competitiveness, social progress and democracy.

6. The Ministers welcomed the joint "Declaration on Social Dialogue" of the Social Partners and highlighted in particular their call for strengthening social dialogue in the region and further involving social partners in the design and implementation of economic, employment and social policies.
7. Building on the preparatory work undertaken ahead of the Conference<sup>2</sup> by representatives of ministries and social partners, with the support of the European Commission, the Ministers focused in particular on the specific employment challenges in the southern Mediterranean countries.
8. While acknowledging the diversity of national situations in these countries, the Ministers highlighted structural challenges such as the low rate of labour participation and the high rate of structural unemployment; the scale of informal employment and low quality jobs; the rapid growth of the population, the high proportion of young people entering the labour market, and the persisting migration pressure due to the lack of job opportunities and inequalities of development; the impediments that prevent promising small enterprises from growing and limit job creation in the formal private sector; the weaknesses of the education and training systems and of the school-to-work transition; the high exposure of young people and women to unemployment, precariousness and social discontent; and the persistence of poverty and inequality.
9. The Ministers also noted that several countries in the region are confronted with instability or the effects of instability in their neighbourhood. In particular, the arrival of large numbers of migrants and refugees puts pressure on local labour markets, reinforces the informal economy and represents a heavy burden for the host countries.
10. The Ministers thanked the UfM Secretariat for its contribution to implementing the UfM framework action plan on employment, coordination among donors and enhancing policy dialogue by labelling and promoting cooperation projects in the area of youth employability and inclusive growth, under its Med4Jobs integrated regional programme.
11. The Ministers highlighted the need to take action in response to the recent commitments by the United Nations (UN) and the International Labour Organisation (ILO) to sustainable development and the promotion of employment and decent work, including the transition from the informal

<sup>2</sup> Preparations for the Conference benefited from the outcome documents of two ad hoc work groups (on job creation and social dialogue) set up in 2015 by the UfM High Level Working Group on Employment and Labour and from the first lessons from the 'YouMatch' job-matching project for young people, implemented by GIZ in cooperation with the UfM Secretariat at the request of the German Federal Ministry for Development (BMZ).





European Union



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



The Hashemite  
Kingdom of  
Jordan

***(ii) An emphasis should also be put on supply-side measures. These have to be developed consistently with the demand-side policies, with a particular focus on young people and women.***

- improving employability, with due attention to gender equality, through reform of and investment in education, higher education and training systems, including vocational education and training (VET), with an emphasis on promoting access and quality for all, preparing for labour market needs and improving the school-to-work transition;
- identifying current and future labour market needs to design appropriate strategies for developing skills, including entrepreneurial, green and digital skills;
- Involving social partners in the design and implementation of skills strategies, and encouraging both the public sector and private companies to contribute to improving employability by actively participating in the development of training programmes and in VET governance.

***(iii) Labour market reforms, activation and employment services are key to a better matching of labour supply and demand.***

- adapting labour law and labour market policies to provide companies and workers with greater flexibility and help those outside the labour market find a job, while also providing workers with decent working conditions and appropriate employment security; preventing the diversification of forms of employment (and work contracts) from resulting in labour market segmentation;
- developing active labour market policies, with a view to facilitating faster access or return to employment, self-employment and enterprise creation, through appropriate (re-)training, career guidance and counselling, placement measures, skills development and matching, employment incentives, and innovative employment services. Targeting such measures, as appropriate, to the particular needs of young people, women and the long-term unemployed;
- reinforcing the dialogue and cooperation between public and private employment services (e.g. regarding career orientation and job preparation); involving in this dialogue all relevant stakeholders including social partners, youth organisations and education and training providers; and
- expanding the capacities of local and regional actors to identify skill supply and demand at local level and design appropriate action for the better matching and use of skills in the local economic development context.

16. The Ministers recommend that national authorities actively support the transition from the informal economy to formal employment. While recognising the complexity and heterogeneity of



the informal economy and of undeclared work, they stress their negative consequences as regards fair competition between companies and foregone fiscal revenues for the state and social security institutions, and as regards working conditions in particular for young people and women. The Ministers recall the ILO's efforts in this area and welcome the initiatives already undertaken within UfM countries, including those in which the challenge has grown dramatically due to the arrival of refugees.

17. The Ministers support ILO Recommendation No 204 which encourages ILO member states to draw up an action plan for the transition from informality to formality. European Ministers referred to the EU's 'Platform for Undeclared Work' cooperation initiative. In UfM countries with a more prevalent informal economy, relevant measures include enterprise development policies and the review of labour and tax laws, wage practices, working conditions and social security schemes, with a view to promoting decent work. Building on the experience of some countries, the Ministers call for efforts to improve means of measuring informality and include the production and collection of data on the informal economy in national systems of labour market information.

## II. Policy orientations for promoting social dialogue

18. The Ministers acknowledge that social dialogue is key to democracy, good governance and to developing strategies that combine competitiveness and social progress. There is no blue print for social dialogue, as social dialogue arrangements and processes reflect countries' histories and the development of their respective political, economic and social structures.
19. The Ministers acknowledge that a well-functioning and effective social dialogue, both tripartite and bipartite, requires general framework conditions, as follows: first, an appropriate legal framework in line with ILO principles;<sup>6</sup> second, sufficiently strong, representative and independent social partner organisations; third, a culture of social dialogue as a results-oriented win-win process; and fourth, institutional settings and procedures allowing for its functioning. To ensure that the full potential of social dialogue is realised. Ministers encourage all national authorities and all social partner organisations to take the requisite action to create such conditions.
20. In view of the weakness of *bipartite* social dialogue in a number of southern Mediterranean countries, the Ministers encourage initiatives aimed at addressing it, where necessary, in particular by strengthening the capacity of social partner organisations and social dialogue bodies, and the culture of social dialogue, and developing sound social dialogue practices at company and sectoral level.





European Union



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



The Hashemite  
Kingdom of  
Jordan

21. The Ministers also acknowledge the positive contribution that social partners can make to improve the content of economic, employment and social policies, including through national dialogue on employment promotion, decent work for all, labour market reforms and the transition from the informal economy to formal employment.

### III. Steps to foster UfM cooperation on employment and labour

22. The Ministers confirm their commitment to working together and learning from each other, in the UfM framework, on matters regarding employment, employability and decent work. They confirm that the UfM High-Level Working Group on Employment and Labour is tasked with coordinating this cooperation.
23. The Ministers value the quality of the work undertaken by ad hoc groups of officials and social partners to prepare the Conference, under the authority of the High-Level Working Group. They recognise that mobilising small working groups on specific topics, on a voluntary basis, has proven to be a successful way of developing the cooperation, and that such initiatives can be expanded to all interested UfM partner countries.
24. The Ministers invite the UfM partner countries to enhance networking and peer-to-peer learning between countries on key topics relating to employment and labour. Networks of experts and practitioners from public and private organisations, including social partners and other relevant stakeholders, can stimulate knowledge-sharing and peer-learning, for example on public and private employment services.
25. The Ministers take note of the Initiative on youth employment through vocational training in the Maghreb countries, initiated by the Luxembourg Presidency of the Council of the European Union in 2015, and look forward to its possible contribution to the UfM objectives on employment and labour.
26. The Ministers welcome the EU's financial support for the regional 'Pilot project for the Promotion of Social Dialogue in the Southern Mediterranean Neighbourhood'(implemented in Tunisia, Morocco and Jordan as priority countries but also including regional activities involving all countries of the Neighbourhood South region). They welcome the social partners' intention to hold an UfM Social Dialogue Forum in 2017/2018 and to discuss on that occasion the mid-term achievements of this social dialogue capacity-building project and its possible expansion to other UfM partner countries. They ask the omission to consider providing the necessary funds for this expansion in its financial planning decisions.
27. The Ministers invite the EU to continue its financial support for countries that host growing numbers of economic migrants to help them ensure the smooth functioning of their domestic labour markets, while providing the migrants with appropriate protection.





European Union



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



The Hashemite  
Kingdom of  
Jordan

28. The Ministers take note of the European Union's efforts to help remove the obstacles to the Palestinian economic and social development and to promote employment opportunities in the region.
29. The Ministers call for employment and decent work objectives to be mainstreamed in all relevant UfM policies and cooperation initiatives, in particular in areas such as the blue economy, the digital economy, education, energy, environment and climate change, gender equality, industrial cooperation and research and innovation. They also invite those responsible for relevant UfM ministerial conferences and cooperation processes to consider employment and decent work objectives and impacts within their respective initiatives with a view to promoting appropriate synergies with UfM cooperation on employment and labour.
30. The Ministers call on the UfM Secretariat to continue its active contribution to improving the employment situation in the region to promote projects further in line with employment, employability and decent work priorities and to enhance, in cooperation with relevant actors, visibility, ownership and access to finance. Given the need to identify and address gaps in regional labour market programmes, the Ministers ask the Secretariat to set up and update a database of bilateral and regional cooperation projects on employment and labour taking into account information available in other existing databases. To this end, the Ministers agree to keep the Secretariat informed regularly of such projects on employment and labour.
31. The Ministers thank the European Training Foundation (ETF) for its policy analysis and support for the modernisation of VET systems and human capital development policies in the region, and invite ETF to continue its engagement.
32. The Ministers express their gratitude to the Government of Jordan for hosting the third Ministerial Conference on Employment and Labour and agree to convene the fourth Ministerial Conference in 2019.



## Draft conclusions of the Social Dialogue Forum of the Union for the Mediterranean (UfM)

Brussels, 11 October 2017

1. Social partners (employer and trade union representatives) of the Union for the Mediterranean (UfM) met bilaterally on 10 and 11 October, as part of the 3rd Social Dialogue Forum of the Union for the Mediterranean.

2. The purpose of the meeting was in particular to review the implementation of the "Declaration on Social Dialogue" adopted in September 2016 by BusinessMed, BusinessEurope, the Arab Trade Union Confederation (ATUC) and the European Trade Union Confederation (ETUC) during the 3rd Employment and Labour Ministerial Conference, which was held in Jordan (Dead Sea, 26-27 September 2016).

3. More specifically, the social partners of both sides of the Mediterranean - convinced of the added value of an independent and effective bilateral and trilateral social dialogue for democracy, competitiveness and social development - first examined the recent developments of the social dialogue in Europe and in the countries of the South, on the basis of an introductory report by the ILO. The report shows that significant structural challenges remain in the North, and that for certain countries in the South experiencing violations of their right to the freedom of association, there is an even greater problem.

4. The social partners then discussed a range of good practices in the four areas covered by their Declaration: informal work, youth employment, skills development, and migration. They also examined the way in which the social partners are involved in the definition and the implementation of two other key subjects: COP21 follow-up and decent work in global value chains.

5. In concluding their work, the Euro-Mediterranean participants in particular:

- called on Ministers to fulfil their commitment in their "Declaration of the Employment and Labour Ministerial Conference", "to boost the capacity of social partners' organisations and of social dialogue organisations, as well as the culture of social dialogue, by developing sound dialogue practices both in companies and in sectors". The social partners therefore call on national authorities to deliver on this commitment;

- stressed, while recognising the different national circumstances, the need to consider how to translate both the Ministerial Declaration and the Declaration on Social Dialogue into practical measures, so as

to respond to the realities and to create added value for the social partners not only in the "Euro-Mediterranean" region, but also at the national level in the member countries of the UfM;

- welcomed the presentation made by the ATUC and BusinessMed on the progress of the "Pilot project for the Promotion of Social Dialogue in the Southern Mediterranean Neighbourhood" (known as "Solid"), which primarily covers Jordan, Morocco and Tunisia. The social partners support the principle of a "Solid II" project intended to strengthen the capacities of social dialogue actors and to expand the project to other countries in the South, in particular with a view to improved awareness raising of good national practices based on the information provided by the national social partners. For this reason they are calling on the Commission to explore the possibility of allocating the funds required for this, while taking into account the lessons learnt from the current Solid project.

6. The participants also agreed to further examine - in accordance with the internal procedures specific to each organisation - several areas for follow-up mentioned during their work (such as: looking more deeply at the issue of migration, considering "the future of work", establishing a "point of contact", preparing for the fourth UfM Social Dialogue Forum, etc.). A more specific list will be drawn up following the internal consultations.

7. Finally, the social partners thank the European Commission for having organised the 3rd Social Dialogue Forum of the UfM. Having been informed of the difficulties that visa issuance procedures can cause for certain participants from the South travelling to the countries of the EU, and to facilitate greater attendance on their part at the meetings of the UfM, the employer and trade union representatives suggest adapting the application of the principle of rotation between meetings organised in European countries and southern Mediterranean countries on a case-by-case basis, by trying to prioritise, as far as possible, the holding of major fora/certain meetings in the countries of the South, and by taking into account the meaningful participation of the social partners from the North. Should meaningful attendance by Northern social partners not be expected, favouring meetings in the countries of the southern Mediterranean could be prioritised to allow for increased participation by the representatives of the South.



## FOCUS

### Projet de conclusions du Forum du Dialogue Social de l'Union pour la Méditerranée (UpM)

Bruxelles, le 11 octobre 2017

1. Des partenaires sociaux (représentants des employeurs et des syndicats) de l'Union pour la Méditerranée (UpM) se sont réunis en format bi-partite à Bruxelles, les 10-11 octobre, dans le cadre du 3ème Forum du Dialogue Social de l'Union pour la Méditerranée.

2. La rencontre visait notamment à faire le point sur la mise en œuvre de la « Déclaration sur le Dialogue Social » adoptée en septembre 2016 par BusinessMed, BusinessEurope, la Confédération Arabe des Syndicats (CAS) et la Confédération Européenne des Syndicats (CES) à l'occasion de la 3ème Conférence Ministérielle sur l'Emploi et le Travail qui s'est tenue en Jordanie (Mer Morte, 26-27 septembre 2016).

3. Plus concrètement, les partenaires sociaux des deux rives de la Méditerranée – convaincus de la valeur ajoutée d'un dialogue social bi- et tripartite indépendant et effectif pour la démocratie, la compétitivité et le développement social – se sont d'abord penchés sur les évolutions récentes du dialogue social en Europe et dans les pays du sud, à la lumière d'un rapport introductif de l'OIT. Il en ressort que des défis importants d'ordre structurel demeurent au Nord et plus encore dans un certain nombre de pays du Sud qui connaissent des atteintes à la liberté d'association.

4. Les partenaires sociaux ont ensuite échangé sur une série de bonnes pratiques dans les 4 domaines couverts par leur Déclaration : le travail informel ; l'emploi des jeunes ; le développement des compétences ; ainsi que la migration. Ils ont encore examiné la manière dont les partenaires sociaux sont impliqués dans la définition et la mise en œuvre de deux autres sujets clés : le suivi de la COP-21 et le travail décent dans les chaînes de valeur mondiales (« global supply chains »).

5. En conclusion de leurs travaux, les participants euroméditerranéens ont notamment :

- appelé les Ministres à, comme ils s'y sont engagés dans leur « Déclaration de la Conférence ministérielle sur l'emploi et le travail de l'UpM », « renforcer en particulier la capacité des organisations des partenaires sociaux et des organismes de dialogue social, ainsi que la culture du dialogue social, en développant des pratiques saines de dialogue aussi au niveau des entreprises et des secteurs ». Les partenaires sociaux appellent donc les autorités nationales à concrétiser cet engagement ;

- insisté, tout en reconnaissant la diversité des situations nationales, sur la nécessité de considérer comment traduire tant la Déclaration Ministérielle que la Déclaration sur le Dialogue social en actions concrètes, de manière à répondre aux réalités et d'apporter une valeur ajoutée aux partenaires sociaux non seulement au niveau de la région « euro-méditerranéenne », mais également au niveau national dans les pays membres de l'UpM ;

- accueilli favorablement la présentation faite par la CAS et BusinessMed de l'état d'avancement du « Projet pilote pour la promotion du dialogue social dans le voisinage sud de la Méditerranée » (dit « Solid ») qui porte principalement sur la Jordanie, le Maroc et la Tunisie. Les partenaires sociaux soutiennent le principe d'un projet « Solid II » visant à renforcer les capacités des acteurs du dialogue social et à élargir le projet à d'autres pays du Sud, notamment en vue de mieux faire connaître les bonnes pratiques nationales sur base des informations fournies par les partenaires sociaux nationaux. Ils appellent donc la Commission à examiner la possibilité de consacrer les fonds nécessaires à cet effet, tout en tenant compte des leçons tirées du présent projet Solid.

6. Les participants ont encore convenu d'examiner plus avant – selon les procédures internes spécifiques à chaque organisation – plusieurs pistes de suivis qui ont été évoquées lors des travaux (telles que : approfondir le sujet de la migration ; examiner « l'avenir du travail » ; mettre en place un « point de contact » ; préparer le quatrième Forum du DS UpM ;..). Une liste plus précise sera dressée à l'issue des consultations internes.

7. Enfin, les partenaires sociaux remercient la Commission européenne d'avoir organisé le 3ème Forum du Dialogue Social de l'UpM. Alertés par les difficultés que les procédures de délivrance de visas peuvent entraîner pour les déplacements de certains participants du Sud vers les pays de l'UE, et en vue de faciliter une meilleure présence de leur part dans les réunions de l'UpM, les représentants des employeurs et des travailleurs suggèrent d'adapter au cas par cas l'application du principe de la rotation entre des réunions organisées dans des pays européens, et des pays du sud de la Méditerranée, en essayant de privilégier la tenue des grands forums/ de certaines réunions dans les pays du sud, dans la mesure du possible, et en tenant compte de la participation significative des partenaires sociaux du Nord. Privilégier des réunions dans les pays du Sud de la Méditerranée pourrait être envisagé afin de permettre une participation accrue des représentants du Sud, si une présence significative des partenaires sociaux du Nord n'est pas escomptée.



## PROPOSAL FOR A MENA REGIONAL PLATFORM FOR PUBLIC-PRIVATE DIALOGUE



## TOWARDS THE MENA-OECD BUSINESS ADVISORY BOARD CONCEPT NOTE

*For more information, please contact: Ms Pilar SANCHEZ-BELLA, Policy Analyst ([Pilar.Sanchez-Bella@oecd.org](mailto:Pilar.Sanchez-Bella@oecd.org)) and Mr Sabri DRAIA, Policy Analyst ([Sabri.Draia@oed.org](mailto:Sabri.Draia@oed.org); +33.1.45.24.92.59) from the MENA-OECD Competitiveness Programme.*

## Contents

Introduction.....	3
Objective.....	4
Proposed activities.....	4
Proposed organisational structure.....	6
Calendar of activities.....	6
Partnerships.....	6
Annex 1: Regional working groups and networks.....	7
1) Investment and Trade.....	7
2) SME and Entrepreneurship.....	9
3) Corporate Governance.....	12
Annex 2: List of key MENA business associations.....	14



## Introduction

The promotion of private sector development and inclusive growth requires strong partnerships between government, the businesses community and civil society. Effective and transparent “reform coalitions” contribute to building capacity, strengthening the advocacy role of non-governmental organisations on reform priorities and informing the agenda of governments to improve the investment climate and foster innovation, entrepreneurship and competitiveness. Building institutional frameworks in which the private sector and other stakeholders can participate and effectively contribute to the decision-making process is essential to produce better policy outcomes. The effective and transparent exchange of information with non-governmental stakeholders is an essential component of a business-friendly environment and contributes to building mutual understanding, social consensus and maximise impact.

In the Middle East and North Africa (MENA), the level of organisation of business associations and trade unions varies significantly – just as the level and quality of public-private dialogue instances. While some countries enjoy strong, well-structured platforms for private sector representation and participation in policy-making, such participatory mechanisms are lacking, weak or poorly-designed in others. The private sector across the MENA region remains to a large extent fragmented and dispersed – with the large informal sector under-represented and trade unions often lacking cohesive force. The UN Sustainable Development Goals (SDGs) also acknowledge the importance of building vibrant and systematic partnerships with the private sector and civil society, based on common principles, values and objectives, in order to mobilise critical resources to deliver on the SDG objectives and ensure the successful implementation of the post-2015 development agenda.

Partners and stakeholders of the MENA-OECD Competitiveness Programme (“the Programme”) have long pleaded for providing a structured and sustainable platform for public-private dialogue covering the variety of policy areas on which the OECD enjoys a well-established corpus of standards and best practices: investment, trade, innovation, SMEs and entrepreneurship (including women) and competitiveness policies at large.

The **MENA-OECD Competitiveness Programme** was launched in 2005 at the request of Middle East and North African (MENA) governments. Participating economies include Algeria, Bahrain, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestinian Authority, Qatar, Saudi Arabia, Tunisia, United Arab Emirates and Yemen.

The Programme supports reforms to mobilise investment, private sector development and entrepreneurship as driving forces for growth and employment in the region. To achieve its objective, the Programme adopts a horizontal approach of policy dialogue and consensus building, the exchange of experience and good practices, peer learning, and capacity building for the identification, implementation and monitoring of business climate reforms.

The Programme includes five regional working groups and networks: i) Working Group on Trade and Investment, ii) Working Group on SME Policies and Entrepreneurship, iii) Working Group on Corporate Governance and State-Owned Enterprises, iv) Business Integrity Network; v) Women’s Economic Empowerment Forum.



## Objective

In order to achieve broad-based consensus on national development strategies, and create shared ownership of policy reforms aimed at improving the business environment and fostering inclusive growth, the MENA-OECD Competitiveness Programme will create a platform for public-private dialogue. The Programme will seek to expand consultative mechanisms both in terms of membership and substantive input. It will incorporate this platform within its working groups.

Integrating public-private dialogue within the Programme has a double goal:

- 1) Directly informing the policy dialogue and exchange of best practices conducted within the existing regional working groups and policy networks ; and
- 2) Taking stock of the state of private sector representation and models of participation in policy-making in MENA countries, and disseminating good practices.

In structuring public-private dialogue, the Programme will benefit from the OECD model of policy dialogue, involving two well-established networks representing the interests of the business community and social partners: the OECD Business and Industry Advisory Committee (BIAC) and Trade Union Advisory Committee (TUAC), each advancing a specific agenda to OECD Committee members and delegates in a constructive, open and regular dialogue.

## Proposed activities

Institutionalizing public-private dialogue within the Programme will require the following steps:

1. **Mapping exercise:** A roster of business associations and trade unions will be created on a country basis to have diverse representation and include organisations that bring together larger and smaller businesses, representing different sectors, from larger, formal and well-structured entities to smaller business clubs, including youth and women business associations.
2. **Scoping note (discussion paper):** A scoping note will be prepared based on the mapping exercise. Additional consultations will take place with private sector associations in pilot countries (e.g. Egypt, Jordan, Morocco and Tunisia), each featuring specific models of private sector organisation, representation and participation in policy-making. The concept paper will:
  - a) Assess the current status of business associations and representation and dialogue mechanisms and compare models across the region.
  - b) Discuss priority areas affecting private sector development and social inclusion in the MENA region and advance a structured, coherent reform agenda, in relation to the Programme's regional working groups. Of particular relevance are barriers and priority actions required to enhancing the investment climate and levelling the playing field for businesses, fostering entrepreneurship and innovation, promoting regional competitiveness, good corporate governance standards and decent work conditions. For instance, potential areas for discussions include: increasing FDI spill-over effects to the local economies (in relation to Working Group 1), promoting SME linkages and clusters in high-growth sectors (Working Group 2) and applying standards of responsible business conduct in the MENA private sector (Working Group 3).
  - c) Identify good practices and successful examples of public-private dialogue from other regions.



3. **Establishment of a regional platform for PPD:** Such a platform would meet (at least) annually and contribute, building on different modes of consultation and operation, to the Programme's regional working groups operating, by:

i) Providing the private sector's view on the policy areas covered and formulating high-level advice (in the form of position papers or joint statements) on reform priorities in MENA countries, such as (but not limited to): investment and trade liberalisation, entrepreneurship, innovation, women's economic empowerment, responsible business conduct, corporate governance and business integrity ;

ii) Appointing delegates from the private sector to take an active part in working group meetings as well as in other technical or high-profile events organised in the context of the Programme's activities.

#### MENA-OECD Working Groups & Networks

Working Group	Focus themes
<b>Investment &amp; Trade</b>	<ul style="list-style-type: none"> <li>• Trade and investment policies</li> <li>• Trade and investment facilitation</li> <li>• Participation in GVCs</li> <li>• Trade and investment agreements</li> </ul>
<b>SME &amp; Entrepreneurship</b>	<ul style="list-style-type: none"> <li>• Improving the business environment for SMEs and entrepreneurs</li> <li>• Fostering entrepreneurship and SME growth</li> <li>• Facilitating access to finance</li> <li>• Promoting more effective and efficient SME policy-making</li> </ul>
<b>Corporate Governance</b>	<ul style="list-style-type: none"> <li>• Building a knowledge platform on corporate governance</li> <li>• Promoting capital market development</li> <li>• Improving the corporate governance of state-owned enterprises</li> </ul>
<b>Business Integrity</b>	<ul style="list-style-type: none"> <li>• Anti-corruption legislation, law enforcement and legal assistance</li> <li>• Corporate compliance for corruption prevention and detection</li> <li>• Collective action and integrity initiatives</li> </ul>
<b>Women's Economic Empowerment</b>	<ul style="list-style-type: none"> <li>• Data collection and analysis on women's economic integration</li> <li>• Women entrepreneurship and economic empowerment</li> <li>• Women in leadership</li> </ul>

4. **Capacity-building to strengthen business associations' policy advocacy role and improve mechanisms for public-private collaboration:** Private sector organisations need to be well-organised, structured and equipped to deliver on their policy advocacy role effectively and make their voices heard in the policy-making process. This entails robust knowledge of the technical dimensions of the issues at hand, of collaborative processes at all phases of the policy cycle, as well as general exposure to global economic debates (G20 and other economic fora). The Programme will provide capacity-building and training to improve the sophistication of private sector organisations and help them address existing gaps. The trainings will build on good practices from the MENA region and from the OECD, and will also facilitate networking and linkages between the organisations of different countries.

## Proposed organisational structure

The MENA-OECD Business Advisory Board would consist of 20 members responsible for driving the overall direction of public-private dialogue within the Programme. Focused networks and task forces can support the substantive work in the form of position papers and joint statements

To participate in the Board, candidates will need to fulfil the following criteria:

- To be a recognised business leader from a MENA or an OECD country ;
- To be a partner, director, vice-president or CEO in the company ;
- Demonstrate leadership qualities through active participation and sponsorship of key projects and initiatives ;

The Board will include two co-chairs. In order to ensure a balanced board, the geographic location of Board members will be taken into account.

## Calendar of activities



## Partnerships

Strengthening public-private dialogue in the MENA region requires forging solid alliances and partnerships with regional organisations, academic and research institutions active in the area. Key institutions to be involved include the Center for International Private Enterprise (CIPE), the World Bank Group, or the League of Arab States.



## Annex 1: Regional working groups and networks

The MENA-OECD Competitiveness Programme is structured along three regional thematic Working Groups, bringing together government officials and stakeholders on the following policy areas:

- Investment and trade
- SME policy and entrepreneurship
- Corporate governance

### 1) Investment and Trade

International trade and investment are essential contributors to growth, development and economic well-being. At the global level, trade volumes grew less than 3% in the last three years and flows of foreign direct investment (FDI) remain 40% below their pre-crisis levels. In the MENA region, FDI inflows decreased by 50% between 2008 and 2014 though with significant differences across countries. Intra-regional trade and investment flows remain weak showing lack of integration and interconnectedness. Reforms in the MENA countries are taking place to foster the trade agenda and improve the investment legal and institutional frameworks. However, trade and investment, the twin and complementary engines for reviving the world economy and boosting regional integration, are still lagging behind.

#### 1.1 Trade and investment policies

The interactions between trade and investment policies in the MENA region should be further explored with a view to ensure consistency between trade- and investment-related measures and to seek synergies to foster socio-economic impacts and inclusive productivity growth from a whole-of-government perspective.

Areas of work:

- Emphasise the need for coherent and harmonised trade and investment policies and frameworks (legal and institutional) to foster sustainable and inclusive growth using the OECD's updated Policy Framework for Investment (PFI).
- Focus on quality investment with impact on jobs and spill over effects on the local economy and territorial development.
- Target responsible investment through promotion of business integrity and responsible business conduct based on the OECD Guidelines for Multinational Enterprises (to which four MENA countries adhered). Strengthen the policy advocacy role of the private sector.

#### 1.2 Participation in GVCs

International production, trade and investments are increasingly organised within global value chains (GVCs) where the different stages of the production process are located across different countries. This fragmentation highlights the importance of an ambitious complementary policy agenda to leverage engagement in GVCs into more inclusive growth and employment.

MENA countries should build sound business environment and productivity strategies to reduce barriers and costs of integrating into GVC. Some of these costs accrue at the border (e.g. import tariffs, costs related to customs inefficiencies or statutory restrictions on FDI) but many arise in domestic economies (e.g. administrative burdens, regulatory constraints on competition, inefficient infrastructure, skills gaps, poor quality and enforcement of competition law or deficiencies in the legal system in general). The Working Group will benefit from policy dialogue and the OECD comprehensive statistical and analytical work, shedding light on the scale, nature and consequences of



international production sharing. Notably, it will build on the joint OECD-WTO Trade in Value-Added (TiVA) initiative which considers the value added by each country in the production of goods and services that are consumed worldwide.

Areas of work:

- Foster production and collection of trade and investment statistics based on international standards (e.g. the OECD Benchmark Definition of FDI).
- Progressively integrate MENA countries into the Trade in Value-Added (TiVA) initiative and map backward and forward linkages to measure value chain activity and design a regional value chain strategy.
- Develop extensions to statistical data used for TiVA to reveal the scale and channels of enterprise integration (in particular the MNEs-SMEs linkages) and the upstream and downstream contributions made by FDI, to orient policy options.

### *1.3 Trade and investment facilitation*

To reignite global trade, there is a need to reduce unnecessary costs incurred by traders every time an import or export crosses a border. OECD estimates that trade costs could be reduced by up to 17.5% in some countries once measures in the WTO Trade Facilitation Agreement are fully implemented. In the same vein, there is ample room for easing restrictions on foreign investment, which is pivotal to global value chains.

Areas of work:

- Analyse the OECD Trade Facilitation Indicators for the 13 covered MENA countries and discuss areas of improvement at the regional level.
- Identify and assess ground-level obstacles and regulatory restrictions to investment (legal and administrative requirements, closed sectors, equity participation, local content, investment screening including for national security purposes, exchange control, personnel restrictions...). Include more MENA countries into the FDI Regulatory Restrictiveness Index and showcase the impact of lifting certain restrictions.
- Promote exchange of experiences between MENA and OECD investment promotion agencies to upgrade MENA IPAs and lift expertise.

### *1.4 Trade and investment agreements*

MENA countries have signed more than 700 bilateral investment treaties and nearly 60 trade and investment-related agreements (including the Arab League Agreements, notably GAFTA and the Investment Agreement). At the global level, regional and mega-regional trade agreements with investment provisions are proliferating, contributing to the debate on improving the international investment regime for more coherence and co-operation. MENA countries should keep abreast on these developments as some are engaging in large and complex negotiations (e.g. the Deep and Comprehensive FTAs with the EU, the Tripartite Free Trade Area with Africa countries). In addition, since the regional uprisings, countries are also experiencing an increasing number of investor-State disputes (particularly Egypt and Algeria) which lessen investors' confidence, highlight the difficulties and the costs to handle these disputes, and question the approaches used to resolve investment disputes.

Questions at stake in the international debate and relevant for the region are: Will next-generation FTAs help to remove the artificial division between trade and investment? How much further can liberalisation of international investment be achieved through current agreements? What is the best way to ensure regional and bilateral agreements contribute to greater consistency in approaches to investment protection and dispute resolution? How can such agreements reflect the appearance of new actors in the international investment ecosystem, such as sovereign wealth funds, state-owned enterprises and SMEs? How can they contribute to more responsible and sustainable investments?



What can be done to respond to increased public and parliamentary interest in trade and investment negotiations?

Areas of work:

- Monitor international investment agreements and investor-State dispute settlement cases in the region.
- Support a regional policy dialogue on the international investment regime, build capacities of negotiators, enhance participation of MENA policy-makers in the OECD Freedom of Investment Conferences.
- Foster a concerted approach towards ways of promoting greater regional investment integration, including through enhanced co-operation with the Arab League and other regional organisations (Agadir Technical Unit, Union du Maghreb Arabe).

## 2) SME and Entrepreneurship

The development of a vibrant private sector is essential for the MENA region to build more diversified and robust economies and to address important challenges such as lack of employment opportunities, inequality and unbalanced territorial development. Micro, small and medium-sized enterprises (SMEs) and entrepreneurs are fundamental components of the private sector and are major sources of jobs, income and goods and services. SMEs and entrepreneurs can also drive productivity, competitiveness and innovation by introducing new ideas, new products and services and new business models.

Low rates of enterprise development in MENA show that much needs to be done to foster entrepreneurship and SME growth. For example, enterprise creation, an important driver of jobs, is very low in the MENA region: less than one enterprise per 1000 working age people is created every year, compared to around five in OECD countries. The vast majority of enterprises are micro firms contributing little to formal employment, value added and productivity growth. This is because they mostly operate in traditional sectors and often engage in informal activities. In Morocco, Algeria, Jordan and Egypt, micro firms represent 98%, 96%, 90% and 85%, respectively, according to national data.

### 2.1 Improving the business environment for SMEs and entrepreneurs

A number of studies using firm level data and international sources such as the World Bank Enterprise Surveys find important correlations between key aspects of the business environment (competition, governance, infrastructure, financial development, etc.) and the performance of the private sector in terms of enterprise creation, growth, productivity and employment. However, which aspects are more important for private sector development depend on specific economic activities, characteristics of enterprises, country and sub-national characteristics, and many other factors.

International benchmarks such as the World Bank Enterprise Surveys, Doing Business and the OECD SME Policy Index point to different priorities among MENA countries. Defining concrete areas to improve business environments for SMEs and which are of regional interest is therefore an important subject for discussion in the Working Group.

Areas of work:

- Reducing unnecessary administrative burdens for entrepreneurs and SMEs by undertaking regulatory impact assessments, the promotion of e-government and one-stop shops and specific tools that ensure a proper consideration of SMEs' concerns during the early stages of policy making. The implementation of the "*Think small first principle*" (i.e. taking into account the needs and characteristics of SMEs when implementing legislation), based on international experiences, would provide useful guidance for this work. These activities will



consider synergies with relevant work of the MENA-OECD Governance Programme and ongoing initiatives undertaken by MENA countries.

- Supporting the establishment of horizontal or inter-institutional initiatives to identify and address deficiencies in the business environment, especially those with greater negative effects on SMEs. Regional and international experience and practices will inform this work.
- Promoting incentives and addressing disincentives to the formalisation of SMEs, especially given the well-known costs of informality in terms of foregone growth and business opportunities due to lack of access to credit, financial services, public procurement, government support programmes, etc. Informality also burdens the overall economy and society in the form of lower wages, instable and precarious jobs, foregone tax revenue and unfair competition among many others. Work in this theme would take into account synergies with work by the World Bank, the African Development Bank, national research institutes and other organisations.

## 2.2 Fostering entrepreneurship and SME growth

New enterprises are essential drivers of employment, inclusive economic growth and productivity. Yet, the levels of enterprise creation and growth in the MENA region remain very limited, even when compared to other middle-income countries around the world (2013 OECD report on *New Entrepreneurs and High Performance Enterprises in the Middle East and North Africa*). Furthermore, OECD research finds that the contribution of new firms to job creation depends on the start-up rates in a country; the average size of firms at point of entry; the survival rate of start-ups; and the average growth rate of survivors. Hence, in addition to improving business environments, specific or targeted policies for SME creation and growth are therefore key elements for employment promotion and economic development.

Areas of work:

- Fostering SME growth by promoting their participation in the regional and global economy. Emphasis will be placed on good practices to increase SME participation in regional and global value chains. Promoting business linkages between foreign investors and SMEs will also be a priority area of work, given the important role of small firms in diffusing the benefits of economic openness to the local economy. This work will benefit from synergies with the activities of the MENA-OECD Working Group on Investment Policies and Promotion and will consider OECD wide work on global value chains.
- Promoting the development of non-financial support services for SMEs at different stages of the business life cycle and for different economic activities. These could include training and consultancy services, marketing, technology transfers and upgrade, innovation, etc.
- Increasing SME access to the domestic market, including by promoting SME access to public procurement opportunities (e.g. through cutting tenders into smaller lots, better informing SMEs of public procurement opportunities, e-procurement, ensuring that payments are made on time, etc.).

## 2.3 Facilitating access to finance

SMEs and entrepreneurs in the MENA region face a structural lack of access to finance. This is largely due to an underdevelopment of banking and financial markets. For instance, domestic credit to the private sector averaged 49% in the MENA region in 2014 compared to over 146% in the OECD, and the average number of commercial bank branches was 13.7, compared to 24.3 in the OECD. The share of people aged 15 or more with a bank account surpasses 50 only in the GCC countries and Algeria. Furthermore, next to Sub-Saharan Africa, the MENA region registers the highest regional shares of firms identifying access to finance as a major constraint: 35.7% compared with 11.6% in OECD countries. At the same time, collateral requirements remain high and can reach well over 200% of the value of the loan.



The 2014 SME Policy Index for the Mediterranean Middle East and North Africa identifies two broad areas for action to improve access to finance for SMEs in the MENA region: improving the legal and regulatory framework for access to external financing and increasing the availability and reach of sources of external finance for SMEs (credit guarantee schemes, microfinance, leasing, venture capital, etc.).

Areas of work:

- Supporting the implementation of measures to improve the legal and regulatory framework for access to finance, especially in areas concerning the establishment and improvement of credit information systems, registration systems for moveable assets and addressing high collateral and provision requirements. Synergies could be developed with the Union of Arab Banks, the Arab Monetary Fund, the World Bank, the African Development Bank, national research institutes and other organisations.
- Helping the to increase the effectiveness, availability and reach of specific measures to promote access to bank financing such as credit guarantee schemes, non-bank financing (microfinance, leasing, factoring, etc.), venture capital and business angel networks.

#### *2.4 Promoting more effective and efficient SME policy making*

SME policy encompasses a wide range of policy dimensions, often under the remit of different ministries and government agencies. While it is essential that mandates over SME policy are clearly assigned and policy elaboration and implementation responsibilities are properly defined, it is vital that mechanisms that promote policy coordination are put in place. The presence of a multi-year SME development strategy supported by yearly action plans enhances policy coordination by providing a common platform, allowing for monitoring and evaluating the results of government actions against a defined set of objectives and targets while facilitating public-private dialogue.

Areas of work:

- Contributing to comprehensive and coherent approaches to SME policymaking by improving institutional coordination and public private dialogue. Encouraging the development and implementation of SME strategies or similar guiding documents to identify concrete policy objectives, targets, actions and institutional responsibilities could also be considered. This work would contribute to the proposed work on establishing multi-stakeholder initiatives or partnerships to address hurdles in the business environment for SMEs and improving the legal and regulatory framework for access to finance. This work would benefit from the activities to be undertaken by the OECD to follow-up the implementation of the recommendations of the SME Policy Index for the Mediterranean Middle East and North Africa 2014. OECD work in co-operation with the MENA Transition Fund of the Deauville Partnership could also prove useful for this policy theme.
- Promoting evidence-based policy making by strengthening the capacity of MENA countries to collect, analyse and disseminate data on SME and entrepreneurship. This work would be supported by OECD tools, notably the OECD-Eurostat Entrepreneurship Indicators Programme (EIP), which develops and disseminates policy-relevant and internationally-comparable SME indicators, based on an analytical model and measurement infrastructure that achieve international comparability. The OECD Scoreboard on Financing SMEs and Entrepreneurs, which documents the state of access to finance and monitors annually SME financing trends in OECD and non-OECD countries, would also be a helpful instrument for these activities. This work could eventually lead to the inclusion of interested MENA countries in those OECD tools.



- Strengthening capacities to monitor and evaluate the results of SME policies and programmes. The SME Policy Index results point to the very limited and sporadic evidence on the impact of the SME policies and measures in the MENA region. Existing evidence is typically limited to the number of beneficiaries of individual programmes, their sectors of activity, locations, amounts disbursed and recipients' opinions. Comprehensive monitoring and evaluation mechanisms of the relevance, effectiveness, efficiency, impact and sustainability of SME and entrepreneurship policies are widely missing. The OECD Framework for the Evaluation of SME Policies and Programmes will be a particularly useful tool in this regard.

### 3) Corporate Governance

Good corporate governance is an essential building block for countries that want to boost competitiveness, attract capital, develop the private sector and promote investment. It also responds to the calls of stakeholders and citizens for equal opportunities and fight against corruption and cronyism. These are priorities in the MENA region where a business culture of trust, transparency and accountability needs to be strengthened. As the recognised international standard setter in corporate governance, the OECD has established a number of regional networks around the world to support policy dialogue, identify reforms and build institutional capacity. For the MENA region, access to these discussions and resources will be a value-added. Of particular concern in the MENA region is corporate governance in the omnipresent state-owned enterprises (SOEs) that if well run have the potential to play a positive role in sustainable development and regional integration. If left unreformed, they will remain a burden on public finance and a source of endemic corruption. Reforms in this area can usefully be guided by the OECD Guidelines on Corporate Governance of State-Owned Enterprises.

#### 3.1 Building a knowledge platform on corporate governance

The Working Group will support initiatives where companies and investors together identify ways to improve corporate governance. Since such improvements may require adjustments in the regulatory framework, the involvement of legislators, regulators and the judiciary is essential. Business organisations, such as institutes of directors and corporate governance centres, that play a critical role for implementation on the ground, will also be involved. Participants will share their expertise in the form of peer learning and the development of good practices that are applied at a company level.

Areas of work:

- Foster exchange of data and analysis in MENA countries and compile an inventory of corporate governance rules, regulations, and practices in the region.
- Using the updated G20/OECD Principles of Corporate Governance as a reference, undertake a comparative stock-taking of progress and challenges in MENA.
- Develop commonly agreed priorities for reform to underpin peer reviews and country specific recommendations.
- Promote exchange of experiences between MENA and OECD securities regulators as well as stock exchanges to upgrade their expertise.

#### 3.2 Promoting capital market development for private sector growth

The quality of corporate governance concerns both corporations and investors. It is the very foundation on which sound capital markets are built. Investors need assurance that their rights are well protected and companies want to operate in a predictable environment where they have access to long term capital for investment. A key objective of the Working Group is to support initiatives by stock exchanges, institutional investors, capital market regulators and others with a direct interest in establishing sound and efficient capital markets. In a world of global finance, it is important that this



work extends beyond the region, in order to engage international investors and showcase the progress that is being made in the region.

Areas of work:

- Support data collection and information gathering to better understand the financing needs of growth companies, building on the new chapter of the G20/OECD Principles of Corporate Governance.
- In line with SIDA's priorities to support gender equality, develop analytical work and guidelines to promote gender balance in senior management and in boards.
- Develop guidance on board evaluations, nomination and election.

### *3.3 Improving the corporate governance of state-owned enterprises*

SOEs are instruments to support economic development – either as a vehicle of industrial policy or as essential infrastructure providers. This means that their efficiency is of critical importance, not only for the well-being of individual citizens, but also for private sector companies that need secure access to transportation, energy and communication. This issue is further compounded by SOEs' growing participation in public-private partnerships (PPP), which makes their governance and efficiency paramount to a successful project delivery.

To support reforms of SOEs, the Working Group runs a dedicated Task Force on Corporate Governance of State-Owned Enterprises. Supported by the OECD Secretariat and practitioners from around the world, the task force serves as a regional resource hub for information and sharing of experiences. Through technical assessments, the task force can also support the development of concrete reform plans at country and company level. It is also available to support the implementation phase by monitoring progress.

Areas of work:

- Analyse the direct role assigned to SOEs in development strategies and industrial policy, using the experiences from other economies with similar developmental experiences as a benchmark.
- Using the OECD Guidelines on Corporate Governance of State-Owned Enterprises, undertake SOE reviews and develop diagnostic tools assisting public authorities and development agencies in improving SOE performance.
- Develop targeted guidance on SOE reform (based on the Guidelines) aimed at individual MENA countries' stated priorities. Areas that could be covered include clarifying and improving the state's role as an owner; enhancing transparency and accountability; and professionalising SOE boards of directors.
- Develop guidance for SOEs' involvement in PPPs and for raising efficiency.

## Annex 2: List of key MENA business associations

The below table provides an overview of major business groupings currently operating in the Programme participating countries.

Countries	Business associations
<b>Algeria</b>	Forum des Chefs d'Entreprises (FCE)
	Cercle d'action et de réflexion sur l'entreprise (CARE)
	Chambre Algérienne de Commerce et d'Industrie (CACI)
<b>Egypt</b>	Federation of Egyptian Industries
	Egyptian Junior Business Association
	American Chamber of Commerce in Egypt (AmCham)
	Alexandria Business Association (ABA)
<b>Jordan</b>	Jordanian Businessmen Association (JBA)
	Jordan Chamber of Industry (JCI)
<b>Morocco</b>	Confédération Générale des Entreprises du Maroc (CGEM)
	Centre des Jeunes Dirigeants d'Entreprises (CJD)
	Association Marocaine d'Appui à la Promotion de la Petite Entreprise (AMAPPE)
	Association des Femmes Chefs d'Entreprises du Maroc (AFEM)
<b>Palestine</b>	Palestinian Federation of Industries (PFI)
	Palestinian Federation of Business Associations (PFBA)
<b>Tunisia</b>	Union Tunisienne de l'industrie, du commerce et de l'artisanat (UTICA)
	Confédération des Entreprises Citoyennes de Tunisie (CONNECT)
	Institut Arabe des Chefs d'Entreprises (IACE)
	Chambre Nationale des Femmes Chefs d'Entreprises (CNFCE)





Organisation for Economic Co-operation and Development

#1

For Official Use

English - Or. English

October 2017

## Creating the MENA-OECD Business Advisory Board (BAB)

### Draft Action Plan

Based on the mandate provided by the MENA-OECD Ministerial Conference of October 2016 to establish a Business Advisory Board (BAB), an Initial Preparatory Meeting was held on September 29, 2017, to validate the scope and parameters of the BAB. This Draft Action Plan, elaborated by OECD Global Relations in cooperation with Mr Carl Aaron, expert in private-public dialogue mechanisms, serves to capture key inputs from the discussion regarding the proposed structure and establishment of the BAB.

#### Contacts:

Pilar SANCHEZ-BELLA  
[Pilar.SANCHEZ-BELLA@oecd.org](mailto:Pilar.SANCHEZ-BELLA@oecd.org)

Franz HELMS  
[FranzPaul.HELMS@oecd.org](mailto:FranzPaul.HELMS@oecd.org)

## 1. Introduction

Reform initiatives, in the Middle East and North Africa and beyond, often get bogged down because of a lack of institutionalised inter-ministerial coordination, open dialogue, and efficient project management. To address this “implementation challenge”, public-private dialogue (PPD) is increasingly used as a means to re-build trust between economic actors, functioning as catalyst for successful economic reforms. This is particularly true in the Middle East and North Africa, where the effects of political and economic volatility have threatened the very foundations of social consensus. Here, the private sector faces a number of important challenges, notably a weak advocacy capability vis-à-vis national governments, which hampers its ability to articulate common challenges and needs for change.

Partnering with the private sector in a structured, systematic and transparent way is key to support reform efforts aimed at improving the business environment and fostering job creation through private sector led growth and development. Yet, creating effective “reform coalitions” requires building the right institutional frameworks in which the private sector and civil society effectively have a voice in policy-making, leading to mutual understanding, better ground-level insights and policy outcomes.

The October 2016 Ministerial conference of the [MENA-OECD Competitiveness Programme](#)<sup>1</sup> proposed to establish the MENA-OECD Business Advisory Board (BAB) with the aim to foster the ability of the private sector to appear as credible partner for policy-making and reforms.

An Informal Preparatory Meeting took place on 29 September 2017, at the OECD Headquarters in Paris, to discuss the creation of the BAB. The meeting gathered various representatives of private sector organisations and think tanks from Morocco (CGEM), Tunisia (IACE), the Palestinian Authority (Federation of Palestinian Industries), as well as the Business and Industry Advisory Committee (BIAC) and Business Med. A video message was sent from the Spanish Employers Association (CEOE), who expressed their interest in participating in this initiative but could not join the meeting. Other institutions from Egypt, Lebanon, Italy and Germany are being consulted.

## 2. Objectives and added value of the BAB

A significant part of the discussions during the Informal Preparatory Meeting focused on the proposed objective of the BAB, and its potential added value. It was recommended to conduct further research on other existing platforms that could be similar to the BAB in order to avoid duplications and identify possible synergies.

Participants identified the added value of the BAB as following:

- The MENA-OECD Competitiveness Programme is well-placed to help raise the density, quality and visibility of public-private dialogue across the region. Building on its decade-old experience supporting private sector growth, the Programme has built solid networks of policy makers which meet regularly to

<sup>1</sup> The MENA-OECD Competitiveness Programme (formerly the MENA-OECD Investment Programme) was launched in 2005 at the request of Middle East and North African (MENA) governments.



discussed different policy issues that are fundamental to private sector development in the MENA region.

- **BIAC**, an advisory body to the OECD representing the views of the private sector, brings together 42 business and employers organizations from OECD countries, as well as 37 supranational sectoral organizations and a variety of policy groups. Those members are in a unique position to support MENA business associations with effective structural organization, advocacy approaches and membership strategies. BIAC members could share their experiences through engagement with the BAB itself, regional workshops and case studies. BIAC members could participate in BAB meetings in an advisory capacity.

Based on the mandate endorsed at the Ministerial Conference, and building on the different consultations including the discussions at the Informal Preparatory Meeting, it is recommended for the BAB to have two main objectives:

1. Enrich policy dialogue activities carried out in the Working Groups and policy networks of the MENA-OECD Competitiveness Programme.
2. Act as a dedicated regional platform for public private dialogue as to strengthen the capacity of business and industry to point out to relevant issue and to voice its message in a structured and coherent way.

### 3. SWOT Analysis of the BAB

The following SWOT analysis provides a brief take on the BAB's prospects.

Strengths	<p>The BAB fills the critical gap of private sector input to the regional Working Groups of the MENA-OECD Competitiveness Programme.</p> <p>It builds on the unique role of the OECD in high level policy dialogue and of BIAC, which brings together business associations from OECD countries and supranational sectoral organizations with a wealth of good practice and technical expertise.</p> <p>Potential members are motivated, and see the value of this forum.</p>
Weaknesses	<p>The BAB is slightly behind schedule and needs to become formalized quickly to participate actively in the next meetings of the regional MENA-OECD Working Groups.</p> <p>In addition to this, organisational and financial resources for the establishment and management of the BAB are limited, therefore the expectations must be managed as to the potential scope of work.</p>
Opportunities	<p>Leveraging the capacities of the different working groups, the BAB has the potential to inject significant dynamism into current policy debates in the Middle East and North Africa by formulating and disseminating high-level advice from leading business and industry on prevailing policy challenges and reform priorities in MENA economies. Through annual high-profile meetings between business and governments in the context of the Programme's regional working groups, the BAB will provide spaces for multi-stakeholder dialogue</p>



	<p>and encourage transparent and participatory policy-making processes.</p> <p>By organising various training workshops and programmes, the BAB will strengthen the policy advocacy role of business associations and provide opportunities for networking and the sharing of knowledge and best practices.</p> <p>Drawing on the experiences of BIAC and other trans-regional business organisations will promote cross-fertilization of good practices between OECD and MENA countries.</p>
Threats	<p>The key threat to the BAB is low attendance, as mentioned by Business Med at the Informal Preparatory Meeting. A strong role of the BAB Secretariat and experts, especially in the early months is important to address this. Also, the BAB should begin by building a smaller core group of members to garner support.</p> <p>There are other similar activities and platforms supporting business associations and PPD. The BAB needs to be careful to complement them, building upon the OECD's unique capabilities.</p>

## 4. BAB Membership and Activities

### 4.1. Membership

Participation in the MENA-OECD Business Advisory Board will be open to private sector organisations from the 18 members of the MENA-OECD Competitiveness Programme, as well as from OECD countries.<sup>2</sup>

Participants at the Informal Preparatory Meeting (IPM) stressed the importance of commitment of members, with unsuccessful examples of groups with many members, many of whom rarely turned up. Having this risk in mind, the BAB will form a core group of about 10 key participants, to act as steering committee or inner group to provide guidance and ensure commitment to the BAB. Private sector representations that have participated at the Informal Preparatory Meeting of the BAB or that have already shown particular interest in the BAB could form the core membership of the Board.

In addition to the various business associations from MENA countries, membership to the BAB could be extended to several other institutions including the MENA-OECD Women's Economic Empowerment Forum (WEEF), BIAC, Business Med, UfM, and other representative business associations depending on the topics.

The Structure of the BAB is proposed as follows (figure 1):

- **Co-chairs:** In order to mirror the structure of the MENA-OECD Competitiveness Programme Working Groups, the BAB will be chaired by one representative from a MENA country and from an OECD country respectively.

<sup>2</sup> Participating economies include Algeria, Bahrain, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestinian Authority, Qatar, Saudi Arabia, Tunisia, United Arab Emirates and Yemen.

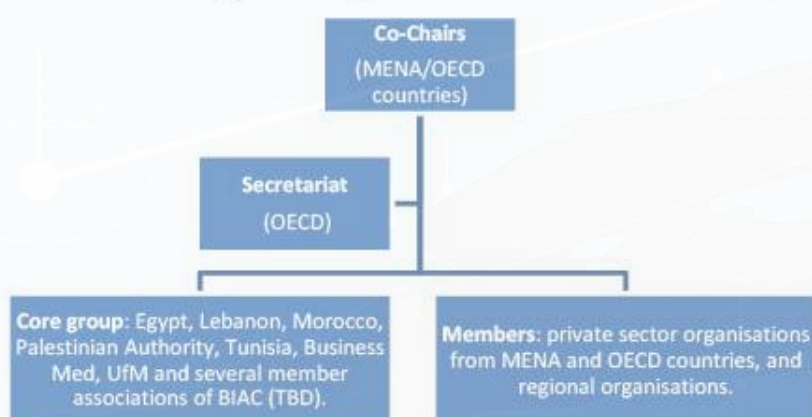


The co-chairs are also expected to represent the BAB at the higher level meetings of the MENA-OECD Competitiveness Programme such as the Steering Group and the Advisory Board, which meet on a yearly basis.

- **Core-group:** The core group, of about 10 members, will be expected to:
  - Provide strategic advice and overview the operations of the BAB. An annual meeting of the co-chairs (it could take place virtually) will be organised for this purpose;
  - Attend meetings of the BAB and, when possible, attend the regional Working Group meetings of the MENA-OECD Competitiveness Programme; and
  - Provide comments to the analytical work prepared by the Secretariat in the context of the BAB.
- **Secretariat:** The OECD's Middle East and Africa Division of the Global Relations Secretariat (GRS) will serve as Secretariat and is responsible for the daily functioning of the task force and the implementation of its work programme. The Secretariat will communicate regularly with the co-chairs to ensure transparency and maximise the impact of the task force.
- **Members and participants:** It is the institution that is invited to be a member of the BAB, and the institution should be required to put forward a board member, who is likely to be a well-established business person also. The individual will have a formal role in the business association since he/she must represent its views, but should also be a businessperson in order to speak from experience.

The institution will be expected to provide an initial response to the agenda topics / issue sheet for each Working Group meeting, which will be summarized by the Secretariat and shared ahead of the meeting.

**Figure 1: Proposed structure of the BAB**



## 4.2. Activities

The proposed BAB activities for 2017-19 are as follows (and shown in table 1 as a timeline):

- Before launching the BAB (expected in early 2018), the OECD team will develop a **scoping note** (to be finalised by December 2017) to identify other similar initiatives to avoid duplication and look for synergies. This could include looking at the ASEAN Business Advisory Council (BAC), the PPD platform spearheaded by the World Bank, and others.
- The Secretariat, in collaboration with the core group and voluntary participants, will elaborate a **regional report** analysing the status of organisation of private sector associations and existing PPD mechanisms in selected MENA countries. A draft would be shared at the launch event, where it would be discussed. The report would be further elaborated building on the inputs from the core group and the members of the BAB.
- **Yearly regional meetings**, including the launch event (2018 and 2019).
- **Two capacity building trainings** to strengthen private sector associations in the region (2018 and 2019).
- BAB participation in each of the MENA-OECD Competitiveness **Working Group meetings** (regularly). Preparatory activities for each meeting will be coordinated by the Secretariat.

**Table 1: Timeline of activities**

Deadline	Activity
Q4 2017	Scoping Note on existing platforms similar to the BAB
2017-2019	Regional report on private sector representation and PPD mechanisms in the MENA region
Q1 2018	1 <sup>st</sup> Regional meeting: Launch of the BAB
Regularly	Participation in Working Groups
Q3 2018	1 <sup>st</sup> Regional training
Q1 2019	2 <sup>nd</sup> Regional meeting
Q3 2019	2 <sup>nd</sup> Regional training

### 1. Key questions

Based on the discussion above of the structure and activities of the BAB, we invite members of the informal preparatory meeting to offer any other initial reactions. Specific questions include:

- Would your organisation confirm its interest in being part of the core group?
- Which other platforms are you aware of that should be explored in the scoping note to better shape the BAB?
- Is the timetable realistic? Are any other events or activities desirable in addition / instead of those outlined above?





## CHARTER OF NAPLES A NEW AGREEMENT FOR SOCIAL RESPONSIBILITY IN THE MEDITERRANEAN

### Memorandum of Understanding for Social Responsibility in the Mediterranean

#### Between

BUSINESSMED - The Union of Mediterranean Confederations of Enterprises  
In the person of its General Secretary, Mrs. Jihen Boutiba Mrad  
Rue Ferjani Bel Haj Ammar, Cite El-Khadhra, 1003 Tunis

#### and

the Association of Social Promotion "Spazio alla Responsabilità" - CF 95174910638 - in the person of the  
President and legal representative  
Raffaella Papa, Via Solimena, 93 - CAP 80129 – Napoli (Italy)

#### Considered that

1. The goals related to smart, sustainable and inclusive growth given by Europe Strategy 2020, with particular reference to the theme of innovation in the various areas of intervention (Social Innovation, Digital Innovation, Industry 4.0, etc.), represent complex challenges requiring new approaches, through a process of stakeholder engagement to assess/manage the impacts from different points of view: economic, social and environmental.
2. The European Union and its bodies recognize the Social Responsibility as one of the pillars of the strategy for social cohesion and promote the creation of effective multi-level and multi-sectoral partnership; the European Economic and Social Committee (EESC) believes that within the macro-regional policies it is needed to develop a new governance model involving the economic and social actors such as active parts of the decision-making processes; the European Commission attaches great importance to the strengthening of the activities of the forum as effective means of participation in the definition of the thematic goals and action programs; the CSR Europe, the largest organization on issues of Corporate Social Responsibility and Sustainability, promotes and encourages multi-stakeholder dialogue through a network of over 4500 organizations not only in Europe. [1]
3. The Euro-Mediterranean region is a strategic area in the pursuit of the 17 Sustainable Development Goals identified by European and World Agenda by presenting common characteristics, criticality and opportunities, and at the same time different from the rest of continental Europe for which it is necessary to strengthen cooperation between institutions, enterprises and local communities in order to build a path of shared goals and priorities, strategies and tools needed for effective planning for change.

[1] 1 Recommendation of the Committee of Ministers to Member States on shared responsibility social map of Europe CM/Rec (2014) 1; CSR National Public Policies in the European Union compendium 09/2014; Report from the Commission to the European Parliament, the Council, the European economic and Social Committee and the Committee of the regions on governance of regional strategies, 4/15/2014; EU Multi Stakeholder Forum on Corporate Social Responsibility, Brussels, 3-2/4/2015; 2° CIVIL SOCIETY FORUM-SOUTHERN NEIGHBOURHOOD, BRUSSELS, 28-29/05/2015; European economic and Social Committee opinion ' towards a new neighborhood policy ' 7/1/2015; European economic and Social Committee opinion on the post-2015 goals in the Euro-Mediterranean region 7/10/2015; Transforming our world: the UN resolution 09/2030 2015 Agenda for Sustainable Development.





## CHARTER OF NAPLES A NEW AGREEMENT FOR SOCIAL RESPONSIBILITY IN THE MEDITERRANEAN

### Given that

4. “Spazio alla Responsabilità” is an Association of Social Promotion which has as its goal the diffusion of Social Responsibility meant as a

>> **competitive business model**, untied from philanthropic legacy and aims to meet the growing demand for sustainable products and services and responsible in the market b2b as well as b2c. A different vision that allows to increase profitability in the long run for those organizations innovating enterprise governance and management models, in a perspective of risk management, saving resources in reducing negative impacts on the environment and the communities that surround them, improving the performance of workers in a context of work/life balance and organizational wellness, building positive relationships with stakeholders needed to increase its reputation. A new corporate culture that has its business objective to generating positive impacts on people and/or the environment, combining the know-how of the profit with the ability of listening and satisfying the instances of territory as the one of a non-profit organization.

>> **multi-stakeholder model of systemic development** that pursues the economic, social and environmental sustainability in the development of the heritage of a territory, including all the tangible and intangible assets, starring all civil society, starting from the main groups of stakeholders (institutions and public administration, citizens, consumers and workers, businesses and professionals, trade associations and non-profit organizations, School, University and scientific research). In the definition of goals and strategies designed to create social welfare, taking into the account of their respective interests and recognizing transparently the relationship between resources used and results achieved and/or accessible in order to create a system of mutual trust, credibility and reliability necessary to build a cohesive, equitable and inclusive society.

5. In pursuit of the goals, Spazio alla Responsabilità has become a promoter of the construction of the Permanent Forum on Social Responsibility in Campania (Forum RSCampania), a working multi-stakeholder group, born in 2014, aimed at promoting dialogue on operations in support of spreading a culture of Social Responsibility at public and private organizations, profit and non-profit, citizens and local communities; that with the positive results achieved, the experience of the Permanent Forum on Social Responsibility in Campania is one of best practice that can be replicated and applied to larger areas.

### It is Stated that

6. Spazio alla Responsabilità aims to expand actions by inviting public and private organizations, profit and non-profit, in the Euro-Mediterranean area to join the **Mediterranean Social Responsibility Permanent Forum**, launched in 2016, to date with over than 70 member organizations, as a multi-stakeholder working group to build a shared way by setting goals and priorities, strategies and instruments to take the opportunities of the challenges related to smart, sustainable and inclusive growth posed by Europe 2020, with particular reference to the theme of innovation in the various areas of intervention (Social Innovation, Digital Innovation, Industry 4.0).





## CHARTER OF NAPLES A NEW AGREEMENT FOR SOCIAL RESPONSIBILITY IN THE MEDITERRANEAN

7. The Mediterranean Social Responsibility Permanent Forum has its foundation in this Charter of Naples as “manifesto” of values of the commitments proposed to its members.

### THE SYSTEM OF VALUES

The system of values and guidelines to orient the commitments towards the full integration of Social Responsibility in the governance of all related organizations and long supply chains finds full expression in the principles of the Global Compact, the OECD Guidelines for multinational enterprises and the Guidelines of the ISO 26000; in European Charter on Shared Social Responsibility we recognize the strategic reference framework for the creation of new forms of cooperation and new participatory and deliberative governance structures; in 17 Sustainable Development Goals, linked to the 2030 Agenda promoted by the United Nations, the most important challenges which allocate tasks and resources.

### INSTITUTIONAL GOALS

A) Promoting knowledge of principles and values expressed by the Global Compact and the in European Charter on Shared Social Responsibility, the OECD Guidelines for multinational enterprises and the Guidelines of the ISO 26000, in institutions, enterprises and communities.

B) Promoting and encouraging the integration of Social Responsibility in a multistakeholder perspective, strategies and instruments, with particular reference to the issue of accountability in the governance of private and public organizations, profit and non-profit, both in their internal dimension, with particular reference to human resource policies aimed at enhancing the skills and talents through diversity; to protect worker’s rights, health and safety at work; environmental policies oriented to the careful management of natural resources by reducing negative impacts on the environment progressively; both in their external dimension through policies that affect the responsibility of the entire chain of suppliers and to protect our customers, consumers and all stakeholders recognizing transparently the impacts generated by its own activities.

C) Promoting the dissemination and the development of social enterprises, whose business goals are to generate positive impacts on people and/or the environment, combining the know-how of the profit with the ability to listen and satisfy territorial instances of the non-profit organizations.

D) Promoting a culture of Responsibility in styles of behavior by citizens and consumers in their role as actors able to participate in decision making and to guide the evolution of the market.

E) Promoting the integration of Social Responsibility in education, training and research in the different contexts involving universities and schools of every grade; training courses targeted at school leavers and graduates to create new competent and new professional profiles; the organization of workshops at professional bodies, employer associations and non-profit organizations; the organization of conferences and seminars targeted at industrial districts and clusters.





## CHARTER OF NAPLES A NEW AGREEMENT FOR SOCIAL RESPONSIBILITY IN THE MEDITERRANEAN

F) Promoting transparent policies and shared implementation of rewarding and incentives for virtuous organizations with particular reference to public administration and the banking sector in order to speed up the process of empowerment in different contexts.

G) Strengthening cooperation between institutions, businesses and communities in the Euro-Mediterranean region for a effective and shared schedule of change through exchange, promotion and programming platform, multi-stakeholder, multi-level and multi-sectoral named **Mediterranean Social Responsibility Permanent Forum**.

### THE GUIDELINES

1) Promoting the dissemination and exchange of best practice such as common heritage of knowledge and experiences in the field of 17 Sustainable Development Goals on the European Agenda, with an emphasis on topics of innovation for different application fields (Social Innovation, Digital innovation, Industry 4.0, etc.).

2) Identifying common and shared instances to be represented in local and European Institutions in terms of Recommendations in order to participate in the definition of thematic objectives and operational programs.

3) Spreading the opportunities promoted by the European Union and facilitate the structuring of effective partnerships in the Euro-Mediterranean area to respond promptly to the different Calls in program.

4) Achieving from 2017 the **SUMMIT ON SOCIAL RESPONSIBILITY IN EUROMED**, international annual meeting on critical issues/opportunities detected in the different fields of intervention.

### THE ACTIVITIES OF MEMBERS

a) Devoting our human resources and organizational skills to operate working groups that will form the technical and professional to ensure the quality and continuity of presence to provide full cooperation for the pursuit of the goals.

b) Guarantying, inside and outside of its structures, adequate information flows related to the activities of the Forum in order to strengthen the role in the scenario of reference.

c) Contributing to the growth of the network on various territories in order to make more and more participation and collaborative process capillary.

d) Contributing to the finding of the economic and financial resources needed for the implementation of the foreseen activities to be predicted.

### CONSIDERING THAT





## CHARTER OF NAPLES A NEW AGREEMENT FOR SOCIAL RESPONSIBILITY IN THE MEDITERRANEAN

**BUSINESSMED** In recognizing the Social Responsibility as a sustainable development model for its organization and for the Mediterranean countries confirms the interest to increase the dissemination internally and towards key stakeholders;

**BUSINESSMED** Recognizes Spazio alla Responsabilità - Permanent Forum of Social Responsibility in the Mediterranean an important aggregation representative of collective interest able to effectively promote the culture of social responsibility in the reference area;

**BUSINESSMED** In recognizing the values and the principles guiding of the Naples Charter, shares goals and operating procedures.

### THEREFORE

Among the subjects mentioned above it was decided to enter into this Memorandum of Understanding, by which

**BUSINESSMED** Is committed to:

- a) devote its human and organizational resources for the functioning of the working groups that will form, guaranteeing the technical and professional quality and continuity to offer its full cooperation to the pursuit of these goals and activities;
- b) ensure, within and outside of its facilities, adequate information concerning the activities of the Forum in order to strengthen its role in the reference scenario;
- c) contribute to the growth of the network on the different territories in order to make more extensive participatory and collaborative process;

**"Spazio alla Responsabilità"** agrees to

1. to give wide dissemination and visibility of the accession of **BUSINESSMED** to the Permanent Forum of Social Responsibility in the Mediterranean and of its participation into the workshops and working groups;
2. to promote, both within and outside of its facilities, including the network of organizations involved, including through the involvement in appropriate public initiatives, adequate information on the activities of **BUSINESSMED**;
3. to involve **BUSINESSMED** in conception, design and implementation of exchange activities, promotion and programming initiatives on issues of social responsibility and sustainability in order to achieve the best outcome of the work.

***This MoU will last three years and is automatically renewed in the absence of explicit communication between the parties.***



## CHARTER OF NAPLES A NEW AGREEMENT FOR SOCIAL RESPONSIBILITY IN THE MEDITERRANEAN

Associazione  
Spazio alla responsabilità  
Il Presidente

### Participant Organizations of the Mediterranean Social Responsibility Forum – from 2014 to date

#### INSTITUTIONS, ASSOCIATIONS and ORGANIZATIONS REPRESENTING COLLECTIVE INTERESTS

ADACI Centro Sud - Associazione Italiana Acquisti e Supply Management  
AGCI Campania - Associazione Generale Cooperative Italiane  
AICQ Meridionale -Associazione Italiana Cultura Qualità  
AIDP Campania - Associazione Italiana Direttori del Personale  
AIDDA Campania - Associazione Imprenditrici e Donne d'Azienda  
AIGA Napoli - Associazione Italiana Giovani Avvocati Napoli  
AIPP - Associazione Italiana Prevenzione e Protezione  
ANCI Campania - Associazione Nazionale Comuni Italiani  
ASSIF - Associazione Italiana Fundraiser -Articolazione campana  
AssoretiPMI -Associazione Reti d'Imprese- PMI  
Casa del Consumatore Campania  
Compagnia Delle Opere Campania  
CIDA Campania Federmanager-SICDAI Napoli  
CISL Campania  
Comune di Napoli  
CNA Caserta  
CNA Napoli  
Confapi Campania  
Confartigianato Napoli  
Confcommercio Imprese per l'Italia Provincia di Salerno  
Confcooperative Campania  
Confimprenditori Napoli  
Confimpresa Campania  
CPO Ordine degli Avvocati di Napoli  
CSV Assovoce Caserta  
CSV Napoli  
CUP Campania  
Dipartimento di Economia, Management ed Istituzioni dell'Università degli Studi di Napoli Federico II  
Federconsumatori Campania  
Forum Nazionale dell'Agricoltura Sociale  
Forum Terzo Settore Agro-nolano  
Legacoop Campania  
Mutua Consumatori Campania  
Obiettivo Famiglia Federcasalinghe Campania





## CHARTER OF NAPLES A NEW AGREEMENT FOR SOCIAL RESPONSIBILITY IN THE MEDITERRANEAN

ODCEC di Napoli -Ordine Dottori Commercialisti ed Esperti Contabili  
Ordine degli Architetti Pianificatori e Paesaggisti di Napoli e provincia  
Ordine degli Ingegneri di Napoli  
Ordine degli Psicologi della Campania  
Ordine dei Giornalisti della Campania  
Ordine Dottori Commercialisti Caserta

### **ASSOCIATIONS and FOUNDATIONS:**

Agenda 21 per Carditello e Regi Lagni  
Ariete Onlus  
Arteteca  
CED - Centre for Economics Development & Social Change  
Comitato Italiano Fair Play – Regione Campania  
CRAL Italia  
Federico TV Communication  
Festival della Filosofia in Magna Grecia  
FIBA Social Life  
Fondazione CARISAL  
Fondazione San Gennaro  
Istituto di Cultura Meridionale  
Mare Vivo Capri  
NOI - Napoli Open Innovation  
Pentapolis Associazione per la Responsabilità Sociale – ONLUS  
UCMED -Università della Cucina Mediterranea  
Un'infanzia da Vivere

### **ENTERPRISES:**

Asia Napoli  
Coelmo SPA  
EIDT scarl  
GMA -Generale Meccatronica Applicata srl  
Intramedia srl  
IPM Edge srl  
Meridonare srl  
Ranieri Impiantistica srl  
Road New Media sas  
Romano Trasporti srl  
SABOX srl

### **SUPPORTERS:**

Consorzio Promos Ricerche/Sportello RSI della CCIAA di Napoli  
INAIL Campania







## PREAMULE

Le secteur privé reconnaît la nécessité impérieuse de répondre de manière efficace aux risques du Changement Climatique :

- Le Groupe d'experts Intergouvernemental sur l'Evolution du Climat (GIEC) continue de fournir des évaluations scientifiques sur le changement climatique qui indiquent clairement la nécessité de réduire les émissions en Gaz à Effet de Serre (GES) et d'accroître la résilience afin de limiter les risques de répercussions néfastes du Changement Climatique;
- L'expérience récente souligne la vulnérabilité sociétale face aux événements climatiques extrêmes et démontre la nécessité urgente d'améliorer la préparation aux catastrophes et les systèmes de prévention, d'accroître la résistance des infrastructures et d'améliorer la gouvernance afin de limiter et éviter les dégâts liés à ces événements ;



## LE SECTEUR PRIVÉ S'ENGAGE VOLONTAIREMENT DANS LA LUTTE CONTRE LE CHANGEMENT CLIMATIQUE ET COLLABORE AVEC LE GOUVERNEMENT ET LA SOCIÉTÉ CIVILE

Le secteur privé réaffirme sa détermination à réussir la transition économique et sociétale qui s'impose vers une nouvelle économie à bas carbone et résiliente aux effets du Changement Climatique, tout en créant de nouveaux emplois et en faisant progresser la prospérité économique commune. Cette transition-prônée par l'Accord de Paris-ne se réalisera pas sans des actions plus ambitieuses de la part des gouvernements et de la société civile.

Le secteur privé s'active et innove pour réussir cette transition particulièrement dans des secteurs clefs tels que l'Energie, l'Habitat, les transports, l'Industrie, l'Agriculture et la Forêt. Cela permet-et permettra davantage demain-de protéger l'environnement, de stimuler la croissance propre et le développement durable, de créer des emplois ainsi que d'améliorer la santé humaine .Le secteur privé souhaiterait avoir plus de soutien gouvernemental pour réussir rapidement cette étape décisive en particulier à travers un Partenariat Public Privé structurel. Le changement impliquera une coopération et une approbation pour développer et distribuer des systèmes technologiques avancés pouvant mettre fin aux pratiques actuelles.





الإتحاد العام لتقاولات المغرب  
Confédération Générale des Entreprises du Maroc



CGEM, UNE ORGANISATION  
ENGAGÉE POUR LE CLIMAT

## MISE EN ŒUVRE DE L'ACCORD DE PARIS

Le Secteur privé souligne son engagement à participer pour compléter le **Programme de travail de Paris en 2018**. Les modalités, procédures et lignes directrices attendues concernant ce Programme sont d'une extrême importance pour la réussite de la mise en œuvre de l'Accord de Paris.

Le secteur privé est, également, prêt et souhaite prendre part activement au **dialogue de facilitation de 2018** qui devrait aider les parties à faire le point sur les progrès réalisés et à nourrir de nouvelles ambitions en conformité avec l'esprit de l'Accord de Paris.

Favoriser cette participation concrète du secteur privé à ces étapes décisives de préparation de la mise en œuvre de l'Accord de Paris nécessite un rôle reconnu **pour les groupements d'entreprises représentatifs**. L'objectif étant de **donner des commentaires et des perspectives quant aux progrès globaux et aux futures Contributions Déterminées au niveau National (CDN)**



الإتحاد العام لتقاولات المغرب  
Confédération Générale des Entreprises du Maroc



CGEM, UNE ORGANISATION  
ENGAGÉE POUR LE CLIMAT

## ENGAGEMENTS ET INITIATIVES DES ACTEURS NON ÉTATIQUES

Le Secteur privé est conscient du besoin d'un renforcement des engagements et initiatives d'acteurs non étatiques pour réussir la tenue de la feuille de route de l'Accord de Paris. Il approuve, dans ce sens, les efforts et réalisations du **Partenariat pour l'Action climatique globale, lancé à Marrakech, afin d'accélérer l'action climatique**.

**Le secteur privé soutient ce Partenariat**, qui vise à asseoir les ponts et créer une connexion entre les différents acteurs étatiques et non étatiques. Un Partenariat qui a été structuré et institutionnalisé en marge de la 72<sup>ème</sup> Assemblée Générale des Nations Unies, en Septembre 2017. Nous croyons qu'il est essentiel de développer des lignes directrices idoines pour que les participants expriment, de manière volontaire et transparente, leur progrès sous l'égide du Partenariat.





الإتحاد العام لقاولات المغرب  
ال confédération Générale des Entreprises du Maroc



CGEM, UNE ORGANISATION  
ENGAGÉE POUR LE CLIMAT

## RENFORCEMENT DES CAPACITÉS, TECHNOLOGIES ET FINANCEMENTS CLIMAT

Le secteur privé insiste sur l'importance de soutiens forts en matière de finances, de technologies et de renforcement des capacités pour permettre aux acteurs économiques, en particulier dans les pays en développement, à participer à cet effort global pour répondre au changement climatique. Malgré les progrès accomplis, un manque de capacité et de soutien limite considérablement la contribution possible de plusieurs entrepreneurs et PMES, notamment dans les pays en voie de développement. **Le monde de l'entreprise a besoin d'une approche spécifique afin de promouvoir et saisir les opportunités.** Cela est particulièrement attendu au niveau des financements climatiques où le secteur privé a besoin de plus de soutien.



الإتحاد العام لقاولات المغرب  
ال confédération Générale des Entreprises du Maroc



CGEM, AN ORGANIZATION  
COMMITTED TO CLIMATE

## IMPLEMENTATION OF THE NATIONALLY DETERMINED CONTRIBUTIONS

The private sector within nations is aware of its role and its responsibility in the successful implementation of the commitments undertaken by countries in their Nationally Determined Contributions (NDCs). **Structured national public/private partnerships, solid and lasting, concerning these NDCs must be established to successfully achieve them.**



الاتحاد العام للشركات المغربية  
الجمعية العامة للشركات المغربية  
Confédération Générale des Entreprises du Maroc



**CGEM, AN ORGANIZATION  
COMMITTED TO CLIMATE**

## **PARIS AGREEMENT FINANCING/COOPERATION – ARTICLE 6**

The worldwide transition toward the new low GHG-emission economy in the spirit of the Paris Agreement, will involve the adoption of incentives and cooperative measures that motivate and encourage market-based solutions. This will require that Article 6 of the Paris Agreement is implemented in a way that recognizes and encourages action and involves the private sector by strengthening cooperation towards a more effective international governance of greenhouse gas reduction mechanisms.



# FOCUS



الإتحاد العام لمقاولات المغرب  
+E+ +C+o+r+e+ | +C@+H+K+H+ | +C+O+K+@  
Confédération Générale des Entreprises du Maroc

CGEM, AN ORGANIZATION  
COMMITTED TO CLIMATE



## FIJI DECLARATION



الإتحاد العام لمقاولات المغرب  
+E+ +C+o+r+e+ | +C@+H+K+H+ | +C+O+K+@  
Confédération Générale des Entreprises du Maroc



CGEM, AN ORGANIZATION  
COMMITTED TO CLIMATE

### EMPLOYERS' ORGANIZATIONS COMMITMENTS IN THE FIGHT AGAINST CLIMATE CHANGE

In the dynamic created by the adoption of the Paris Agreement and its entry into force in 2016, employer associations gathered in Marrakech – in conjunction with the COP22 – to launch an Employer Network called “Marrakech Business Action For Climate” (MBA 4 Climate). This network aims to create a synergy and permanent exchanges between private sectors with the objective of achieving their commitments to :

- Partner with governments and all other actors in the implementation of the Paris Agreement ;
- Promote the emergence of a new low-carbon economy that combats Climate Change (CC) while creating new jobs and advancing shared economic prosperity.

At present, the MBA4Climate network consists of fifty employers' associations from developed and developing nations. It is open to all other employers' associations worldwide.

The MBA4Climate, chaired by the General Confederation of Moroccan Enterprises (CGEM) with the support of the employers of the Fiji Islands and of BIZMEF, met on 14 November 2017 during the COP23 and adopted the Employers Declaration presented below.





## PREAMBLE

The private sector recognizes the need to respond urgently and effectively to the risks of climate change :

- The Intergovernmental Panel on Climate Change continues to provide scientific assessments of climate change that demonstrate the need to reduce emissions and increase resilience to limit risks of adverse outcomes ;
- Recent experience highlights the vulnerability of society to extreme weather events and demonstrates the urgent need to improve disaster preparedness and response systems, increase resilience, especially of essential infrastructure, and improve governance to limit and avoid damages;



## THE PRIVATE SECTOR IS TAKING ACTIONS ON ITS OWN AND WELCOMES OPPORTUNITIES TO COLLABORATE WITH GOVERNMENT AND CIVIL SOCIETY TO IMPROVE RESILIENCE AND ADDRESS RISKS.

The **private sector reaffirms its determination** to succeed in the economic and societal transition to a new low-carbon economy, while creating new jobs and advancing shared economic prosperity. This transformation – advocated by the Paris Agreement – will not occur without increased investments and ambitious actions by government and civil society.

The private sector is active and investing and innovating to successfully accomplish this transformation, particularly in critical sectors such as Energy, Buildings, Transportation, Industry, Agriculture and Forestry. This allows for – and will allow for in the future – the protection of the environment, the stimulation of clean growth and sustainable development, jobs creation and improved health. The **private sector would welcome more government support to enable it to go more rapidly in this decisive stage, including through the development of structured Public/Private Partnerships.** Change will require cooperation and approval to develop and deploy advanced technology systems that may disrupt current practices at the lowest possible cost to societies. It will also require climate ambitions, especially those of major economies, to converge as soon as possible in order to accomplish the ambitious goals of the Paris Agreement while, at the same time, provide a global level playing field.





## IMPLEMENTATION OF THE PARIS AGREEMENT

The private sector highlights its commitment to participate in the completion of the **2018 Paris Work Program**. The methods, procedures, and guidelines within this program are essential for the successful implementation of the Paris Agreement and for business action.

The private sector is also prepared to and wishes to take an active part in the **2018 facilitative dialog** which should help parties to take stock of the progress made and enable the development of new ambitions in accordance with the spirit of the Paris Agreement.

To promote concrete participation of the private sector in the decisive preparatory stages of the implementation of the Paris Agreement, requires a recognized role for representative business groups to provide input and perspectives on global progress and future NDCs.



## COMMITMENTS AND INITIATIVES OF NON-STATE ACTORS

The private sector is aware of the need to continue and enhance voluntary commitments and initiatives from non-State actors that contribute to the goals of Paris Agreement. Many of these are documented in the **Partnership for Global Climate Action, launched in Marrakech to accelerate climate action**.

**The private sector supports this Partnership**, which aims to build partnerships and create a connection between various State and non-State actors, and which was structured and institutionalized in parallel with the 72nd General Assembly of the United Nations in September 2017. We believe that is essential to develop appropriate guidelines for participants voluntarily and transparently to report progress under the Partnership.



الإتحاد العام للشركات المغرب  
ال confédération Générale des Entreprises du Maroc



CGEM, AN ORGANIZATION  
COMMITTED TO CLIMATE

## DEVELOPING CAPACITIES, TECHNOLOGIES, AND CLIMATE FINANCING

The private sector stresses the importance of support in the areas of finance, technology and capacity building to allow economic actors, particularly in developing nations, to participate in this global effort to respond to climate change. Although progress has been made, lack of capacity and support severely limit the contributions that may be made by many entrepreneurs and small and medium enterprises, especially in the least developed countries. **A specific approach for the business world is should be developed to promote and capture opportunities.** This is particularly needed for climate financing where the private sector – in developing nations – needs more support to attain its potential.

## IMPLEMENTATION OF THE NATIONALLY DETERMINED CONTRIBUTIONS

The private sector within nations is aware of its role and its responsibility in the successful implementation of the commitments undertaken by countries in their Nationally Determined Contributions (NDCs). **Structured national public/private partnerships, solid and lasting, concerning these NDCs must be established to successfully achieve them.**

## PARIS AGREEMENT FINANCING/COOPERATION – ARTICLE 6

The worldwide transition toward the new low GHG-emission economy in the spirit of the Paris Agreement, will involve the adoption of incentives and cooperative measures that motivate and encourage market-based solutions. This will require that Article 6 of the Paris Agreement is implemented in a way that recognizes and encourages action and involves the private sector by strengthening cooperation towards a more effective international governance of greenhouse gas reduction mechanisms.



# FOCUS

## MBA4 Climate first meeting

July 6, 2017 in Casablanca

The Board of Employers' Associations in Marrakech presents in the High-Level Business Summit on Climate Change invited CGEM to establish the MBA 4 Climate Network with the support of the BizMEF. This network is gathering 46 signatory employers' associations of the Marrakech Declaration and is still open to all other employers' associations.

This network was established to promote synergy between actors of the private sector and create a permanent framework for exchange, to succeed in their commitments to accompany governments and all other actors in the implementation of the Paris Agreement and to promote the integration of the new green low carbon and Climate-Change-resilient economy.

The network's first meeting was organized by CGEM in Casablanca on July 6, 2017, in conjunction with its first « Moroccan Business Climate Forum ». It was devoted to the organization and modus operandi of the network and to the actions to be taken to prepare the participation of the private sector in COP23, in which a new declaration will be prepared and adopted by all the members.

At the end of this meeting the following actions and decisions were adopted by the members of the network:

- Adopt a project mode business model for the MBA4 Climate;
- Consider the financing support of the network
- Develop an MBA4 Climate website containing a sharing platform between members of the network;
- Set up thematic working groups ;
- Participate in the Climate Chance Summit in Agadir from 11 to 13 September 2017 ;
- Organize an MBA4C Side Event at COP 23 ;
- Prepare the COP23 declaration of the employers in co-presidency of Morocco and the Fiji Islands;
- Expand the network to employers' organizations from the host countries of COP23 region.

Appendix :

- List of employers' organisations presents ;
- List of employers' organisations members of the MBA 4 Climate

### Appendix 1 : List of employers' organisations presents

COUNTRY PAYS	EMPLOYER PATRONAT	REPRESENTANT
ALGERIE	CGEA	Omar Dénni
ALGERIE	FCE	Kacem Ait Yalla
ALGERIE	CAP	Boualam Mrakch
ALLEMAGNE	BDI	Represented by Norine Kennedy
BELGIQUE	BUSINESS EUROPE	Represented by Norine Kennedy
BRESIL	CNI	Represented by Norine Kennedy
CONGO	UNICONGO	Alexandre Planelles
DANEMARK	DI	Représentée par Norine
FIJI	COP 23	Nazhat Khan
FRANCE	MEDEF	Christine Lepage
FRANCE	MEDEF	Jean Pascal Darriet
GUINEE	CNPG	Mohamed Sagalé Diallo
INDE	CII	Represented by Norine Kennedy
ITALIE	CONFINDUSTRIA	Represented by Norine Kennedy
JAPON	KEIDANREN	Represented by Norine Kennedy
MADAGASCAR	GEM	Joséphine Andriamamonjirison
MAROC	CGEM	Miriem Bensalah Chaqroun
MAROC	CGEM	Faiçal Mekour
MAROC	CGEM	Mohammed Slassi Sennou
MAROC	CGEM	Fadel Agoumi
MAROC	CGEM	Houda Bouchtia
MAROC	CGEM	Houda Bouchtia
TANZANIE	TPSF	Ali Agoumi
TOGO	CNPT	Godfrey Simbeye
TUNISIE	UTICA	Enselme Gouthon
UPM	UPM	Samir Majoul
UPM	UPM	Nicolas Debaisieux
USA	USCIB	Anas Felhi
USA	US CHAMBER COMMERCE	Norine Kennedy



# FOCUS

Annexe 2 : List of employers' organisations members of the MBA 4 Climate

COUNTRY	EMPLOYER ORGANISATION
PAYS	ORGANISATION
ALGERIE	CGEA
ALGERIE	CAP
ALGERIE	FCE
ALLEMAGNE	BDI
ARABIE SAOUDITE	COUNCIL OF SAUDI CHAMBERS
BELGIQUE	BUSINESS EUROPE
BRESIL	ARABRAZILIAN CHAMBER OF COMMERCE
BURKINA FASO	CNPB
CANADA	THE CANADIAN CHAMBER OF COMMERCE
CONGO	UNICONGO
COTE D'IVOIRE	CGECI
DANEMARK	DI
DJIBOUTI	CNED
EGYPTE	FEI
ESPAGNE	CEOE
FRANCE	MEDEF
FRANCE	BIAC
GABON	CPG
GHANA	GEA
GHANA	GNCC
GUINEE	CNPG
INDE	CII
ITALIE	CONFINDUSTRIA
JAPON	KEIDANREN
JORDANIE	JCI
KENYA	KEPSA
LIBAN	AIL
MADAGASCAR	GEM
MAROC	CGEM
MALI	CNPM
MAURITANIE	UNPM
MEXIQUE	COPARMEX
NIGER	CNPN
OUGANDA	PSF Uganda
PORTUGAL	CIP
RDC	FEC
SENEGAL	CNP Sénégal
SUEDE	SVENSKT NÄRINGSLIV
TANZANIE	TPSF
TOGO	CNPT
TUNISIE	UTICA
TUNISIE	BUSINESS MED
UPM	UPM
USA	US CHAMBER OF COMMERCE
USA	USCIB

## MBA4 Climate first meeting July 6, 2017 in Casablanca

Les participants au Conseil des Patronats tenu à Marrakech, en marge de la COP22, ont invité la CGEM à mettre en place le réseau MBA 4 Climate avec l'appui de BizMEF.

Ce réseau rassemble les 46 associations patronales ayant signé la « Déclaration de Marrakech » et reste ouvert à tous les autres patronats désirant en faire partie.

Ce réseau a pour objectif de créer une synergie et des échanges permanents entre secteurs privés dans le but de réussir leurs engagements à accompagner les gouvernements, ainsi que tous les autres acteurs, dans la mise en œuvre de l'Accord de Paris et de promouvoir l'émergence de la nouvelle économie à bas carbone et résiliente aux effets du changement climatique.

La première réunion du réseau des associations patronales « MBA 4 Climate » s'est tenue en marge du Forum « Entreprises Climat Maroc » organisé le 6 juillet 2017, sur le thème « La nouvelle économie à bas carbone et résiliente au Changement Climatique:

opportunités pour les entreprises africaines ». Elle a été consacrée à l'organisation et au mode de fonctionnement du réseau ainsi qu'aux actions à mener en vue de la participation du secteur privé à la COP23 où une nouvelle déclaration sera préparée et entérinée à l'occasion.

A l'issue de cette réunion les actions et décisions suivantes ont été adoptées par les membres du réseau :

- Organiser le réseau MBA4 Climate en mode projet ;
- Réfléchir au mode de financement pour le fonctionnement du réseau ;
- Créer un site web MBA4 Climate contenant une plateforme de partage entre les membres du réseau
- Mettre en place des groupes de travail thématiques
- Participer au Sommet « Climate Chance », à Agadir du 11 au 13 septembre 2017 ;
- Organiser un Side Event du MBA4C à la COP 23 ;
- Préparer la déclaration de la COP23 des patronats en co-présidence du Maroc et des Îles Fidji ;
- Elargir le réseau aux organisations patronales des pays de la région du pays hôte de la COP23.

Annexe :

- Liste des patronats présents à la première réunion
- Liste actualisée des Patronats signataires de la Déclaration de Marrakech et membres du MBA4 Climate.





**PRESS & PUBLICATIONS**  
**Euromed Forum -**  
**General Assembly - MedRome**

---

**2017**



(NONE)

# «Italia decisiva per la sponda Sud»

-Nicoletta Picchio | Venerdì 02 Dicembre 2016



**R**OMA

Rilanciare gli investimenti nell'area della sponda Sud del Mediterraneo, non solo da parte delle grandi imprese ma, e soprattutto, delle Pmi. «Come Businessmed siamo pronti ad agevolare le aziende che vorranno non solo esportare ma anche investire in questi Paesi, creando una corsia preferenziale che acceleri le procedure e faccia superare gli eventuali ostacoli che le imprese possono incontrare».

È il messaggio che Jacques Jean Sarraf sta ripetendo negli appuntamenti istituzionali che ha in agenda nella sua visita nella Capitale: prima al Forum Euro-Mediterraneo, che si è svolto mercoledì in Confindustria ed è stato aperto dal presidente Vincenzo Boccia, poi al Med Dialogue 2016, la conferenza internazionale sui temi dell'area del Mediterraneo, organizzata dalla Farnesina e dall'Isipi e che si concluderà domani. Nel suo ruolo di presidente di Businessmed, l'organizzazione che riunisce le associazioni imprenditoriali di 22 Paesi dell'area Med, si sta impegnando per dare una nuova spinta al partenariato economico.

«Vogliamo attrarre investimenti e creare occupazione. Un modo anche per arginare le emigrazioni. L'Italia può avere un ruolo centrale nel rilancio del Mediterraneo», è il pensiero di Sarraf, libanese, presidente del gruppo Malla, società che spazia dalle tecnologie, alle costruzioni, alla distribuzione di beni di consumo, al settore farmaceutico. C'è l'intento di intensificare i rapporti, con il Libano in particolare, come è stato sottolineato nell'incontro con la presidente della Camera, Laura Boldrini, che ha ricevuto Sarraf e una delegazione di imprenditori libanesi a Palazzo San Macuto (in segno di amicizia un cedro del Libano è stato piantato nel Chiostro della Cisterna).

**Il primo appuntamento della sua visita in Italia è stato in Confindustria: un incontro istituzionale ma anche operativo, con oltre 300 imprenditori italiani e dell'area Med che hanno parlato faccia a faccia di business. Quali saranno le prossime tappe operative?**

Vogliamo avere il ruolo di facilitatori nei rapporti tra le imprese. Businessmed ha istituito nelle organizzazioni imprenditoriali dei Paesi membri desk di accoglienza per le aziende: vogliamo favorire investimenti, lo scambio tecnologico, aiutare a trovare il partner adatto a chi vuole investire. In questa sfida è importante poter collaborare con Confindustria e avere come vice presidente di Businessmed Alberto Baban, presidente della Piccola industria di Confindustria, proprio per attrarre le Pmi.

### Quale ruolo può svolgere il nostro Paese?

L'Italia ha un ruolo di cerniera e può svolgere un compito importante nel rilanciare i rapporti economici nell'area del Mediterraneo e con il Libano in particolare. È emerso sia nel Forum in Confindustria, sia nel corso del dibattito del Med Dialogue, stando alle parole del ministro degli Esteri, Paolo Gentiloni. Con il Libano l'Italia è stata per molti anni primo partner commerciale. Oggi sia nel mio Paese, sia in vaste zone dell'area Med c'è una predominanza degli investimenti cinesi. L'Italia, l'Europa devono investire di più e non limitarsi agli scambi commerciali.

### Ci sono settori prioritari?

Il campo di collaborazione è assai vasto. Si va dalla meccanica, ai beni di largo consumo, all'agroindustria, alle tecnologie, alla farmaceutica, alla ricerca.

**Sono pochi i Paesi dell'area dove c'è la pace e una stabilità politica. E questo indubbiamente è un freno...**

### SCELTI PER TE

Si, ma a maggior ragione dobbiamo spingere l'acceleratore sulla collaborazione economica. È con lo sviluppo e la crescita che si può creare ricchezza, offrire lavoro, frenare i flussi di emigrazione.

**L'accordo di Barcellona del 1995, noto come partenariato euromediterraneo, avrebbe dovuto imprimere una svolta nei rapporti tra Ue e area Med. Invece?**

### I PIÙ LETTI DI ITALIA

- LE CONSULTAZIONI IN CORSO** | 09 dicembre 2016  
 Governo, voto, legge elettorale: la mappa della crisi
- DOPO IL VIA LIBERA DEL SENATO ALLA MANOVRA** | 08 dicembre 2016  
 La manovra da 27 miliardi è legge: via libera a Industria 4.0 e Ape. Stop all'aumento dell'Iva nel 2017
- DOPO IL REFERENDUM** | 08 dicembre 2016  
 Le Province sopravvivono all'abolizione e rilanciano: mancano almeno 650 milioni
- CRISI DI GOVERNO** | 08 dicembre 2016  
 Consultazioni, da domani i partiti. Probabile l'incarico lunedì
- LEGGI DI BILANCIO** | 08 dicembre 2016  
 Nella manovra 120 misure di spesa

### ULTIME NOVITÀ

Dal catalogo del Sale 24 Ore

**Rapporto sulle Regioni in Italia 2015**  
 Libri  
 Il Rapporto fotografa le politiche regionali nel biennio 2013-2014 e fornisce ...

**Le politiche di sviluppo delle Risorse Umane**  
 Formazione Online  
 I principali temi affrontati nel corso sono i seguenti: - la Direzione ...

**Sales Management: politiche commerciali e reti di vendita**  
 Formazione Online  
 I principali temi affrontati nel corso sono i seguenti: - l'evoluzione del ...

SCOPRI ALTRI PRODOTTI >

### LE GALLERY PIÙ VISTE

- ITALIA** | 4 dicembre 2016  
 I politici alle urne per il Referendum
- MODA** | 1 dicembre 2016  
 Gli «angeli» di Victoria's Secret in passerella a Parigi
- MOTORI24** | 2 dicembre 2016  
 Bmw Serie 5, la nuova berlina hi-tech
- MONDO** | 5 dicembre 2016  
 L'attacco di Pearl Harbor 75 anni fa
- ITALIA** | 20 novembre 2016  
 Auto da sogno e jet, le creazioni di Lapo Elkann

X



## Forum Euro-Mediterraneo PROSPETTIVE PER LA CRESCITA

Lo sviluppo  
«Vogliamo attrarre investimenti e creare lavoro. Un modo per arginare le migrazioni»

I settori prioritari  
«Si va dalla meccanica ai beni di largo consumo, dall'agroindustria alla farmaceutica e alla ricerca»

# «Italia decisiva per la sponda Sud»

Jacques Jean Sarraf (Businessmed) a Roma: «L'Europa investe di più»

**Nicoletta Picchi**  
«Bilanciati e gli investimenti nell'area della sponda Sud del Mediterraneo, non solo da parte delle grandi imprese ma soprattutto, delle Pmi. «Come Businessmed siamo pronti ad agevolare le aziende che vorranno non solo esportare ma anche investire in questi Paesi, creando una coesione preferenziale che accelera le procedure»

**LA COLLABORAZIONE**  
«Importante il lavoro con Confindustria e il ruolo di Balzan per invogliare le Pmi»

**LA PROPOSTA**  
«Pronti ad agevolare le aziende che vogliono non solo esportare ma anche essere presenti»

concluderà domani. Nel suo ruolo di presidente di Businessmed, l'organizzazione che riunisce le associazioni imprenditoriali di 22 Paesi dell'area Med, si sta impegnando per dare una nuova spinta al partenariato economico.

«Vogliamo attrarre investimenti e creare occupazione. Un modo anche per arginare le emorragie. L'Italia può avere un ruolo centrale nel rilancio del Mediterraneo», è il pensiero di Sarraf, libanese, presidente del gruppo Malta, società che spazia dalle tecnologie alle costruzioni, alla distribuzione di beni di consumo, al settore farmaceutico. C'è l'intento di intensificare i rapporti con il Libano in particolare, come è stato sottolineato nell'incontro con la presidente della Camera, Laura Boldrini, che ha ricevuto Sarraf e una delegazione di imprenditori libanesi a Palazzo San Marco lo scorso 21 dicembre. In centro del Libano è stato piantato nel Chiostro della Camera».

Il primo appuntamento della sua visita in Italia è stato in Confindustria: un incontro istituzionale ma anche operativo, con oltre 300 imprenditori italiani e dell'area Med che hanno parlato faccia a faccia di business. Quali saranno le prossime tappe operative? «Vogliamo avere il ruolo di facilitatori nei rapporti tra le imprese. Businessmed ha il minimo nelle organizzazioni imprenditoriali dei Paesi membri della sponda Sud, che è una priorità. Vogliamo essere un punto di riferimento per le aziende, soprattutto per le piccole e medie imprese, che vogliono investire in questi Paesi».



Incontro, Jacques Jean Sarraf con la Presidente della Camera, Laura Boldrini

trovare il partner adatto a chi vuole investire. In questa sfida è importante poter collaborare con Confindustria e avere come vice presidente di Businessmed Alberto Balzan, presidente della Piccola industria di Confindustria, proprio per attrarre le Pmi.

Quale ruolo può svolgere il nostro Paese?

L'Italia ha un ruolo di cerniera e può svolgere un compito importante nel rilanciare i rapporti economici nell'area

Gli sono settori prioritari il campo di collaborazione è vasto. Si va dalla meccanica ai beni di largo consumo, all'agroindustria, alle tecnologie, alla farmaceutica, alla ricerca. Sono pochi i Paesi dell'area dove c'è la pace e una stabilità politica. E questo indubbiamente è un freno.

Si, ma la maggioranza dovrebbe spiegare l'acceleratore sulla collaborazione economica. È così lo sviluppo e la crescita che si può creare ricchezza, offrire lavoro, frenare i flussi di emigrazione.

L'accordo di Barcellona del 1995, noto come partenariato euro-mediterraneo, avrebbe dovuto imprimere una svolta nei rapporti tra Ue e area Med, invece?

Invece non ci sono stati i risultati che ci si aspettava. A tal punto che le organizzazioni delle imprese dei Paesi membri di Businessmed non sperano in una nuova intesa complessiva. In questi anni si è analizzato con interesse bilaterale, siglando accordi di libero scambio, a patto che i Paesi del Mediterraneo raggiungessero un certo standard di efficienza e buona governance. È stato fatto senza avere un'agenzia preposta da parte dell'Europa, in cui una politica mediterranea è mancata.

È vero qual è il suo auspicio? «Una nuova primavera europea, dove sia la Ue, e non altri Paesi, a preoccuparsi di una stabilità sempre dell'area. Con un impegno politico nel far vedere il sostegno di una istituzione paterna che sia dai buoni, diversi

## FOCUS. UN'AGENDA PER IL «DOPO-PRIMAVERA»

# Puntare sul lungo periodo per uscire dall'emergenza

di Luigi Tramilli

U s'agenzia delle Nazioni Unite ha calcolato che il 40% della produzione (in commercio) viene da questi mare. Tuttavia anche prima del grande caos il Medio Oriente era incapace di dare risposte sociali, infrastrutturali, economiche e politiche alla sua ininterrotta demografia. Nel 2010 la popolazione del Medio Oriente cresceva del 42%, quella del Nord Africa del 58 mentre in Europa meridionale - il Nord che affronta il primo impatto di questa crisi - scendeva del 2%.

### LE CAUSE

Lo stato-nazione è in crisi, e non solo nel mondo arabo, perché neppure Iran e Turchia sono modelli sani

no domani. Nel pomeriggio i partecipanti sono stati ricevuti dal presidente Sergio Mattarella al Quirinale.

In fondo anche nel momento più complesso della sua storia contemporanea, la regione Med (Medio Oriente e Nord Africa), continua a crescere economicamente. La ragione principale è il petrolio, che continua a rendere il suo pagante di stia.

Forse potrebbe essere una distrazione creativa, quella che oggi definiamo con un certo disprezzo come «arte araba», non un evento ma un processo. Il sostegno di una istituzione paterna che sia dai buoni, diversi

per cambiare rotta, per accelerare lo sviluppo», diceva ieri Claudio Descazzoli, sul filo il cui 40% della produzione (in commercio) viene da questi mare. Tuttavia anche prima del grande caos il Medio Oriente era incapace di dare risposte sociali, infrastrutturali, economiche e politiche alla sua ininterrotta demografia. Nel 2010 la popolazione del Medio Oriente cresceva del 42%, quella del Nord Africa del 58 mentre in Europa meridionale - il Nord che affronta il primo impatto di questa crisi - scendeva del 2%.

Per quanto i paesi arabi partecipano alla soluzione dei problemi, la causa principale del disordine è interna la crisi dello stato-nazione. Nell'intera regione, non solo nel mondo arabo, perché la repubblica araba è sfondata sulla rete di chi sono i veri che parlo a una versione contemporanea dell'imperialismo ottomano già in declino nel XIX secolo, non sono modelli sani.

C'è un grande paradosso che la causa originale di questa instabilità, i confini ereditati dagli accordi Sykes-Picot che girano contro una la ripartizione di sfere d'influenza di Francia e Gran Bretagna, in quegli ultimi di paragona di una nuova stabilizzazione. Sono l'unico punto di riferimento concreto per ricostruire gli stati nazionali della regione. C'è che l'altro in questi anni sono stati quelli che vogliono essere un punto di riferimento.



Soluzioni semplici per proteggere bene la salute, la casa e il tenore di vita!

www.uniqagroup.it

# Il Sole 24 ORE

www.ilssole24ore.com



€ 2\* (costo della carta per gli abbonamenti) + IVA + bolli + spese di spedizione (per posta ordinaria) + bolli + spese di spedizione (per posta ordinaria)

Venerdì 20 dicembre 2016  
**QUOTIDIANO POLITICO ECONOMICO FINANZIARIO • FONDATA NEL 1865**

**INFRASTRUTTURE**  
**Il Cipe sblocca piani per 15,2 miliardi**  
**Il Comune di Torino si sfila dalla Tav**

Alessandro Arena e Fabiana Greco • pagina 8

**Chi si ferma è perduto**  
 di Giorgio Napolitano

Il governo si prepara a una tornata di tagli pesanti. A chi si ferma è perduto. Il Cipe sblocca i piani per 15,2 miliardi. Il Comune di Torino si sfila dalla Tav. Il governo si prepara a una tornata di tagli pesanti. A chi si ferma è perduto. Il Cipe sblocca i piani per 15,2 miliardi. Il Comune di Torino si sfila dalla Tav.

**BUSINESSMED**  
**Sarraf: Italia decisiva per la sponda Sud del Mediterraneo**

Roberto Pinna • pagina 30

**EUROPA-ITALIA**  
**Come uscire dalla trappola della bassa crescita**

di Alberto Quadrio Curcio

L'uscita di scena delle indicazioni di politica economica che l'Ocse ha dato nel suo recente Economic Outlook, affermazioni che politiche economiche espansive sono necessarie ed urgenti. L'Ocse paventa infatti uno scenario con l'economia mondiale dentro una "trappola della bassa crescita" con l'Europa molto vulnerata e vulnerabile. Saperne che le valutazioni dell'Ocse sono bastate su analisi molto rigorose prive di improvvisazioni e bene richiamate prima i rischi della "trappola" e poi le politiche richieste (non solo suggeriti all'Europa e all'Italia con particolare insistenza per i paesi emergenti).

**La trappola della bassa crescita.** Con una crescita

Continua la corsa dei prezzi del greggio dopo l'intesa Opec sui tagli di produzione

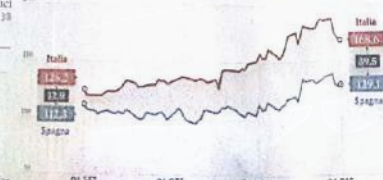
## Il petrolio vola a 54 dollari

### Milano oltre 17 mila punti

Piazza Affari (+0,99%) unica Borsa positiva con energia e banche

**Spread, tre mesi in risalita**

Differenziale dei rendimenti dei titoli di Stato decennali rispetto ai Bund. In punti base



**L'ANALISI**  
**Se ritorna l'inflazione**

di Morya Longo

**FAMIGLIE E IMPRESE**  
**Con i Piani di risparmio più fiducia e mercato**

di Alessandro Plateroti

Non è un bel veffo. I fondi di risparmio hanno fatto un passo in avanti. Quando è inguarita la crisi dell'economia e della finanza italiana va affrontata con la certezza di essere - o essere - in un mercato di risparmio. I fondi di risparmio hanno fatto un passo in avanti. Quando è inguarita la crisi dell'economia e della finanza italiana va affrontata con la certezza di essere - o essere - in un mercato di risparmio.

APERTURE SUL MODELLO NORVEGIA, STERLINA RECORD

## Londra pronta a pagare per restare nel mercato Ue

di Leonardo Maisano

Si sono le intenzioni parole d'ordine della campagna elettorale a meno di un mese dalla Ue. Londra si prepara a pagare un assegno per avere accesso privilegiato al mercato interno. È una mossa da Realpolitik dopo mesi di demagogia, nella consapevolezza che la partecipazione al single market è

**PANORAMA**

## Parigi, a sorpresa Hollande rinuncia «Non mi ricandido alla presidenza»

Per la prima volta nella Quinta Repubblica francese, un presidente in carica non si ricandida. Lo ha annunciato il candidato Hollande in diretta tv «nell'interesse della Francia». Una rinuncia annunciata via libera alla candidatura del premier Manuel Valls.

**Scheda Senato, M5S attacca. Renzi: dopo-voto, decide Pd**  
 Beppe Grillo attacca sulla scheda elettorale per il Senato rinviata da Renzi. L'attacco di Grillo è stato respinto dal Senato.





## Forum Euro-Mediterraneo

**Mercoledì, 30 Novembre, 2016 - 09:00 - 18:00**

Roma, Confindustria, Viale dell'Astronomia, 30

Confindustria organizza, in collaborazione con ICE AGENZIA, BUSINESSMED (Unione delle Confederazioni Mediterranee delle Imprese), il Ministero dello Sviluppo Economico e il Ministero degli Affari Esteri e della Cooperazione Internazionale, il Forum Economico Euro-Mediterraneo.

L'evento si terrà a Roma il prossimo 30 novembre, alla vigilia dei Dialoghi Mediterranei (1-3 dicembre 2016).

Il Forum vedrà la partecipazione di vertici imprenditoriali e rappresentanti di Associazioni ed istituzioni provenienti dai Paesi della sponda sud del Mediterraneo e punterà a rilanciare le relazioni economiche e a valorizzare la collaborazione tra imprese in un processo di integrazione economica ed industriale della regione.

Il Mediterraneo continua a rappresentare un hub e punto di incontro tra culture e continenti diversi; è un luogo determinante e cruciale, ricco e complesso, attore di primo piano sullo scacchiere internazionale in cui la leadership Euro-Mediterranea può trovare nell'Italia, baricentro naturale, un suo punto di riferimento.

Il nostro Paese rappresenta il 3° partner commerciale dei Paesi mediterranei, dopo Stati Uniti e Germania, mentre le nostre esportazioni nell'area sono più che raddoppiate negli ultimi 15 anni, raggiungendo quasi quota 30 miliardi a cui si aggiungono circa 15 miliardi di export verso l'area del Golfo e segnando un ritmo di crescita superiore a quello dei principali paesi europei.

Grazie all'eccellenza che l'Italia rappresenta su scala globale in settori industriali ad alto valore aggiunto ed alle enormi potenzialità in termini di trasferimento di know-how e di promozione di uno sviluppo sostenibile, il sistema industriale italiano costituisce un partner strategico per i mercati della regione.

Il Forum. Le nostre imprese possono essere uno strumento di integrazione e stabilizzazione dell'area

# Italia decisiva per il Mediterraneo

Le imprese italiane come strumento di integrazione e stabilizzazione dell'area mediterranea. Con l'Italia che può svolgere un ruolo di cerniera tra l'Unione europea e i paesi Med. Per rilanciare questa strategia si è svolto ieri a Roma il terzo Forum Euro-Mediterraneo, il terzo dopo quello di Palermo del 2006 e quello del 2010, che si è tenuto sempre nella Capitale. Un appuntamento non solo politico: sono stati 130 gli incontri faccia a faccia tra le imprese, tra le 145 aziende italiane e le 180 dell'area mediterranea presenti al Forum.

«Un segno concreto della voglia di cooperare», ha detto il presidente di Confindustria, **Vincenzo Boccia**, che ha aperto i lavori. «C'è la volontà di reagire da parte del mondo imprenditoriale, per contribuire alla crescita e sottolineare l'importanza della questione industriale», ha continuato il presidente di Confindustria rilanciando il «partenariato per lo sviluppo» e sottolineando che «la crescita è la precondizione per combattere disuguaglianze e povertà».

Le sfide di oggi, come ha detto Jacques Jean Sarraf, presidente di Businessmed, l'associazione delle Confindustrie dei paesi del-

la sponda Sud del Mediterraneo), sono aumentare lo sviluppo sostenibile, avere strutture più sicure per favorire la crescita. «Su 19 paesi dell'Europa mediterranea solo 5 sono in pace», ha detto Sarraf, convinto che la pace sia necessaria per investire. E viceversa. «Non è più il rischio politico, ma il terrorismo a frenare maggiormente le imprese. Anche se non tocca agli imprenditori farsi carico dei compiti della politica, proprio lo sviluppo delle economie nazionali sarebbe la migliore risposta ad alcune esigenze comuni e trasversali della maggior parte dei paesi sudmediterranei», ha concordato **Alberto Babani**, presidente della Piccola Industria di Confindustria e vice presidente di Businessmed. «Momenti di incontro come questo sono fondamentali - ha aggiunto Babani - per aiutare la riflessione e lo scambio tra culture diverse e gettare le basi di un'alleanza sociale che riconosca il rispetto di tutte le popolazioni e ci faccia interpreti del cambiamento, per creare una comunità imprenditoriale più forte».

La convinzione è che lo sviluppo economico della sponda Sud del Mediterraneo sia una priorità per il nostro paese: l'interscambio è aumentato del 64% tra

il 2001 e il 2015; incide per l'8% sui nostri scambi con un valore di 66,5 miliardi nel 2015 che potrebbe salire a oltre 68 nel 2018. Le imprese già presenti sul territorio sono circa 3 mila. «Stiamo però perdendo terreno nell'esport, a favore della Cina», ha detto il presidente di Ice-Agenzia, **Michèle Scannavini**, che ha annunciato un piano Export-Sud nell'area Med e l'arrivo di tre investimenti importanti dalla Turchia, grazie al desk Ice. Anche la Saee è impegnata, come ha sottolineato il presidente, **Berriamino Quintieri**, citando le stime del Fondo monetario internazionale, che prevedono una crescita del 3% circa per l'area Med per i prossimi 5 anni «insieme alla Simec ci poniamo come interlocutore delle imprese».

Sarraf ha invitato le aziende non solo ad esportare, ma anche ad investire nella sponda Sud del Mediterraneo, ammettendo però che occorrono maggiori sforzi per rendere più trasparente ed efficiente l'amministrazione pubblica e che occorre un sistema di governance aperto e trasparente.

L'impegno del governo per rafforzare il dialogo politico e per la pace è stato confermato dal sottosegretario allo Sviluppo econo-

mico, **Ivan Scalfarotto**. «Adottare una politica di cooperazione euro-mediterranea - ha insistito **Boccia** - sarà un processo lungo e non semplice, ma è fondamentale agire in nome di un comune interesse strategico di sicurezza e sviluppo». A tratteggiare lo scenario complessivo è stato **Paolo Magri**, direttore di Isg. In particolare nel dibattito, per quanto riguarda i settori economici in cui può essere maggiore la collaborazione, ci si è soffermati sull'energia.

N.P.

### LE RELAZIONI COMMERCIALI

Lo sviluppo economico della sponda Sud è una priorità per il Paese: l'interscambio è aumentato del 64% tra il 2011 e il 2015

**La crescita della sponda Sud**

**+6-8%**  
L'interscambio tra l'area Sud del Mediterraneo e l'Italia è aumentato del 64% tra il 2011 e il 2015. Il valore è pari a 66,5 miliardi di euro nel 2015.

**68 miliardi**  
La previsione per il 2018 è di 68 miliardi di euro di interscambio tra l'Italia e la sponda Sud del Mediterraneo.

**3 mila**  
Le imprese italiane già presenti sul territorio sono circa 3 mila.

**330 miliardi**  
Il valore degli scambi tra l'Italia e la sponda Sud del Mediterraneo è pari a 330 miliardi di euro nel 2015.



Peso: 15%





Seguici su



Chi Siamo



Contattaci



Home

InfoAfrica

Notiziario

Abbonamenti

MyInfoAfrica

Strumenti

Africa Nord

## Mediterraneo: a Confindustria si discute di pace e business, "dalla geopolitica alla geoeconomia"

1 dicembre 2016

AFRICA DEL NORD - "Passare dalla geopolitica alla geoeconomia del Mediterraneo": a dirlo è stato ieri il presidente di Confindustria Vincenzo Bocca, aprendo il Forum Euro Mediterraneo tenuto nella sede della principale associazione degli Industriali Italiani.

Durante l'incontro è emerso con chiarezza la richiesta alla politica da parte degli imprenditori di tutte le sponde del Mediterraneo di riportare alla normalità la situazione in questa zona di mondo, dove, come ha evidenziato il presidente di Businessmed (l'associazione che raccoglie gli imprenditori di tutto il bacino Mediterraneo) solo in cinque paesi si può dire vi sia una reale pace.

"E' proprio la geopolitica il problema - ha detto nel suo acceso e franco intervento il libanese Jacques Jean Sarraf, presidente di Businessmed - Dov'è la pace? Come possiamo averla? Voiete investire e commerciare? Aiutateci a trovare la pace, perché la vera sfida è creare uno sviluppo sostenibile. Siamo noi uomini di affari a pagare il prezzo della geopolitica".

Una risposta indiretta è arrivata da Bocca, il quale ha sottolineato come "il vostro benessere (rivolgendosi ai delegati dei paesi della sponda sud ed est del Mediterraneo) è anche il nostro. In un contesto di business, la sicurezza è un elemento essenziale".

Sull'importanza politica ed economica del Mediterraneo per l'Italia sono intervenuti il sotto segretario allo Sviluppo Economico, Ivan Scalfarotto, e il presidente di ICE, Michele Scannavini.

"Il Mediterraneo è una zona strategica legata al destino dell'Italia. Non c'è Italia senza Mediterraneo e non c'è Mediterraneo senza l'Italia" ha detto Scalfarotto.

Scannavini di ICE, invece, ha ribadito come con migliaia di aziende presenti, l'Italia sia uno dei principali attori economici di una regione che, nonostante la crisi, "crescerà di oltre il 3% fino al 2020" e "rappresenta oggi il quarto mercato per l'export italiano".

A tirare le somme del dibattito ci ha pensato Paolo Magri, presidente di ISPI, il quale si è chiesto "quale senso ha con tutti i subbugli in corso nel Mediterraneo, tanto nella sponda sud quanto in quella nord con un'Europa che perde pezzi e identità, parlare di business? In realtà ha molto senso, perché pace e sviluppo sono legati".

© Riproduzione riservata



### Vuoi approcciare i mercati africani in modo sicuro e competitivo?

Attraverso gli strumenti di export credit ti guidiamo nell'esportazione verso i mercati emergenti.

ETC SpA, l'unica confirming house italiana specializzata nei mercati dell'Africa Sub Sahariana

www.etcitaly.it - info@etcitaly.it



### Notiziario di InfoAfrica

Esito | 9 dicembre 2016

"Crisi il momento per investire nella"



# PRESS REVIEW

[ENGLISH VERSION](#)



## OnuItalia.com

IL GIORNALE ITALIANO DELLE NAZIONI UNITE

HOME
NEW YORK
GINEVRA
PARIGI
VIENNA
NAIROBI
ROMA
BRINDISI
TORINO
FIRENZE
CHI SIAMO

Ultime notizie
08/12/2016 in Cooperazione // Etiopia, con Italia due accordi, per registrazione nascite e contro mutilazioni genitali

Home > Mediterraneo > Dialoghi del Mediterraneo a Roma, hub permanente di riflessione sui problemi dell'area

**Stampa Articolo**

### Dialoghi del Mediterraneo a Roma, hub permanente di riflessione sui problemi dell'area

Dedone di capi di stato, esperti, organizzazioni internazionali



Per offrirti il miglior servizio possibile OnuItalia.com utilizza i cookies. Continuando la navigazione nel sito autorizzi l'uso dei cookies.

Italian Ministry of Foreign Affairs, Paolo Grossi, during the end of Rome Med-Mediterranean Dialogues in Rome, Italy, in December 2016. Rome Med-Mediterranean dialogues is an annual high level initiative organized by the Italian Ministry of Foreign Affairs and ISPI (Italian Institute for International Political Studies). ANSA/ETTORE PERRINI

Like 1
 Tweet
 +1 0

ROMA, 2 DICEMBRE – L'Italia non solo è geograficamente al centro del Mediterraneo ma si candida a diventare un "hub" permanente di discussione e riflessione sui temi specifici dell'area e sulle strategie da adottare per affrontarne le problematiche.

**ROME 2016**

## MED

MEDITERRANEAN DIALOGUES

Promossa dal Ministero degli Esteri e della Cooperazione insieme con l'Istituto di studi di politica internazionale (ISPI) si è aperta ieri a Roma la terza edizione del Forum MED -Mediterranean Dialogues, con la presenza di oltre 40 tra Capi di Stato, ministri e vertici delle organizzazioni internazionali, 500 leader del mondo della politica, dell'economia e

#### TUTTE LE NOTIZIE

- Afghanistan: nuovo centro maternità di Emergency, dedicato a Valeria Solesin
- Etiopia: con Italia due accordi, per registrazione nascite e contro mutilazioni genitali
- Libia: da Sant'Egidio prima riconciliazione Misurata e Zintan
- Afghanistan: radio-tv diffonde cultura nelle aree rurali, grazie a Italia
- Statua rubata Villa Torlonia torna

#### @ONUITALIA

**Tweets by @OnuItalia**

OnuItalia @OnuItalia

#Italy with #Etiopia: a crucial agreement for #Birth registration vlp.mep5DQeF57f



OnuItalia @OnuItalia

Per saperne di più: #MutilazioniGenitali e #MutilazioniGenitali vlp.mep94Epmi-8hc



Per offrirti il miglior servizio possibile OnuItalia.com utilizza i cookies. Continuando la navigazione nel sito autorizzi l'uso dei cookies.

ROMA, 2 DICEMBRE – L'Italia non solo è geograficamente al centro del Mediterraneo ma si candida a diventare un "hub" permanente di discussione e riflessione sui temi specifici dell'area e sulle strategie da adottare per affrontarne le problematiche.

**ROME 2016**

## MED

MEDITERRANEAN DIALOGUES

Promossa dal Ministero degli Esteri e della Cooperazione insieme con l'Istituto di studi di politica internazionale (ISPI) si è aperta ieri a Roma la terza edizione del Forum MED -Mediterranean Dialogues, con la presenza di oltre 40 tra Capi di Stato, ministri e vertici delle organizzazioni internazionali, 500 leader del mondo della politica, dell'economia e

#### CERCA NEL SITO

#### CARRIERE

A Twitter list by @OnuItalia

**UN Job List**

@UNJobList

Per offrirti il miglior servizio possibile OnuItalia.com utilizza i cookies. Continuando la navigazione nel sito autorizzi l'uso dei cookies.

"pilastri": Shared Prosperity, Shared Security, Migration, Media, Culture & Society e si occupa di temi come sicurezza comune, lotta al terrorismo, futuro del Medio Oriente – con un focus particolare su Siria e Libia – immigrazione, energia, crescita, ruolo delle donne e dei giovani per il rilancio dell'economia.

Nelle intenzioni della Farnesina "la tre giorni di dibattito è destinata a far diventare Roma un vero e proprio hub di riflessione sul Mediterraneo, area non solo di conflitti e crisi, ma spazio ricco di potenzialità sulle quali lavorare nella costruzione di un'agenda positiva che si lasci dietro alle spalle un diffuso pessimismo e torni a ridare centralità alla regione in uno scenario internazionale in continuo mutamento.

**01>03**

**DECEMBER**

**2016**

## MED

MEDITERRANEAN DIALOGUES

A rafforzare l'idea di hub contribuiscono una serie di incontri denominati Pre-Med che si sono tenuti il 30 novembre e ieri mattina e la partnership scientifica di European University Institute, IFRU, Bruegel, Chatham House, DGAP, European Council on Foreign Relations. Tra queste tavole rotonde si segnalano quella con imprenditori delle due sponde del Mediterraneo (promossa da Confindustria-BusinessMed), la riunione dell'Aspen European Strategy Group, incontri tra

#### ARCHIVIO

- December 2016
- November 2016
- October 2016
- September 2016
- August 2016

Per offrirti il miglior servizio possibile OnuItalia.com utilizza i cookies. Continuando la navigazione nel sito autorizzi l'uso dei cookies.

planner dei Ministri degli esteri dell'area, un confronto tra i media internazionali promosso con la RAI e uno tra i rappresentanti dei think tank dell'area e lo Steering Committee del Robert F. Kennedy Human Rights Center.

Ieri Gentiloni, a margine della Conferenza, ha incontrato il collega britannico Boris Johnson. Oltre alle prospettive legate al negoziato per l'uscita del Regno Unito dall'Unione Europea, i due Ministri hanno scambiato aggiornate valutazioni sulla crisi libica, nelle sue dimensioni politica, economica, di sicurezza e umanitaria, e sulla Siria. Oggetto dei colloqui anche i rapporti con la Russia, in relazione al ruolo di Mosca nella crisi siriana, e il Processo dei Balcani Occidentali.



Nel pomeriggio, aprendo i lavori del Forum, il ministro Paolo Gentiloni ha detto che occorre "prendere l'impegno tutti insieme ad evitare che il Mediterraneo, il Mare nostrum, diventi il Mare nullius, cioè un luogo in cui nessuno si assume la responsabilità o la corresponsabilità di far fronte alle crisi. La responsabilità di contenere le crisi, di sviluppare un'agenda positiva è comune a tutti i Paesi della regione, ai Paesi europei e a tutti i Paesi del mondo".

#### ARCHIVIO

- December 2016
- November 2016
- October 2016
- September 2016
- August 2016
- July 2016
- June 2016
- May 2016
- April 2016
- March 2016
- February 2016
- January 2016
- December 2015
- November 2015
- October 2015
- September 2015
- August 2015
- July 2015
- June 2015
- May 2015
- April 2015
- March 2015
- February 2015
- January 2015
- December 2014
- November 2014
- October 2014


135



NAVIGAZIONE: HOME, RICERCA, **24 ORE ITALIA**, ABBONATI, ACCEDI

ATTUALITÀ POLITICA POLITICA ECONOMICA DOSSIER BLOG

---

Seconda giornata di consultazioni al via, oggi 17... Renzi a Roma, incontro con Grattolini a Palazzo Chigi Legge elettorale, le posizioni dei partiti in attesa della... Nella manovra 120 misure di spesa

---

FORUM EURO-MEDITERRANEO

## Boccia: l'Italia può giocare ruolo chiave nel Mediterraneo

10 novembre 2016

**WEB SYSTEM 24**

La tua opinione conta

Ti preghiamo di aiutarci a rendere la pubblicità online più interessante. Ti chiediamo qualche minuto di attenzione per rispondere a alcune brevi domande.

La tua partecipazione sarà completamente anonima e le risposte non saranno trattate con la massima riservatezza in conformità con il nostro impegno a tutela della privacy.

GRAZIE!

Partecipa

informatica sulla privacy privacy policy

«**A**ttuare una politica di cooperazione Euro-Mediterranea sarà un processo lungo e non semplice, ma è fondamentale agire in nome di un comune interesse strategico di sicurezza e sviluppo». Lo ha detto il presidente di Confindustria, Vincenzo Boccia, aprendo il terzo appuntamento del Forum Euro-Mediterraneo, dedicato all'energia, che vedrà 300 appuntamenti BtoB nel pomeriggio, con 470 partecipanti, 145 imprese italiane e 168 dei paesi del Mediterraneo e tre banche. «Confindustria vi è vicina - ha detto Boccia - perché la vostra stabilità e il benessere rappresentano un'opportunità di crescita. Servono coraggio, passione e determinazione per una grande politica del Mediterraneo».

**Interscambio può superare 68 miliardi nel 2018**

«Bisogna sempre più costruire spiegazioni economiche per obiettivi politici» ha detto Boccia citando Jean Monnet, tra i fondatori dell'Unione europea. Il Mediterraneo, per il presidente di Confindustria, è l'occasione per «uno straordinario processo di integrazione sociale ed economica» e in questo senso «le recenti iniziative della Commissione europea vanno nella giusta direzione per lo sviluppo di queste aree».

Quella di oggi è la terza occasione (dopo Palermo nel 2006 e Roma nel 2010) organizzata da Confindustria in collaborazione con BusinessMed (che riunisce le confederazioni di imprenditori dell'area del Mediterraneo), i ministeri dello Sviluppo e degli Esteri e l'Ice. L'interscambio - ha ricordato Boccia nel suo intervento di apertura - è aumentato del 64% tra il 2001 ed il 2015: incide per l'8% sui nostri scambi con un valore di 66,5 miliardi nel 2015 che potrebbe superare i 68 nel 2018; la presenza italiana conta circa tremila imprese. «Siamo convinti - ha osservato Boccia - che le capacità straordinarie dei nostri imprenditori possano essere una risorsa di stabilizzazione e integrazione poiché generano crescita, ricchezza, benessere».

**Referendum. Boccia, strumentalizzazioni eccessive, no a speculazioni**

«Mi sembra ci siano strumentalizzazioni internazionali eccessive, se dovesse vincere il no. Non vorrei che qualcuno stesse speculando a danno dell'Italia» ha poi aggiunto il presidente di Confindustria allorquando il rischio di conseguenze gravi sull'economia nell'eventualità che vinca il No. «Non vedo alcun collegamento» ha commentato a proposito del rischio fallimento per alcune banche paventato dal Financial Times. «Forse qualcuno - ha detto Boccia - vuole speculare sul Paese e comprare i gioielli di famiglia a basso costo, e' un'altra questione e credo che si debba avere la lucidità del capite».

Non ha aggiunto «abbiamo sempre sottolineato l'importanza di stare sugli argomenti e sui contenuti», dice Boccia. «Riconfermiamo le nostre ragioni sui contenuti: riteniamo che il sì sia una buona occasione per rendere più moderno ed efficiente il nostro Paese».

**Mediterraneo: Baban, imprenditori primi incubatori**

Nell'area del Mediterraneo «gli imprenditori sono i primi incubatori della stabilità» in quanto «non esiste stabilità senza sviluppo economico» ha sottolineato Alberto Baban, vice presidente di Confindustria e di BusinessMed, nel suo intervento al Forum Euro-Mediterraneo. «Non è più il rischio politico ma il terrorismo a frenare maggiormente le imprese», ha affermato Baban, «anche se non tocca agli imprenditori farsi carico dei compiti della politica, proprio lo sviluppo delle economie nazionali sarebbe la miglior risposta ad alcune esigenze comuni e trasversali della maggior parte dei paesi sudmediterranei». «Abbiamo la responsabilità di essere interpreti del grande cambiamento», ha aggiunto Baban, riferendosi anche all'eccesso di iniziative lasciate dai paesi europei alla Cina nell'area Eneua.

EMPORIO ARMANI SWISS MADE

EMPORIO ARMANI SWISS MADE FALL/WINTER 2016

DISCOVER MORE

**I PIÙ LETTI DI ITALIA**

1. LE CONSULTAZIONI IN CORSO | 10 novembre 2016  
 Governo, voto, legge elettorale: la mappa della crisi
2. DOPO IL VIA LIBERA DEL SENATO ALLA MANOVRA | 10 novembre 2016  
 La manovra da 27 miliardi è legge, via libera a Industria 4.0 e Age. Stop all'aumento dell'Iva nel 2017
3. DOPO IL REFERENDUM | 10 novembre 2016  
 Le Province sopravviveranno all'abolizione e rilancio: mancano almeno 650 milioni
4. LEGGE DI BILANCI | 10 novembre 2016  
 Nella manovra 120 misure di spesa
5. CRISI DI GOVERNO | 10 novembre 2016  
 Consultazioni, da domani partiti. Probabile l'incarico Turci

**ULTIME NOVITÀ**  
 Del catalogo del Sole 24 Ore

**Internazionalizzazione delle imprese 2 - LA FISCALITÀ DEGLI INVESTIMENTI DELLE IMPRESE** ...

**Libri**  
 Secondo volume della collana "Internazionalizzazione delle imprese": un affarone e comprendere ...

**Bilanci 2016: i nuovi obblighi per le imprese ordinarie e gli esteroi** ...

**Formazione**  
 Analisi e guida operativa per la redazione del bilancio 2016 secondo ...

**SPECIALE CLASSIFICHE** Le prime 50 imprese italiane di costruzione

Banche dal nord

I bilanci delle prime 50 imprese di costruzione italiane.

**SCOPRI ALTRI PRODOTTI**

**LEGGI CONDOMINIO FACILE**

La guida chiara e completa sulla corretta gestione del condominio.

**LE GALLERY PIÙ VISTE**

- ITALIA | 4 ottobre 2016  
I politici alla urna per il Referendum
- MODA | 1 novembre 2016  
Gli angeli di Victoria's Secret in passerella a Parigi
- MONDIALE | 1 novembre 2016  
Simu Garcia, la nuova berlina N-tach
- MONDO | 10 novembre 2016  
L'attacco di Pearl Harbor 75 anni fa

# PRESS REVIEW

الرئيسية | الحدث | الوطني | الاقتصاد | المحلي | الرياضة | الثقافة والفن | المجتمع | محاكم | الدولي | الأكبرية | صفحات لدى

شبكة عالمية | حاليا | طلب باستقلالية هيئة الاستئناف وتفعيل مجلس المنافسة لتنظيم سوق التأمينات | صور | الفيديوهات

الذخيرة 9 ديسمبر 2016



Version francophone

و أنت ؟



شروط الإخبار | 11:05 - 02 ديسمبر 2016 | 146 مرة | 1 تعليق | الاقتصاد

## الرئيسية / الاقتصاد / الرئيس الإيطالي يستقبل رئيسة الكونغرس العامة للمؤسسات الجزائرية

### الرئيس الإيطالي يستقبل رئيسة الكونغرس العامة للمؤسسات الجزائرية

02 ديسمبر 2016 - 11:05 | قرئ 146 مرة | 1 تعليق | الاقتصاد

استقبل الرئيس الإيطالي، سيرجيو ماتاريلا، أمس، سيدة الأعمال الجزائرية، سعيدة نقر، رئيسة الكونغرس العامة للمؤسسات الجزائرية، في قصر الرئاسة بروما. حيثما تشرته في ترقية مرفوعة بصورة لها مع الرئيس الإيطالي عبر صفحتها الرسمية في التويتر ولم تكتف عن فحوى اللقاء أو الاطر الذي جرى فيه استقبالها.

قيم هذا المقال

5.00

★★★★★

0

12

0

12

تعليقات (1 منشور)

12:14:18 02/12/2016

هاجر زكري

Saida NEGHZA Reçu par Le Président italien SERGIO Mattarella

**La dame de fer Saida NEGHZA Vice présidente de Businessmed et Présidente de la Confédération Générale des entreprises Algériennes est reçue le 01 décembre 2016 par le Président italien Sergio Mattarella; au palais présidentiel et honorée ..**

Cette visite de madame la Présidente de la CGEA montre encore une fois l'efficacité et la volonté de cette dame de fer face au déficit économique ; une stratégie personnelle de sa part pour inciter les investisseurs étrangers à venir investir en Algérie. BRAVO et bonne continuation

C.I.C #CGEAALGERIA  
SergioMattarella#  
BUSINESSMED #ALGERIE#

إكتب تعليق

اسمك:

بريدك الإلكتروني:

موقعك الإلكتروني:

أضف تعليقاتك:

الرجاء إدخال الرمز الذي يظهر في الصورة:

## أخبار ذات صلة

**الكويت تخسر 66 مليون دولار يوميا بسبب إضراب عمال النفط**

18 أبريل 2016 - 14:23 | 1 تعليق

**الإعلان عن نتائج مناقصة استغلال حاي الثقيل**

25 مارس 2016 - 16:50 | 1 تعليق

**حسب مسؤول بوزارة النقل : تخفيف الضغط عن الموانئ يتطلب وسائل لوجيستكية جديدة**

29 جويلية 2016 - 15:06 | 1 تعليق

**كشفت حسن الترابي الأخيرة الجزائر تحل المرتبة الـ 93 في فئة التنمية البشرية المرتفعة**

01 غشت 1970 - 00:00 | 1 تعليق

**روسيا تتفحص ستروجا من الغاز الصخري لمنافسة سوناطراك**

16 يونيو 2014 - 03:14 | 1 تعليق

**إيني الإيطالية ووتال الفرنسية يتناقضون مع الستت الجزائري**

26 جويلية 2014 - 03:14 | 1 تعليق

## المزيد من الاقتصاد

**سوناطراك يحدد إجراءات محادثات مع شركاء أجانب حول خمسة مشاريع**

05 ديسمبر 2016 - 14:42 | 1 تعليق

**في تهيئة اشتراكية للسات تا بعد هانور العالمية 2017**

05 ديسمبر 2016 - 13:22 | 1 تعليق

**روسيا تؤكد أن جميع شركاتها تود خفض إنتاج النفط**

07 ديسمبر 2016 - 16:30 | 1 تعليق

**مثل المصنع في مساهمة الطلبات ارتفعت على تصددها**

06 ديسمبر 2016 - 21:48 | 1 تعليق

**إنتاج 5 ملايين على أسعار سامبول و ساندنيو الجزائرية**

06 ديسمبر 2016 - 21:41 | 1 تعليق

**وزارة التجارة تقرب المتكدين المشاهدين بين من جديد**

06 ديسمبر 2016 - 21:41 | 1 تعليق

## كاريكاتور

الحرب ضد تجار المرفوعات والألبان الجزائرية



**الأكثر شعبية**

تعاقد بيع بأسواق للتعاقد بوسط شرق وجوب البلاد

**الأكثر تصويتا**

شركة الجزائر للحدوم تجهز 20 ألف رأس غنم لرمضان

**الأكثر تعليقا**

## Algeria Expo



الأرشيفات

## عربال

بانة مطار شوانين بوسدين دون مشاكل

06 ديسمبر 2016 - 10:44

عربال

## اليومي PDF



الأرشيفات

## أعمدة المحور



النال والسياسة

الماسدة

07 ديسمبر 2016 - 10:36

اسمار هندا

## Elmihwar Version francophone



disponible sur le: [www.elmihwar.com/ft](http://www.elmihwar.com/ft)

Suivez nous sur:





**NEWS** **EVENTI**

Chiusura estiva uffici  
 InMotion - Giugno 2017  
 Statistiche CETOP e ISC 2016

[LEGGI TUTTE LE NEWS](#)



**Forum Euro-Mediterraneo**

CONFINDUSTRIA  
 Roma, 30 Novembre 2016

Confindustria ha organizzato, in collaborazione con ICE AGENZIA, BUSINESSMED (Unione delle Confederazioni Mediterranee delle Imprese), il Ministero dello Sviluppo Economico e il Ministero degli Affari Esteri e della Cooperazione Internazionale, il Forum Economico Euro-Mediterraneo.

L'evento si è tenuto a Roma (sede Confindustria) il 30 novembre, alla vigilia dei Dialoghi Mediterranei (1-3 dicembre 2016).

Il Forum ha visto la partecipazione di vertici imprenditoriali e rappresentanti di Associazioni ed istituzioni provenienti dai Paesi della sponda sud del Mediterraneo e ha puntato a rilanciare le relazioni economiche e a valorizzare la collaborazione tra imprese in un processo di integrazione economica ed industriale della regione.

L'evento ha avuto carattere plurisettoriale con un focus nei settori dell'energia, infrastrutture e costruzioni, meccanica.

Per maggiori dettagli si prega di consultare il sito dedicato:  
<http://forumeuromed2016.ice.it/>

**EVENTI FIERE**

- MAPPA FIERE
- ASSOFLUID
- CONFINDUSTRIA
- ICE
- ARCHIVIO

**Officine Meccaniche Cicco S.p.A. Dal 1969 diamo il meglio sotto pressione.** **Setco: nuova energia nelle trasmissioni di potenza.**

www.cicco.it    info@setco.it    www.setco.it

**ASSOFLUID**  
 Associazione Italiana dei Costruttori ed Operatori del Settore Oleidraulico e Pneumatico  
 Viale Fulvio Testi, 128 - 20092 Cinisello Balsamo (Milano) - P.IVA 05094640157 - [Privacy](#)  
 Sito gestito da AFL SERVIZI S.r.l. Unipersonale - P.IVA 08928650962

Tel. +39 02 2901 0411  
 Fax +39 02 6570 286  
 E-mail: [assofluid@assofluid.it](mailto:assofluid@assofluid.it)

CONFINDUSTRIA FEDERARE  
 FEDERMACCHINE  
 CETOP  
 CREDITS

# PRESS REVIEW

Menu **EIN NEWSDESK** Questions? Contact (202) 540-8337 Login

## EIN NEWS

A Service For Professionals • Friday, December 9, 2016 • 8734 Sources • 357,372,167 Articles • 3,593,718 Readers

Get News to Share? Send 2 FREE Releases |  
Menu > All News Topics > Press Releases by Industry Channel

Submit News Get RSS Get by Email

### Mediterranean Dialogues: Rome is the hub for reviewing strategies

The second edition of the MED (Mediterranean Dialogues) Forum, organised by the Ministry of Foreign Affairs and International Cooperation and ISPI (Institute for International Political Studies), will be held in Rome from today, 1 December, to Saturday, 3 December. It will count on the presence of more than 40 heads of State, ministers and top officials of International Organisations, and 600 leading figures from the world of politics, finance and the economy, 80 representatives of think tanks and international institutions, and scholars and experts from approximately 55 Countries, thus proving the extent to which this project is shared and supported worldwide.

On Thursday, 1 December, the Forum will be opened at 2 p.m. by Minister Paolo Gentiloni. Again on 1 December, the participants in the Forum will be received by the President of the Italian Republic Sergio Mattarella. Participation to the event is exclusively upon invitation.

The Forum is entirely open to the press (see attached programme) and is divided into three day sessions on the so-called four "pillars": Shared Prosperity, Shared Security, Migration, Media, Culture & Society.

Participants also include John KERRY, Secretary of State, United States of America; Sergey LAVROV, Minister of Foreign Affairs, Russia; Boris JOHNSON, Secretary of State for Foreign and Commonwealth Affairs, United Kingdom; Federica MOGHERINI, High Representative of the European Union for Foreign Affairs and Security Policy; Mohammad Javad ZARIF, Minister of Foreign Affairs, Iran; Mohammed AL-THANI, Minister of Foreign Affairs of Qatar; Giorgio Napolitano, Honorary President of ISPI; Staffan DE MISTURA, UN Special Envoy for Syria; Frans TIMMERMANS, First Vice-President of the European Commission; Ibrahim Abdul-Kareem Hamza Al-Eshaikher AL-JAAFARI, Minister of Foreign Affairs of Iraq; Ahmed ABOUL-GHEIT, Secretary General of the Arab League; Roberta PINOTTI, Minister of Defence of Italy; Edi RAMA, Prime Minister of Albania; Filippo GRANDI, United Nations High Commissioner for Refugees; Ibrahim GHANDOUR, Minister of Foreign Affairs of Sudan; Claudio DESCALZI, CEO of ENI; Mauro MORETTI, CEO of Leonardo Finmeccanica Spa; Enima MARCEGAGLIA, President of BusinessEurope.

Shared security, fighting terrorism, the future of the Middle East – with a special focus on Syria and Libya – immigration, energy, growth, and the role of women and youth in relaunching the economy are some of the key issues addressed by the three-day event that will turn Rome and this important Forum into a full-fledged "hub" of debate on the Mediterranean. The Mediterranean is not only an area of conflict and crisis but a space with great potential to be exploited in developing a positive agenda that might leave behind widespread pessimism and restore the region's centrality in a continuously changing international scenario.

The idea of Hub was reinforced by a round of meetings called "Pre-Med" which were held from 30 November to the morning of 1 December, in addition to the scientific partnership between the European University Institute, IFRI, Bruegel, Chatham House, DGAP and the European Council on Foreign Relations. The round of meetings included a meeting of entrepreneurs from the two shores of the Mediterranean (promoted by Confindustria-BusinessMed), a meeting of the Aspen European Strategy Group, meetings between Mediterranean Energy Regulators and between security experts and representatives of the NATO Defence College; a ministerial meeting on energy promoted by the European Commission and a meeting between the policy planners of the Foreign Ministries of the area; a meeting between international media, promoted by RAI in partnership with one of the representatives of the Think Tanks in the area and the Steering Committee of the Robert F. Kennedy Human Rights Center.

*Distributed by APO on behalf of Ministry of Foreign Affairs of Italy.*

Powered by **EINPRESSWIRE**

Distribution channels: Business & Economy, Human Rights, Media, Advertising & PR, Politics, World & Regional  
Submit your press release





Archivio Comunicati e notizie

Approfondimenti

Comunicati

Interventi

Interviste e Articoli

## Dialoghi Mediterranei: è Roma l'hub per una nuova riflessione strategica

Data: 01/12/2016



Si è chiusa oggi a Roma la seconda edizione del Forum MED – Mediterranean Dialogues, promosso dal Ministero degli Affari Esteri e della Cooperazione Internazionale e dall'ISPI (Istituto per gli Studi di Politica Internazionale).

Sicurezza comune, lotta al terrorismo, il futuro del Medio Oriente, con un focus particolare su Siria e Libia, immigrazione, energia, crescita, ruolo della donna e dei giovani per il rilancio dell'economia sono alcuni dei temi chiave della tre giorni di dibattito che ha fatto di Roma - e questo importante incontro - un vero e proprio "hub" di riflessione strategica sul Mediterraneo: area non solo di conflitti e crisi, ma spazio ricco di potenzialità - sulle quali lavorare nella costruzione di un'agenda positiva, che si lasci dietro alle spalle un diffuso pessimismo e torni a ridare centralità alla regione in uno scenario internazionale in continuo mutamento.

Oltre 40 tra Capi di Stato, Ministri e vertici delle Organizzazioni Internazionali e 500 leader del mondo della politica, dell'economia e della finanza, 80 tra think tank e istituzioni internazionali nonché studiosi ed esperti provenienti da circa 55 Paesi: una partecipazione massiccia, che ha dato la misura di un progetto forte, condiviso e sostenuto a livello internazionale.

Sono intervenuti al Forum MED - Mediterranean Dialogues: John KERRY, Secretary of State, United States of America; Sergey LAVROV, Minister of Foreign Affairs, Russia; Boris JOHNSON, Secretary of State for Foreign and Commonwealth Affairs, United Kingdom; Federica MOGHERINI, High Representative of the European Union for Foreign Affairs and Security Policy; Mohammad Javad ZARIF, Minister of Foreign Affairs, Iran; Mohammed AL-THANI, Minister of Foreign Affairs, Qatar; Giorgio Napolitano, Presidente Onorario ISPI; Staffan DE MISTURA, UN Special Envoy for Syria; Frans TIMMERMANS, First Vice-President of the European Commission; Ibrahim Abdul-Kareem Hamza Al-Eshaiker AL-JAAFARI, Minister of Foreign Affairs, Iraq; Ahmed ABUL-GHEIT, Secretary General of the Arab League; Roberta PINOTTI, Minister of Defence, Italy; Edi RAMA, Prime Minister, Albania; Filippo GRANDI, United Nations High Commissioner for Refugees; Ibrahim GHANDOUR, Minister of Foreign Affairs, Sudan; Claudio DESCALZI, CEO, ENI; Mauro MORETTI, CEO, Leonardo Finmeccanica Spa; Emma MARCEGAGLIA, President, BusinessEurope.

A rafforzare l'idea di hub hanno contribuito una serie di incontri denominati Pre-Med, che si sono tenuti il 30 novembre e l'1 dicembre mattina, e la partnership scientifica di European University Institute, IFR, Bruegel, Chatam House, DGAP, European Council on Foreign Relations. Importanti le tavole rotonde con imprenditori delle due sponde del Mediterraneo (promosso da Confindustria-BusinessMed), la riunione dell'Aspen European Strategy Group, incontri tra Mediterranean Energy Regulators e tra esperti di sicurezza col NATO Defence College; la ministeriale sull'energia promossa con la Commissione Europea e una riunione tra i policy planner dei Ministri degli esteri dell'area; un confronto tra i media internazionali promosso con la RAI e uno tra i rappresentanti dei Think Tank dell'area e lo Steering Committee del Robert F. Kennedy Human Rights Center.

Tagg: [Ministro](#) [Politica Estera](#) [Energia](#) [Mediterraneo e Medio Oriente](#)

Multimedia



Video: #MED2016

Rome MED 2016 - Video



Video - Italia-Russia: dialogo per la pace



Video: Stretto rapporto tra Italia e USA

Approfondimenti

ISPI

Programma

Live Streaming

MED Report "Leaving the Storm Behind"

# PRESS REVIEW



Cerca

#icspomilio

ENGLISH



HOME ABOUT SUMMIT INFLUENCER MAG NEWS CONTATTI

ICS Med World | Dicembre 2016

## CONTRADDIZIONI MEDITERRANEE

**Mediterraneo in subbuglio. Ma anche protagonista economico e politico e area di sviluppo per le imprese italiane. È tra queste due contraddizioni che si è sviluppata la riflessione che dal 30 novembre al 3 dicembre 2016 a Roma ha ripositionato il Mediterraneo quale grande protagonista del dibattito internazionale**

Mediterraneo in subbuglio. Ma anche protagonista economico e politico e area di sviluppo per le imprese italiane. È tra queste due contraddizioni che si è sviluppata la riflessione che dal 30 novembre al 3 dicembre 2016 a Roma ha ripositionato il Mediterraneo quale grande protagonista del dibattito internazionale. Se da un lato il Mediterraneo è tuttora agitato da venti di instabilità politica, al contrario la business community mediterranea è pienamente consapevole del ruolo di stabilizzazione indotto dalla crescita economica derivante dall'attività di impresa.

È quanto emerso nel corso del Forum Euromediterraneo organizzato da Confindustria in collaborazione con BUSINESSMED, l'Associazione delle "Confindustrie" mediterranee, Ministero dello Sviluppo Economico, Ministero degli Affari Esteri e della Cooperazione Internazionale e ICE-Agenzia svoltosi a Roma il 30 novembre 2016.

"Non è il cambiamento che crea instabilità bensì la nostra incapacità di comprendere il cambiamento. Ma un'Europa che non riesce a crescere ha difficoltà a comprendere la crescita, mentre il continente africano ne ha invece consapevolezza. Al contrario dell'Europa, la Business community ha chiaro il concetto che la stabilità sociale parte dallo sviluppo economico" ha sottolineato Alberto Babar, Presidente della Piccola Industria di Confindustria e Vice Presidente di BusinessMed.

Un Mediterraneo su cui lavorare per costruire un'agenda positiva al centro anche della seconda edizione di MED-Mediterranean Dialogues, promosso sempre a Roma dal 1° al 3 dicembre dal Ministero degli Affari Esteri e della Cooperazione Internazionale e dall'ISPI.

Prosperità condivisa. Sicurezza condivisa. Migrazioni e Società civile e Cultura sono i quattro pilastri del confronto tra oltre 500 leader del mondo della politica, dell'economia e della finanza.

Confindustria Assafrica & Mediterraneo: <http://www.assafrica.it/>

Share

### News

- ICS Editorial
- ICS Interview
- ICS Zoom
- ICS Institutions
- ICS Flash
- ICS Transparency
- ICS Academy
- ICS Med World
- ICS Art & Culture

### Subscribe

Inserisci la tua mail



### ICS Editorial



#### Design Italia: una nuova idea di creatività

Un tempo, l'Italia è stata la capitale Europea del design. [\[More\]](#)

### Mag





L'EXPRESSION

dz.com

Jeudi 08 Décembre 2016

Accueil | L'Expression TV | L'Editorial | Nationale | L'info en continu | Internationale | Sports | Culture | Chroniques | Régions | Autres

Découvrez votre application gratuite

SAÏDA NEGHAZ, PRÉSIDENTE DE LA CGEA ET VICE-PRÉSIDENTE DE BUSINESSMED, À L'EXPRESSION

"L'Afrique doit être notre cible de choix"

Par: Amar INGRACHEN - Jeudi 24 Novembre 2016 00:00



Dans cette interview, Saïda Neghza revient sur l'insertion de l'économie algérienne dans l'économie mondiale et la meilleure manière de mener l'entreprise, ainsi que sur le Forum d'affaires et d'investissement africain qui se tient à Alger du 3 au 4 décembre prochain.

**L'Expression: L'Algérie organise des Forums d'affaires bilatéraux avec plusieurs pays (Indonésie, Iran, Emirats, Grande-Bretagne, USA, etc.). Être sur tous les fronts, est-ce une bonne idée selon vous?**

**Saïda Neghza:** Il est normal et logique que l'Algérie puisse fructifier, à travers ses relations avec tous les pays, les potentialités de coopération économique. Néanmoins, le continent africain dans lequel elle se situe, doit représenter une cible de choix pour l'Algérie, d'autant plus que elle y est déjà fortement présente politiquement. En effet, le combat de l'Algérie pour la libération des pays africains colonisés a placé notre pays dans une position de leader au niveau du continent noir. Ceci peut se reproduire dans l'économie et permettre de développer une coopération privilégiée avec les pays africains.

**Tous ces forums visent, principalement, à attirer les investissements étrangers vers l'Algérie. Est-ce que les rencontres entre les opérateurs économiques à l'occasion de ces forums sont suffisantes pour convaincre ces derniers de s'installer en Algérie ou il convient d'aller plus loin?**

D'abord et, en général, les relations économiques revêtent soit des échanges commerciaux bilatéraux ou des investissements engageant trois acteurs dont l'un représentant un pays non africain dans le cadre d'un partenariat. De ce point de vue, il est clair que les forums constituent un lieu idéal pour permettre aux acteurs économiques d'apprécier directement, avec leurs homologues, les conditions de coopération qui leur sont offertes. C'est essentiellement, de mon point de vue, sur ces conditions qu'il faut agir pour les améliorer. Il est urgent que l'Algérie se mette au diapason de l'économie mondiale.

**L'Algérie s'apprête à abriter le premier sommet d'affaires africain après avoir tourné le dos durant longtemps à l'Afrique. Qu'attendez-vous concrètement de ce forum?**

Il était temps de retourner vers l'Afrique qui, il faut le rappeler, constitue la locomotive de la croissance mondiale en ce moment et pour les années à venir. Il est normal et légitime que l'Algérie, qui est un pays africain, saisisse les opportunités qu'offre le continent. Pour ce qui est du forum qui se tiendra du 3 au 5 décembre à Alger, nous aurions aimé que notre Confédération soit partie prenante dans le cadre du comité d'organisation afin d'apporter non seulement toute son expérience du fait qu'elle a présidé l'organisation africaine du patronat pendant deux mandats de deux ans consécutifs, mais aussi pour permettre au comité d'organisation d'être plus représentatif du patronat algérien. Une démarche inclusive aurait conféré davantage de légitimité et de prestige à cette rencontre. Ceci dit, nous souhaitons que cette rencontre algéro-africaine puisse aboutir à des résultats satisfaisants.

**Quels sont les pays africains avec lesquels l'Algérie gagnerait particulièrement à coopérer?**

La Cgea estime que le Nigeria et l'Afrique du Sud constituent deux pays majeurs avec lesquels il y a lieu de consolider fortement nos relations économiques et créer une dynamique de coopération forte capable de constituer le fer de lance d'une démarche plus globale qui toucherait l'ensemble des pays émergents africains. Il est important d'avoir des repères qualitatifs en matière d'investissement en Afrique.

**En votre qualité de présidente de la Cgea, organisation très présente à l'échelle africaine et internationale, et vice-présidente de Businessmed, que pouvez-vous apporter au gouvernement dans sa stratégie de retour vers l'Afrique?**

Je tiens à vous remercier d'avoir posé cette question car l'activité d'une organisation patronale ne se limite pas à la sphère algérienne pour soutenir l'action politique du gouvernement pour le développement économique et social. Notre action s'insère dans une dynamique globale qui inclut tous les acteurs économiques mondiaux, notamment les organisations patronales africaines, méditerranéennes, internationales, etc., ainsi que le Bureau international du travail et l'Organisation internationale des employeurs. Nous faisons un travail de diplomatie économique en faveur de notre pays et, plus particulièrement des chefs d'entreprise algériens, en parfaite symbiose avec les politiques économiques mises en place par le gouvernement. Notre travail, en somme, vient compléter celui du gouvernement et nos objectifs sont les mêmes que ceux du gouvernement: diversifier, développer notre économie.

Partager sur: [Facebook](#) [Delicious](#) [Digo](#) [StumbleUpon](#) [Twitter](#)

Version imprimable

Partager sur: [Facebook](#) [Delicious](#) [Digo](#) [StumbleUpon](#) [Twitter](#)

**Dans la même rubrique**

- FONCTIONS INTERDITES AUX BINATIONAUX. La liste sera-t-elle élargie?
- LE MAROC SE RETIRE DU 4ÈME SOMMET AFRO-ARABE. Brahim Ghali indispose Mohammed VI
- CAMPAGNE CONTRE LE SIDA. La Radio nationale perpétue la tradition
- MESSAHEL À MALABO. Entre terrorisme et migration
- EDUCATION NATIONALE. Qui veut détruire l'école publique?
- L'ALGÉRIE MULTIPLIE «LES FORUMS D'AFFAIRES» ET LES «RÉFORMES». à la reconquête du "monde" économique
- ALORS QUE LE FLN SE DÉBAT DANS SA CRISE À QUELQUES MOIS DES LÉGISLATIVES. Le RND en embuscade
- AU TROISIÈME JOUR DE LA GRÈVE CYCLOCLIC CONTRE LA RÉFORME DE LA RETRAITE. Pourquoi les syndicats ont échoué
- OULD ABES ET LA CANDIDATURE DES MINISTRES AUX LÉGISLATIVES. "C'est le Président qui va trancher"
- DJEZZY COUVRE 16 WILAYAS EN 4 G. Alger et Oran: joyaux de la couronne

**PUBLICITE**

La nouvelle AVANZA

pour toute la famille



**ARTICLES POPULAIRES**

Les plus lus | Les plus commentés

- L'ALGÉRIE MENACÉE PAR DES MOUVEMENTS SECTAIRES RELIGIEUX. Une capitale face aux assauts islamistes
- SECTES, INCITATION À LA HAINE ET ACTIVITÉS SUBVERSIVES. Menaces d'un nouveau genre
- MINISTÈRES DE LA SANTÉ, DU COMMERCE ET FÉDÉRATION DES DIABÉTIQUES. Dangereuse polémique sur "Rahmet Rabi"
- QUAND LA COMMISSION DE L'UA RÉPLIQUE AUX ATTAQUES MAROCAINES. Où se situe l'outrage...
- LES CITOYENS SCEPTIQUES APRÈS LA VALIDATION DE LA LOI DE FINANCES 2017. De quoi sera fait demain?



# PRESS REVIEW

The screenshot shows the website 'MESSAGGERO MARITTIMO' with a navigation bar at the top containing links like HOME, PARTENZE, LINEE, CHI SIAMO, LA STORIA, CONTATTI, ARCHIVIO EDIZIONI, EDIZIONE DIGITALE, ARCHIVIO NOTIZIE, SCARICA PDF, and LOGIN. The main header includes the 'SHIPPING SERVICES' logo, the title 'MESSAGGERO MARITTIMO' with a '24 ore su 24' badge, and the 'AGENZIA MARITTIMA ALDO SPADONI MSC' logo with contact information for Livorno.

The article is dated 'Mercoledì, 30 Novembre 2016 16:19' and is titled 'FORUM EURO MEDITERRANEO DI CONFINDUSTRIA'. It features a 'Stampa | Email' link and a portrait of Vincenzo Boccia. The text discusses the forum's focus on economic integration and cooperation in the Mediterranean region, mentioning the presence of 145 Italian and 168 foreign companies, and the role of Confindustria and BusinessMed.

**CERCA DESTINAZIONE**

Partenza  
Seleziona ▼  
Arrivo  
Cerca

**GRIMALDI GROUP**

**GRUPPO LAGHEZZA**  
CUSTOMS & LOGISTICS

**Consorzio ZAI**  
Interporto Quadrante Europa  
www.quadranteuropa.it

**CONFINDUSTRIA**  
LIVORNO MASSA CARRARA

**COSCO SHIPPING**  
GENOVA MILANO NAPOLI LIVORNO  
as General Agent in Italy for COSCO Shanghai

**MELFI MARINE** CORP. S.A.

**AGENZIA MARITTIMA ALDO SPADONI MSC**  
LIVORNO - Piazza dei Legnami, 21  
Tel. 0586 248 111 - FAX 0586 248 200  
MEDITERRANEAN SHIPPING COMPANY

HOME PARTENZE LINEE CHI SIAMO LA STORIA CONTATTI ARCHIVIO EDIZIONI EDIZIONE DIGITALE ARCHIVIO NOTIZIE SCARICA PDF LOGIN

Mercoledì, 30 Novembre 2016 16:19

## FORUM EURO MEDITERRANEO DI CONFINDUSTRIA

Stampa | Email

ROMA - L'industria italiana guarda al Mediterraneo come «terra di cerniera», occasione di «un processo straordinario di integrazione sociale ed economica», puntando su un «parteneriato per il cosviluppo». Così il leader di Confindustria, Vincenzo Boccia, ha presentato ieri a Roma il Forum Euro-Mediterraneo, organizzato da Confindustria in collaborazione con BusinessMed (l'associazione delle "Confindustrie" dell'area del Mediterraneo), i ministeri dello Sviluppo economico degli esteri, e l'Ice.

L'appuntamento ha rappresentato anche l'occasione per oltre 300 incontri b2b, direttamente tra aziende, con la presenza di 145 aziende italiane e 168 aziende dei Paesi della sponda sud del Mediterraneo, otto associazioni imprenditoriali, tre banche, complessivamente 470 partecipanti. Lo sviluppo economico della "sponda sud" è «una priorità anche per l'Italia»: l'interscambio è aumentato del 64% tra il 2001 ed il 2015; incide per l'8% sui nostri scambi con un valore di 66,5 miliardi nel 2015 che potrebbero salire a oltre 68 nel 2016. E con una presenza industriale di circa 3mila aziende italiane.

Quello di ieri a Roma è stato il terzo grande evento degli industriali sul Mediterraneo, dopo il Forum di Palermo del 2006 e quello di Roma del 2010. Ed è stato organizzato con uno speciale focus sul settore dell'energia. «L'impegno di molti Governi della sponda sud a promuovere riforme strutturali e progetti di investimento in settori industriali prioritari rappresenta una occasione unica per le nostre imprese», ha sottolineato Boccia.

La «crescita», ha detto il leader degli industriali, è «una precondizione per combattere disuguaglianza e povertà. Contro il terrorismo e la violenza non c'è migliore arma della cooperazione economica e industriale. Siamo convinti che il sistema industriale italiano possa giocare un ruolo chiave nel Mediterraneo, oggi come non mai. Le straordinarie capacità dei nostri imprenditori possono essere uno strumento di stabilizzazione e di integrazione poiché generano crescita, ricchezza, benessere». Secondo il presidente di Confindustria «attuare una politica di cooperazione EuroMediterranea strutturata sarà un processo lungo e non semplice ma non abbiamo scelta poiché la futura sicurezza dell'intera regione dipende soprattutto da uno sviluppo florido delle economie di mercato». Imprenditori italiani e imprenditori della sponda sud del Mediterraneo devono oggi cogliere l'opportunità di «agire in nome di un comune interesse strategico di sicurezza e sviluppo». Anche per il presidente della Piccola industria di Confindustria, vice presidente di BusinessMed, Alberto Baban, «gli imprenditori sono i primi incubatori della stabilità». «Oggi non è più il rischio politico quanto piuttosto quello del terrorismo a frenare maggiormente le imprese. Anche se non tocca agli imprenditori farsi carico dei compiti della politica - ha detto - proprio lo sviluppo delle economie nazionali sarebbe la miglior risposta ad alcune esigenze comuni e trasversali della maggior parte dei Paesi sud-mediterranei».

«Nonostante le difficoltà dell'attuale scenario internazionale, la partnership euro-mediterranea si conferma una piattaforma imprescindibile di cooperazione economica, in cui l'Italia è coinvolta in prima linea», ha sottolineato nel suo intervento il presidente della Sace, Beniamino Quintieri: Sace e Simest (gruppo Cassa Depositi e Prestiti) «lavoreranno sempre più in sinergia per sostenere le imprese italiane in quest'area a elevato potenziale e in profonda evoluzione».

### ARTICOLI CORRELATI (DA TAG)

- Confindustria lancia sfida nel settore lapideo
- Confindustria in rialzo le stime sul Pil



## ΜΝΗΜΟΝΙΟ ΣΥΝΕΡΓΑΣΙΑΣ ΥΠΕΓΡΑΦΕ Ο ΣΕΒΕ ΜΕ ΤΟΝ BUSINESSMED

ΜΑΚΕΔΟΝΙΑ | 05/12/2016, 16:20 | από [Voria.gr](#)



**Στόχος είναι η συνεργασία μεταξύ των δύο φορέων στην υλοποίηση κοινών δράσεων για την ανάπτυξη της επιχειρηματικής συνεργασίας των χωρών της Μεσογείου**

Μνημόνιο Συνεργασίας (MOU) υπέγραψε ο **Σύνδεσμος Εξαγωγέων Βορείου Ελλάδος (ΣΕΒΕ)** μέσω του Προέδρου του Κυριάκου Λουφάκη με τον φορέα **BUSINESSMED – Union of Mediterranean Confederations of Enterprises** στη Ρώμη.

Από την πλευρά του BUSINESSMED στην υπογραφή συμμετείχαν ο Πρόεδρος κος Jacques Jean Sarraf και η Γενική Γραμματέας του φορέα κα Jihen Boutiba Mrad.

Το BUSINESSMED, με έδρα στην Τυνησία, είναι ένας περιφερειακός επαγγελματικός φορέας που συστάθηκε το 2004 από 12 ιδρυτικά μέλη, Συνομοσπονδίες εργοδοτών στη Μεσογειακή περιοχή με σκοπό την επίταχυνση της οικονομικής και κοινωνικής ανάπτυξης της περιοχής.

**Σκοπός του MOU που ενισχύει τη διεθνή δικτύωση του ΣΕΒΕ** είναι η συνεργασία μεταξύ των δύο φορέων στον σχεδιασμό και στην υλοποίηση κοινών δράσεων για την ανάπτυξη της επιχειρηματικής συνεργασίας των χωρών της περιοχής της Μεσογείου.

Η υπογραφή του Μνημονίου έλαβε χώρα στο ευρύτερο πλαίσιο μιας σειράς σημαντικών εκδηλώσεων στη Ρώμη: το Euro-Mediterranean Forum (30.11.16) που οργανώθηκε από τη Γενική Συνομοσπονδία Ιταλικής Βιομηχανίας (CONFINDUSTRIA), μέλος του BUSINESSMED, σε συνεργασία με το BUSINESSMED και την Ιταλική Αντιπροσωπεία Εμπορίου (ICE), την εκδήλωση MED – Rome Mediterranean Dialogues (1-2.12.16) με κεντρικό διοργανωτή το Ιταλικό Υπουργείο Εξωτερικών και τη Γενική Συνέλευση του BUSINESSMED (02.12.16).

Ειδικότερα, το Euro-Mediterranean Forum συγκεντρώνει πλήθος επιχειρηματιών και εκπροσώπων επιχειρηματικών οργανώσεων και ιδρυμάτων από τη Νότια Μεσόγειο, με στόχο την αναζωογόνηση των οικονομικών σχέσεων μεταξύ των μεσογειακών χωρών και τη βελτίωση του περιβάλλοντος της επιχειρηματικότητας μέσω της συνεργασίας των ενδιαφερομένων μερών.

**ΑΥΤΟ ΤΟ ΑΡΘΡΟ ΑΝΗΚΕΙ:**  
ΜΑΚΕΔΟΝΙΑ, ΣΕΒΕ, BUSINESSMED



# PRESS REVIEW

## Μνημόνιο Συνεργασίας μεταξύ ΣΕΒΕ και BUSINESSMED – Union of Mediterranean Confederations of Enterprises

5/12/2016



Μνημόνιο Συνεργασίας (ΜΟΥ) υπέγραψε ο Σύνδεσμος Εξαγωγέων Βορείου Ελλάδος (ΣΕΒΕ) μέσω του Προέδρου του Δρ. Κυριάκου Λουφάκη με τον φορέα BUSINESSMED – Union of Mediterranean Confederations of Enterprises στη Ρώμη (02.12.16).

Από την πλευρά του BUSINESSMED στην υπογραφή συμμετείχαν ο Πρόεδρος κος Jacques Jean Sarraf και η Γενική Γραμματέας του φορέα κα Jihen Boutiba Mrad.

Το BUSINESSMED, με έδρα στην Τυνησία, είναι ένας περιφερειακός επαγγελματικός φορέας που συστάθηκε το 2004 από 12 ιδρυτικά μέλη, Συνομοσπονδίες εργοδοτών στη Μεσογειακή περιοχή με σκοπό την επιτόχηση της οικονομικής και κοινωνικής ανάπτυξης της περιοχής.

Σκοπός του ΜΟΥ που ενισχύει τη διεθνή δικτύωση του ΣΕΒΕ είναι η συνεργασία μεταξύ των δύο φορέων στον σχεδιασμό και στην υλοποίηση κοινών δράσεων για την ανάπτυξη της επιχειρηματικής συνεργασίας των χωρών της περιοχής της Μεσογείου.

Η υπογραφή του Μνημονίου έλαβε χώρα στο ευρύτερο πλαίσιο μιας σειράς σημαντικών εκδηλώσεων στη Ρώμη: το Euro-Mediterranean Forum (30.11.16) που οργανώθηκε από τη Γενική Συνομοσπονδία Ιταλικής Βιομηχανίας (CONFINDUSTRIA), μέλος του BUSINESSMED, σε συνεργασία με το BUSINESSMED και την Ιταλική Αντιπροσωπεία Εμπορίου (ICE), την εκδήλωση MED – Rome Mediterranean Dialogues (1-2.12.16) με κεντρικό διοργανωτή το Ιταλικό Υπουργείο Εξωτερικών και τη Γενική Συνέλευση του BUSINESSMED (02.12.16).

Ειδικότερα, το Euro-Mediterranean Forum συγκεντρώνει πλήθος επιχειρηματιών και εκπροσώπων επιχειρηματικών οργανώσεων και ιδρυμάτων από τη Νότια Μεσόγειο, με στόχο την αναζωογόνηση των οικονομικών σχέσεων μεταξύ των μεσογειακών χωρών και τη βελτίωση του περιβάλλοντος της επιχειρηματικότητας μέσω της συνεργασίας των ενδιαφερομένων μερών.

### ΦΩΤΟΓΡΑΦΙΑ



ΜΟΥ SEVE EUROBUSINESSMED





**Euromed Invest Academy -  
BSO and Women Leadership**

---

**2017**





BUSINESSMED et EUROCHAMBRES organizaron, en el marco del proyecto EUROMED Invest y la colaboración de la Cámara de Comercio de España, la Academia "La mujer en las organizaciones de apoyo empresarial" que tuvo lugar en Marrakech (Marruecos), los días 6-7 de marzo de 2017, reuniendo a organizaciones de apoyo empresarial de la región euro-mediterránea, empresas y numerosos actores del sector privado y ONGs que discutieron sobre el papel de la mujer empresaria en el desarrollo económico y social de los países del sur del mediterráneo.

En la Academia participaron entre otros, Sophia Economacos, Presidenta de la red de mujeres de EUROCHAMBRES y de la red nacional de mujeres empresarias de las Cámaras de Comercio griegas, y Ana Benito Mulet, Coordinadora de proyectos y Asuntos Europeos del Consejo Regional de Cámaras de Comercio de la Comunidad Valenciana en representación de la Cámara de Comercio de España, presentando el [Programa de Apoyo Empresarial a las Mujeres \(PAEM\)](#) de la Cámara de Comercio de España.

El PAEM es un programa nacional en red de promoción y apoyo a la actividad empresarial de las mujeres. Con quince años en activo, se ha posicionado como un programa ejemplificador en el ámbito del asesoramiento empresarial. Cuenta con el apoyo financiero del Fondo Social Europeo, del Instituto de la Mujer y para la Igualdad de Oportunidades del Ministerio de Sanidad, Servicios Sociales e Igualdad y de las Cámaras de Comercio.

Es un programa dirigido a mujeres con inquietud emprendedora que cuenten con una idea o proyecto de negocio o con un plan de modernización o ampliación. Su objetivo es sensibilizar a las mujeres y a su entorno hacia el autoempleo y la actividad empresarial, actuando como instrumento eficaz para la creación y consolidación de empresas lideradas por mujeres.

La presentación del PAEM en la Academia de EUROMED INVEST suscitó gran interés y muy particularmente sobre las cuestiones relacionadas con las ventajas y cobertura territorial del servicio, el impacto del PAEM, su incidencia en términos de creación de empresas así como sobre el acceso a la financiación que facilita y el % que representa el PAEM sobre el total de los servicios que prestan las Cámaras en materia de creación de empresas y su futuro.

ACCUEIL > Actualité CGEM

## La promotion du leadership féminin au centre d'une rencontre internationale à Marrakech

J'aime 0

Partager 0

Tweeter

G+



"Promouvoir le leadership féminin et le rôle des femmes dans les organisations de soutien aux entreprises" est le thème d'une rencontre organisée, lundi à Marrakech, à l'initiative de l'Union méditerranéenne des confédérations d'entreprises (BusinessMed) et du Réseau des femmes d'EUROCHAMBRES (EWN).

Cette manifestation de deux jours initiée en partenariat avec la Confédération générale des entreprises du Maroc (CGEM) et la fondation allemande Konrad Adenauer dans le cadre du projet "Euromed Invest", a réuni des Organisations de support à l'entreprise (OSEs) de la région euro-méditerranéenne, des chefs d'entreprises et différents acteurs et parties prenantes du secteur privé afin de discuter du rôle de la femme entrepreneure dans le développement économique et social des pays du sud.

La rencontre a été également une occasion propice pour partager les expériences et les bonnes pratiques entre les différentes OSEs de la région euro-méditerranéenne autour de la thématique des femmes entrepreneures et les services des OSEs.





NATIONAL CHAMBER NETWORK OF WOMEN ENTREPRENEURS  
6 Academía's str. 10571 Athens  
Tel: 0030-210-3207104-105 Fax: 0030-210-3622320  
Site: [endega.eu](http://endega.eu)  
E-mail: [general@endega.eu](mailto:general@endega.eu)

## MARRAKECH 6-7 MARCH 2017-03-14 EUROMED INVEST ACADEMY

### PRESS RELEASE

One more successful conference was recently organized by BUSINESSMED and Eurochambres. The Euromed project, dedicated to the promotion of business and private investments in the Euro-Mediterranean area, managed to bring together opinion leaders, heads of Unions and Federations, Local Officials and entrepreneurs in fruitful dialogue on the empowerment of the Mediterranean region.

Eurochambres, the leading player in of the European Entrepreneurial community, was represented by Dirk Vantvaeren, Director of Operations, Ines Briad, coordinating the Presentations, Sophia Economacos, the President of the Eurochambres Women Network and many women representatives of local European Chambers.

The participants exchanged ideas and best practices that could be adopted by each other and would help in the promotion of local enterprises.

Sophia Economacos, who represented Eurochambres, as well as the Greek National Chamber Network, focused her presentation on the organization of clusters and cooperatives, projects they are now attempting to organize in Greece to fight unemployment. Anna Benito representing the Chamber of Valencia presented the info centers they have organized within the Spanish Chambers in order to fight unemployment.

All the speeches were exceptional and well-presented. They provided tools and information for the development of entrepreneurship in the area. Best of all was the opportunity the conference gave for the participants to network and exchange real-life experiences. Some participants also had the chance to

promote their work and products and find business partners among others attending the conference.

I must point out that the most successful aspects of the European conferences and the projects they represent are the opportunities they provide to exchange cultural knowledge and abilities, to bring people together, and shrink geographical distances, to add a new dimension to previously accepted economic, professional and entrepreneurial practices and give people the chance to create a better world; one which is more productive, more civilized and friendlier, and which is ready to meet the demands and fulfill the expectations of our time.



The family picture of the European Invoic Academy Conference at Merakod



# PRESS REVIEW

Dear partners,

The EUROMED Invest coordination team wishes you all the best for 2017. Three years have passed since the launch of the project and we welcome with great satisfaction the impact of more than 60 EUROMED Invest operations implemented: more than 3,200 final beneficiaries have participated in our activities including 1800 SMEs, more than 3600 B2B meetings took place and more than 900 Business Support Organizations from the Euromed region participated in the EUROMED Invest Academies and Business Roadshows.

During the first extension we secured, the focus will be on private sector support organizations with 3 EUROMED Invest Academies scheduled in Morocco, Egypt and Belgium for the project's final conference. But also a dozen of mentoring missions and 2 masterclasses in the benefit of Business Support Organizations will be held.

We would like to thank you for your involvement and we will count on your usual enthusiasm for the first half of 2017, which promises to be rich in operations.

*The EUROMED Invest coordination team*

[Download the EUROMED Invest calendar](#)

## HIGHLIGHTS

### EUROMED Invest academy "Fostering Women Leaders - Women in Business Support Organisations"



The EUROMED Invest Academy on "Fostering Women Leaders - Women in Business Support Organizations" took place in Marrakech, Savoy Hotel, on 6-7 March 2017. The event was organised by BUSINESSMED - Union of Mediterranean Confederations of Enterprises, with the support of EUROCHAMBRES.

During one day and a half, this Academy gathered BSOs from the MENA region, entrepreneurs, and several stakeholders from the private sector in order to discuss the role of women in the economic and social development of their countries. It also offered the opportunity to share best practices among BSOs in supporting women entrepreneurs and improving services provided. The academy brought together around 60 participants from South Mediterranean (Tunisia, Algeria, Morocco, Egypt, Lebanon, Libya) and European countries (France, Belgium, Latvia), mainly active women entrepreneurs, members of Confederation of Enterprises and chambers of commerce active in the economic, social and political spheres.

[Click here to check the final programme of the event](#)



L
CONNEXION

RECHERCHE  OK

- Actualité
- Economie
- Politique
- Entreprises
- Emploi
- Décideurs
- Culture-Sport
- Agenda
- Bons Plans
- Photos et Vidéos

Toutes vos actions en direct

No advertising  
 INSCRIVEZ-VOUS

Suivre 15 k abonnés  
 J'aime 557 k  
 Se connecter

le Club  
des Partenaires

- Emploi
- Décideurs
- Culture-Sport
- Agenda
- Bons Plans
- Photos et Vidéos

Toutes vos actions en direct

No advertising  
 INSCRIVEZ-VOUS

Suivre 12 k abonnés  
 J'aime 557 k  
 Se connecter

le Club  
des Partenaires

- Emploi
- Décideurs
- Culture-Sport
- Agenda
- Bons Plans
- Photos et Vidéos

Toutes vos actions en direct

No advertising  
 INSCRIVEZ-VOUS

Suivre 15 k abonnés  
 J'aime 557 k  
 Se connecter

le Club  
des Partenaires

À PARTIR DE  
69€\* A/S

## MONTPELLIER / MARRAKECH

À CE PRIX LÀ, ÇA NE FAIT PAS UN PLI !

ET 30  
AUTRES  
DESTINATIONS

العربية للخطوط  
airarabia.com

MONTPELLIER  
MEDITERRANÉE

// Événement à Marrakech pour promouvoir le leadership des Femmes

par Karl Denytenaere le 06/03/2017 à 15:56

Businessmed et Eurochambres, en partenariat avec la Fondation Konrad Adenauer Stiftung et la Confédération Générale des Entreprises du Maroc (CGEM), organisent une rencontre autour du thème « Promouvoir le leadership féminin et le rôle des Organisations de Soutien aux Entreprises » à Marrakech.

Qui sommes-nous ? | Contact | Mentions légales | Nos partenaires | Ecomnews Méd recrute

rôle des Organisations de Soutien aux Entreprises » les 6 et 7 mars 2017 au Savoy Le Grand Hôtel de Marrakech.

L'objectif du projet EUROMED Invest est de **promouvoir les affaires et les investissements privés dans la zone euro-méditerranéenne afin de contribuer au développement économique inclusif de la région**. Plus spécifiquement, le projet vise à soutenir les réseaux d'affaires et d'investissement dans la mise en œuvre de stratégies d'appui à la création et au développement international des Micro, Petites et Moyennes Entreprises (MPME).

### Quel rôle pour la femme-entrepreneur ?

Pendant une journée et demi, cette rencontre va réunir des Organisations de Soutien aux Entreprises de la région euro-méditerranéenne, des chefs d'entreprises et différents acteurs et parties prenantes du secteur privé afin de discuter du rôle de la femme entrepreneur dans le développement économique et social des pays du sud.

Cet événement sera également l'occasion de partager les expériences et les bonnes pratiques entre les différentes Organisations de Soutien aux Entreprises de la région euro-méditerranéenne autour de la thématique des femmes entrepreneurs et les services des Organisations de Soutien aux Entreprises.

Cette manifestation permettra d'appuyer la mise en réseau des femmes leaders et chefs d'entreprises méditerranéennes et de sonder et exploiter les nouvelles opportunités d'affaires et de partenariat.

Organisée en marge de la Journée Internationale de la Femme, cette rencontre sera l'occasion de faire le bilan des progrès accomplis concernant la réalisation de l'égalité des genres et l'autonomisation des femmes dans les programmes de développement à l'échelle régionale et internationale.

Pour en savoir plus sur le rôle des femmes en Méditerranée, découvrez notre interview de Delphine Borione, Secrétaire générale adjointe de l'Union pour la Méditerranée :

Méditerranée : Comment développer la place ...

Qui sommes-nous ? | Contact | Mentions légales | Nos partenaires | Ecomnews Méd recrute

J'ai apprécié le contenu de cet article - Je le partage !

PARTAGER 1

TWEETER 0

PARTAGER 0

PARTAGER 0

### A lire aussi

Le Maroc veut aller encore plus loin dans le tourisme

Les 31 mai et 1er juin s'est tenue à Rabat, une conférence internationale organisée par la Société Marocaine d'Industrie...

Qui sommes-nous ? | Contact | Mentions légales | Nos partenaires | Ecomnews Méd recrute

"Pour mon entreprise, ma Région m'ouvre un nouvel horizon."

880 ME POUR L'ACTIVITE ET L'EMPLOI DANS LE BTP

OCCITANIE  
Région Méditerranée

www.laregion.fr

Tweets de @ecomnewsmed

@ecomnewsmed

Savez vous que La #Garni fait 7 fois #Paris et 5 fois

@Egyptinvest

@FranceanEgypte

Egypte - C...  
Le gouver...

intégrer Voir sur Twitter

ecom NEWS

Suivez aussi l'actualité du Sud de la France sur le Twitter de @ecom\_news

L
CONNEXION

RECHERCHE  OK



## News

### EUROMED Invest academy of Marrakech



30/03/2017

In the framework of the EUROMED Invest project, BUSINESSMED and EUROCHAMBRES, in partnership with Konrad Adenauer Stiftung Fondation and the General Confederation of Moroccan Enterprises (CGEM), organised an academy under the theme: « Fostering Women leaders – Women in BSO's » on March 6th and 7th 2017 in Marrakech Savoy Le Grand Hôtel.

EUROMED Invest Academy is a training and exchange of best practices workshop for BSOs aiming at maximizing the exchange and improving the quality of services provided to SMEs in the Mediterranean region. It is an excellent opportunity for BSOs to improve their overall capacity as well as the services provided to members.

During one day and a half, this training gathered more than 85 representatives of BSOs from the Meda region, entrepreneurs, and several stakeholders from the private sector in order to discuss the role of women in the economic and social development of their own countries. This academy was also the opportunity to share best practices in various BSOs about women entrepreneurs and services provided by BSOs.

The participants had the opportunity to share experiences and best practices thanks to the precious support of Euro-Mediterranean BSO's on issues dealing with women leadership empowerment and services offered by the Business Support Organisations.

The meeting, held on the sidelines of the International Women's Day, provided an opportunity to take stock of the progress made in achieving gender equality and empowering women in development programs at the regional and national level.

[Download the news](#)



## Académie EUROMED Invest au Maroc - Promouvoir le Leadership des Femmes – La femme dans les BSO's



Marrakech , 06/03/2017 - 09:40 - UNIQUE ID: 170306\_2

Press releases

Dans le cadre du projet EUROMED Invest de l'Union européenne, BUSINESSMED et EUROCHAMBRES, en partenariat avec la Fondation Konrad Adenauer Stiftung et la Confédération Générale des Entreprises du Maroc (CGEM), organisent une rencontre autour du thème : « Promouvoir le leadership féminin et le rôle des Organisations de Soutien aux Entreprises » les 6 et 7 mars 2017 au Savoy Le Grand Hôtel de Marrakech.

L'objectif du projet EUROMED Invest est de promouvoir les affaires et les investissements privés dans la zone euro-méditerranéenne afin de contribuer au développement économique inclusif de la région. Plus spécifiquement, le projet vise à soutenir les réseaux d'affaires et d'investissement dans la mise en œuvre de stratégies d'appui à la création et au développement international des Micro, Petites et Moyennes Entreprises (MPME).

Pendant une journée et demi, cette rencontre réunira des Organisations de Soutien aux Entreprises **de la région euro-méditerranéenne, des chefs d'entreprises et différents acteurs et parties prenantes du secteur privé afin de discuter du rôle de la femme entrepreneur dans le développement économique et social des pays du sud.**

Cet évènement sera également l'occasion de partager les expériences et les bonnes pratiques entre les différentes Organisations de Soutien aux Entreprises de la région euro-méditerranéenne autour de la thématique des femmes entrepreneurs et les services des Organisation de Soutien aux Entreprises.

Cette manifestation permettra d'appuyer la mise en réseau des femmes leaders et chefs d'entreprises méditerranéennes et de sonder et exploiter les nouvelles opportunités d'affaires et de partenariat.

Organisée en marge de la Journée Internationale de la Femme, cette rencontre sera l'occasion de faire le bilan des progrès accomplis concernant la réalisation de l'égalité des genres et l'autonomisation des femmes dans les programmes de développement à l'échelle régionale et internationale.

Tags:

### LATEST

REMARKS

**Remarks by High Representative/Vice-President Federica Mogherini at the press conference following the 9th EU-Albania Stabilisation and Association Council**

15/11/2017

STATEMENTS BY THE SPOKESPERSON

**Statement by the Spokesperson on the situation in Zimbabwe**

15/11/2017

**European Agenda on Migration: Consolidating progress made**

15/11/2017



[LOGIN](#) | [SIGN UP](#) | [POLITIQUE](#) | [CONTACT](#)

[f](#) [t](#) [v](#) [in](#) [p](#)

**EU NEIGHBOURS**  
**south**

[RECHERCHER](#)

[ACCUEIL](#) | [UE EN ACTION](#) | [RESTER INFORMÉ](#)

**NEWS**

[EU NEIGHBOURS](#) | [SUD](#) | [RESTER INFORMÉ](#) | [ACTUALITÉS](#) | [EUROMED INVEST...](#)

## EUROMED Invest organise une Masterclass sur la promotion de la paix via l'entrepreneuriat social pour les organisations de support aux entreprises

27-04-2017 Share [f](#) [in](#) [v](#) [p](#)



Une Masterclass destinée aux organisations de support aux entreprises (BSO) sur la promotion de la paix via l'entrepreneuriat social se tiendra les 30 avril, 1er et 2 mai 2017 à Sousse, en Tunisie, dans le cadre du projet EUROMED Invest, financé par l'UE.

La formation vise à autonomiser le personnel d'Organisations de soutien aux entreprises (BSO) sur la manière de fournir des services aux entreprises sociales afin de renforcer leurs capacités à parvenir à la paix sociale dans la région Euromed et à éliminer les défis sociaux et économiques et les forces d'immigration en Europe.

Le programme de formation est développé en partenariat avec [IES Social Business School](#) et [House Of PEace](#) (HOPE). La Masterclass a lieu juste avant la JCI Afrique et Moyen-Orient Conférence 2017 à Sousse. Un événement qui rassemble des centaines de jeunes entrepreneurs, leaders sociaux et citoyens actifs de 29 pays dans 400 organisations locales.

**Pour en savoir plus**  
[Communiqué de presse](#)









**Spazio  
alla Responsabilità**

---

**2017**





- Home
- Chi siamo
- il Salone MedRSC
- il CSRMed Forum
- il PRoSS
- i Caffè della Responsabilità
- news

Home > BUSINESSMED sottoscrive la Carta di NAPOLI

## BUSINESSMED sottoscrive la Carta di NAPOLI

Napoli | Tunisi, 06/02/2017

Promuovere i temi della Responsabilità Sociale e della Sostenibilità a beneficio delle imprese e dei protagonisti dello sviluppo economico del Mediterraneo, diffondendo e mettendo a patrimonio comune le buone prassi realizzate, con particolare riferimento ai 17 obiettivi di sviluppo sostenibile (SDGs) promossi dalle Nazioni Unite per l'Agenda 2030, nella tutela dei diritti umani e dell'ambiente, tra i principali obiettivi alla base del protocollo d'intesa siglato tra l'Associazione Spazio alla Responsabilità e BUSINESSMED che, con la sottoscrizione della Carta di Napoli, aderisce al Forum Permanente della Responsabilità Sociale nel Mediterraneo (CSRMed Forum).

L'Unione delle Confederazioni d'Impresa del Mediterraneo (BUSINESSMED) è la più importante rappresentanza del settore privato, con 22 confederazioni di imprese, attiva nella regione Euro-Mediterranea. Da oltre 10 anni, l'organizzazione rappresenta una piattaforma chiave per la cooperazione multilaterale dedicata ai suoi confederati, un promotore di investimenti diretti esteri, una leva per il dialogo mediterraneo e l'integrazione socio-economica.

“La Responsabilità Sociale, d'Impresa e Condivisa, rientra da sempre e a pieno titolo tra i principi fondamentali dell'approccio programmatico e valoriale di BUSINESSMED - dichiara **Jihen Boutiba Mrad, Segretario Generale di BUSINESSMED**, Union of Mediterranean Confederations of Enterprises, che dal 2015 ha aderito ai dieci principi del Global Compact, un'iniziativa delle Nazioni Unite nata per incoraggiare aziende e organismi di tutto il mondo ad adottare politiche sostenibili e nel rispetto della responsabilità sociale d'impresa. In tal senso, l'adesione al Forum Permanente della Responsabilità Sociale nel Mediterraneo - ha poi aggiunto il SG BUSINESSMED - rappresenta una naturale e concreta opportunità di scambio proattivo su tematiche che riteniamo centrali per una reale crescita sostenibile, competitiva ed inclusiva dei nostri paesi. La nostra organizzazione è infatti costantemente impegnata in progetti stabili e iniziative ad hoc con l'obiettivo di favorire e promuovere l'adozione di strategie economiche positive in grado di accelerare l'integrazione e lo sviluppo economico e sociale del Bacino Mediterraneo”.

“La partnership con BUSINESSMED è un tassello di fondamentale importanza- afferma **Raffaella Papa, Presidente di Spazio alla Responsabilità** - e dà ulteriore forza al piano d'azione per promuovere la Responsabilità Sociale attraverso un tavolo permanente di lavoro, multistakeholder e multidisciplinare, quale piattaforma di scambio, promozione e programmazione per affrontare le sfide legate allo sviluppo sostenibile nell'area mediterranea. Abbiamo avuto il Segretario Generale Jihen Boutiba Mrad ospite e prezioso relatore al Salone MedRSC lo scorso anno, tra le importanti presenze al lancio del CSRMed Forum, e siamo orgogliosi di poter oggi, con un'intesa formale oltre che sostanziale, proseguire la collaborazione avviata, mettendo a sistema le reciproche esperienze e buone prassi e sviluppando progettualità condivise. Tra le prime attività che porteremo avanti con BUSINESSMED, la conferenza internazionale di apertura del 5° Salone MedRSC (in programma a Napoli dal 15 al 17 giugno 2017) dedicata alla presentazione dei 17 SDGs ed alle iniziative e buone prassi messe in campo da organizzazioni pubbliche e private, profit e no profit attive nell'area euro-mediterranea, con particolare riferimento ai SDGs 4-8-9-17 (Educazione di qualità - Lavoro dignitoso e Crescita economica sostenibile e inclusiva - Innovazione e Infrastrutture - Partenariati collaborativi)”.

### Patrocini e Partner



### News

- › Parte il 15 giugno la 5a edizione del Salone della Responsabilità Sociale
- › Spazio alla Responsabilità al Festival dello Sviluppo Sostenibile
- › L'Ente Autonomo Voltumo entra nel CSRMed Forum
- › SMART WORKING, come cambia il lavoro nell'era della trasformazione digitale
- › Presentato ai CONI il progetto sulla Responsabilità Sociale
- › 6° Caffè: continuano i lavori sulla cittadinanza digitale
- › BUSINESSMED sottoscrive la Carta di NAPOLI
- › Responsabilità Sociale nello Sport e attraverso lo Sport

### Sportello Rating di Legalità





# L'intégration Economique Méditerranéenne

---

**2017**



# PRESS REVIEW

Amor Ingrachen | mardi 11 juillet 2017 12:43

## « Le déficit de main-d'œuvre au nord de la Méditerranée sera de 40 millions en 2030 » (Jihen Boutiba Mrad)

Soyez le premier à commenter!

[Partager](#) [Facebook](#) [Twitter](#) [LinkedIn](#) [Share](#) [Partager](#)



La Secrétaire générale de Businessmed (Union méditerranéenne des confédérations d'entreprises) estime que pour pallier l'instabilité à laquelle font face les pays du pourtour méditerranéen, il est impératif d'aller vers une intégration de cette zone et de converger vers des solutions complémentaires, le Sud comme le Nord de la Méditerranée ayant chacun profité à tirer de l'autre.

L'intégration économique interméditerranéenne figure parmi vos projets à moyen et long terme. Qu'est-ce qu'une telle perspective peut apporter aux pays de la région, notamment ceux du Sud ?

L'objectif ultime de BUSINESSMED est de réaliser l'intégration économique régionale qui consiste en l'abolition des entraves au libre échange entre les pays euro-méditerranéens, l'unification des politiques économiques des pays Méditerranéens d'une part, et la promotion de l'investissement inter-méditerranéen et l'échange du savoir-faire et des compétences sur un plan intra-régional, d'autre part. Dans une optique d'intégration économique, les pays du Sud tout comme les pays du Nord doivent promouvoir la diversité méditerranéenne et les ressources disponibles dans la région. Les pays du sud de la Méditerranée bénéficient d'une telle optique notamment pour se rattraper et limiter l'écart de développement par rapport aux pays du nord et de répliquer les bonnes pratiques issues du nord.

Treize années après la création de BUSINESSMED, quel bilan faites-vous de ses activités en matière de promotion du dialogue et de l'intégration socio-économique interméditerranéenne ? Cette perspective représente-t-elle un enjeu pertinent pour tous les pays de la région ?

Depuis sa création en 2002, BUSINESSMED a vécu une croissance exponentielle qui lui a permis d'acquies une certaine notoriété auprès des principaux acteurs économiques de la région euro-méditerranéenne (représentants du secteur privé, ONG, gouvernements, etc.). Le développement de l'organisation durant 15 années d'activité se manifeste par sa représentativité significative dans la région grâce à l'intégration de 22 confédérations et plus de 500 000 entreprises affiliées issues de 19 pays de la rive Sud et Nord de la Méditerranée. En collaboration avec nos membres et partenaires, nous avons organisé plusieurs manifestations de grande envergure, à savoir les Journées de compétitivité de BUSINESSMED, Forum Economique Méditerranéen «Crossing Mare Nostum» en Italie (2006), MedEspaña en Espagne (2007), Med Business Days en France (2008), Forum d'Affaires d'Athènes « Bridging the Mediterranean » en Grèce (2009), Forum MEDINVEST au Liban (2009), MEDA WOMEN à Tunis (2010) et le Forum Euro-Méditerranéen en Italie (2016). En outre, nous avons géré une panoplie de projets régionaux ayant pour vocation le renforcement du rôle des organisations patronales dans la promotion du commerce et de l'investissement (UNIMED) et l'amélioration du climat d'affaires (invest in MED). BUSINESSMED est actuellement membre de plusieurs consortiums dans une optique de co-construction de projets : EUROMED Invest, un projet dédié au développement des investissements privés et des relations économiques dans la zone euro-méditerranéenne ; le projet EDILE ayant pour vocation le renforcement du développement économique local ; le projet HOMERe visant à renforcer l'employabilité des jeunes de haut niveau ; le projet SOLID visant à la promotion du dialogue social dans le voisinage sud de la Méditerranée. Le réseau de BUSINESSMED est impliqué dans ses différentes initiatives. Certaines activités et projets ont pour vocation le développement du réseau entre les pays euro-méditerranéen, d'autres ont plutôt un focus sur les pays de voisinage sud de la Méditerranée tel que le projet SOLID. La prise de conscience de la nécessité d'intégration régionale pour certains pays a été marquée suite à la crise mondiale de 2008 et le printemps arabe qui a remis en cause le modèle économique existant.

Vraisemblablement, l'impact de vos actions n'est pas le même dans tous les pays, les politiques des gouvernements et les volontés des opérateurs économiques des pays membres n'étant pas les mêmes. Quels sont les principaux obstacles que vous rencontrez ? Et quels sont vos défis à court, à moyen et à long termes sachant que, à l'heure actuelle, les échanges inter-méditerranéens restent très disproportionnés ?

Étant donné que plusieurs projets et manifestations sont réalisés en partenariat avec certaines confédérations membres, l'impact de nos activités s'étend à tout les pays partenaires. A travers ses opérations, BUSINESSMED implique tout son réseau encourageant ainsi l'effet de synergie afin de garantir une meilleure intégration régionale. Notre défi à moyen et long terme est le développement économique inclusif des confédérations membres qui ont des préoccupations souvent divergentes compte tenu des considérations nationales. L'enjeu majeur réside dans la garantie de la complémentarité des deux rives de la Méditerranée sur divers plans à savoir : Favoriser la mobilité inter-méditerranéenne, notamment Sud-Nord, afin de combler le déficit de main-d'œuvre au nord de la Méditerranée estimé à 40 millions en 2030 d'une part, et la réduction substantielle des taux de chômage dans les pays du sud de la Méditerranée compte tenu des taux de création d'emploi (2 % insuffisant en 2030) d'autre part. Il s'agit aussi de valoriser les avantages comparatifs entre les pays riverains : pays du nord procurant des services à haute valeur ajoutée et des pays du sud spécialisés dans les services supports (tourisme, transport, télécommunications, etc.). Il est, par ailleurs, question de capitaliser sur les ressources naturelles et énergétiques disponibles dans la région comme les dotations des uns répondent aux besoins des autres comme, par exemple, l'abondance des ressources renouvelables des pays sud, et les ressources en eau au nord de la Méditerranée.











**SOLiD**  
**South Med Social Dialogue**

---

**2017**



# PRESS REVIEW SOLID

12 Fórum Futurália

## NOTAS FINAIS

André Magrinho

Adjunto do Presidente da Fundação AIP

*No âmbito do Fórum Futurália 2020 – que contou com a participação de vários intervenientes de múltiplas áreas, setores e contextos – e do conjunto de workshops estruturados que o integraram, debateu-se o tema “Aprender, trabalhar e competir no contexto futuro da Indústria 4.0”. Do debate promanaram as seguintes conclusões.*

O Fórum Futurália 2020, promovido pelo projeto SOLID e pela Fundação AIP através do Instituto Futurália, teve por tema genérico a “Indústria 4.0: aprender, trabalhar e competir”, tendo sido estruturado em torno de um sistema de três workshops temáticos (aprender, trabalhar e, competir), envolvendo os diferentes atores interessados, em particular os atores do diálogo social (partidos sindicais, patronato e governo),

por se considerar a sua capacidade de influenciar as políticas públicas de educação, formação, trabalho e juventude, e, baseadas, as estratégias e orientações empresariais.

No Fórum Futurália 2020, a matéria e o foco da discussão da Indústria 4.0, mas é de que as tecnologias (particularmente a nível do futuro tecnológico), centrou-se nas implicações económicas e sociais, que decorrem da funciona-

lidade da infraestrutura de suporte, baseado numa perspetiva de tecnologias e ferramentas de futuro cada vez mais integrada. Substancia, perspetiva-se os desafios que se colocam em matéria de qualificação (níveis de educação e formação), emprego e juventude. As conclusões foram predominantemente orientadas para os desafios e oportunidades da Indústria 4.0, o que remeta para as estratégias das diferentes atores, nomeadamente estratégias colaborativas a nível europeu, nacional e internacional (a cooperação euro mediterrânica foi endossada, sobretudo, pelas perspetivas do SOLID).

Furam realçados, no que se refere ao diálogo social e à cooperação:

1. Desde logo, o conceito de Indústria 4.0, materializado numa perspetiva de tecnologias e ferramentas de futuro integrada, ligando o espaço virtual ao mundo físico, – está, na realidade, em curso um processo de profunda transformação da forma como pensamos, operamos, concebemos, produzimos, distribuímos e consumimos os produtos e serviços, potenciada pelo desenvolvimento e digitalização, o que nos coloca perante desafios competitivos, de uma nova geração de tecnologias digitais.
2. A necessidade de uma nova agenda para o diálogo social, capaz de mobilizar as partes interessadas



*“Muitos são os desafios, as implicações e as interrogações da Indústria 4.0, obrigando a repensar a forma como o trabalho vai ser organizado e gerido.”*

*“A revolução digital em curso constitui um desafio para se repensarem as estruturas organizacionais, a gestão do talento e as estratégias de recursos humanos.”*

em torno de intervenções comuns que se remetem na vertigem da cada vez maior da economia subjacente à Indústria 4.0, enquanto elemento de soma positiva (em vez) para os trabalhadores e empresas, e demais agentes económicos, sociais e políticos.

A cooperação internacional, nomeadamente no quadro euro mediterrânico, foi enfatizada, sublinhando-se a importância e necessidade de se envolver os sistemas de educação e formação. Muitos são os desafios, as implicações e as interrogações da Indústria 4.0, obrigando a repensar a forma como o trabalho vai ser organizado e gerido. A longo prazo, as empresas com melhor desempenho serão provavelmente as que souberem conciliar as vertentes parâmetros pelas tecnologias, essenciais à digitalização do economia, com o envolvimento dos colaboradores e com uma cultura empresarial e organizacional forte.

No plano estratégico e operacional, considerou-se que a Indústria 4.0 é primário de um conjunto de desafios, interrogações e mudanças profundas, nomeadamente no nível da educação, da formação, do emprego e da juventude.

Em particular, em relação ao desenvolvimento integrado do diálogo social, sendo o elemento central do processo, a importância da cooperação social e participativa a “Internet das Coisas” (IoT) configuram um novo paradigma tecnológico, com aplicações múltiplas para os vários agentes económicos e sociais. Substancia, faz referência ao desenvolvimento de alguns clusters de suporte, em que se destacam: (i) o cluster das Tecnologias de Informação & Comunicação & Internet, por via dos seus aplicações em multiplicação, abrangendo a principal dimensão do novo sistema técnico e económico, dependentemente, no entanto, do cluster Materiais e Nanotecnologias e Instrumentação/ Microengenharias; (ii) o cluster associado à Tecnologia da Energia, visto o seu importância no trabalho energético; (iii) o cluster associado à Tecnologia da Produção, visto o seu papel importante na Indústria 4.0; e (iv) o cluster associado à Tecnologia da Mobilidade, que tem um papel importante a desempenhar, nomeadamente nas infraestruturas para os

colaboradores e nas inovações disruptivas que foram surgindo.

Em relação à problemática geral do emprego e da qualificação, foi enfatizada a necessidade de se envolver os sistemas de educação e formação. Muitos são os desafios, as implicações e as interrogações da Indústria 4.0, obrigando a repensar a forma como o trabalho vai ser organizado e gerido. A longo prazo, as empresas com melhor desempenho serão provavelmente as que souberem conciliar as vertentes parâmetros pelas tecnologias, essenciais à digitalização do economia, com o envolvimento dos colaboradores e com uma cultura empresarial e organizacional forte.

A revolução digital em curso constitui um desafio para se repensarem as estruturas organizacionais, a gestão do talento e as estratégias de recursos humanos. No entanto, o que se tem observado é a necessidade de se estabelecerem mecanismos permanentes e pró-ativamente entre as necessidades da economia e da sociedade e as novas qualificações e competências, designadamente digitais, e com uma maior integração nos ecossistemas em que são geradas, em particular os sistemas empresariais.



Fórum Futurália 13

12 Fórum Futurália

## KEY FINDINGS

André Magrinho

Assistant to the Chair of AIP Foundation

*In the scope of the Fórum Futurália 2020 – which gathered participants from varied areas, sectors and backgrounds – and a set of workshops with the topic of “Learning, working and competing in industry 4.0” was debated. The debate lead into the following conclusions.*

The Fórum Futurália 2020, promoted by the SOLID project and by AIP Foundation, through the Futurália Institute, had the broad topic of “Industry 4.0: learning, working and competing”. It was structured around a system of 3 theme-based workshops (learning, working and competing), involving the different stakeholders, particularly the agents of the three-way social dialogue (trade unions, employers and government),

because their ability to influence public policies on education, training, work and youth, as well as business guidelines and strategies, was taken into account.

In Futurália 2020 the nature and focus of the discussion of Industry 4.0 focused attention on the economic and social implications deriving from the functionalities of the support infrastructure - based on a set of

technologies that operated in an increasingly integrated way - rather than on technology. The challenges raised as regards qualification (education and training), employment and youth were particularly assessed. Thoughts were mainly directed to the challenges and opportunities of Industry 4.0, which draws attention to the different players, particularly collaborative strategies on a domestic, European and international scale (Euro-Mediterranean cooperation was shown, mainly by the projects of the SOLID).

The following was highlighted as regards social dialogue and cooperation:

1. Firstly the concept of Industry 4.0, materialized in a series of technologies which operate in an integrated manner, connecting the virtual space to the physical world, is in fact a process of deep change in the way we think, learn, consume, produce, distribute and use goods and services, boosted by development and availability of a new generation of digital technologies of increasingly competitive prices.
2. The need of a new agenda for social dialogue, able to mobilize the stakeholders around common interests who are reflected in the appreciation of the value chain of the economy behind Industry 4.0, as a win-win situation for



*“There are several challenges, implications and doubts on Industry 4.0 which make us rethink the way work will be organized and managed.”*

*“The ongoing digital revolution is a challenge that requires rethinking organizational structures, talent management and strategies for human resources.”*

workers and businesses (and other economic, social and political agents, international cooperation, particularly in the Euro-Mediterranean framework, was highlighted mainly by the partners of the SOLID project and by Portuguese trade union and employer representatives, who had that the light of Industry 4.0 requires cooperation between regions and economies of countries, taking into account the rationale of what clusters, as well as stability and regional cohesion.

In the strategic and operational levels, it was considered that Industry 4.0 holds a set of challenges, questions and deep changes, particularly in education, training, employment and youth, due to the integrated operation of the series of support technologies, where the cyber-physical and the Internet of Things (IoT) in particular shape a new technical and economic paradigm with multiple implications to the various economic and social players. It appears mainly to the development of some support clusters, with particular emphasis on: (i) The cluster of Information & Communication technologies & Internet, by means of its multiple uses, where the main driver of the new technical and economic system is found. However, this depends on the “Materials and Nanotechnologies” Cluster and “Instrumentation/Micro-engineering”; (ii) The cluster related to Energy Technology, given its importance in the energy transition; (iii) The cluster related to Manufacturing Technologies, where the manufacture of the systems of new forms of mobility using new materials will be tested and which will involve innovation; (iv) The cluster related to mobility technologies, which has an important role of different levels, particularly in infrastructures for smart cities and disruptive innovation that occur over time.

As for the general issue of employment and qualification, the need to engage education and training systems was stressed. There are several challenges, implications and doubts on the way work will be organized and managed. Companies with a better performance will probably be in the long term those which manage to reconcile the advantages provided by technology related to the digitization of economy with the engagement of collaborators and a strong corporate and organizational culture.

The ongoing digital revolution is a challenge that requires rethinking organizational structures, talent management and strategies for human resources. In both, the gap between the high level of technological advance and lower productivity levels we are witnessing is an opportunity for human resources, by means of organizational and personal development strategies that are aligned with the work they perform.



Fórum Futurália 13



تم إعلاني الإعلان بواسطة Google

لماذا هذا الإعلان؟ إيقاف عرض هذا الإعلان

## إقتصاد محلي

### ورشة عمل حول «تتمية القدرات لأصحاب العمل» دعت الى اعتماد حوار إجتماعي شامل

Email Tweet Share | 0



6 تشرين الأول 2017 الساعة 02:05

نظمت جمعية الصناعيين اللبنانيين بالتعاون مع BUSINESSMED والمجموعة الأوروبية، ورشة عمل حول تتمية القدرات الوطنية لأصحاب العمل في منطقة جنوب المتوسط Solid، في مقر الجمعية، شارك فيها رئيس المجلس الاقتصادي الاجتماعي روجيه نسيان، رئيس اتحاد رجال الأعمال المتوسطي جاك صراف، رئيس جمعية الصناعيين اللبنانيين فادي الجهيل والمديرة الإقليمية لمنظمة العمل الدولية

# PRESS REVIEW

**الشرق**  
10/23/2017 العدد 20500  
El Sharq Online الإلكترونية

الصفحة الأولى | مقالات وآراء | تحليلات سياسية | اقتصاد | رياضة | عربية ودولية | فنية | الصفحة الأخيرة

## صراف والجميل ونسنان يدعون لحوار اجتماعي ونهوض اقتصادي

تعدت جمعية الصناعيين اللبنانيين بالتعاون مع BUSINESSMED والمجموعة الأوروبية، ورشة عمل حول «تنمية القدرات الوطنية لأصحاب العمل في منطقة جنوب المتوسط Solid»، في مقر الجمعية، شارك فيه رئيس المجلس الاقتصادي الاجتماعي روجيه نسنان، رئيس اتحاد رجال الأعمال المتوسط جاك صراف، رئيس جمعية الصناعيين اللبنانيين فادي الجميل، والمنيرة الإقليمية لمنظمة العمل الدولية ربي جراتان. وحضر اللقاء، ممثل وزير العمل محمد كياره العنيس العام للوزارة جورج إيدا، ممثل وزير الشؤون الاجتماعية بيار بوعاصي شوقي نكاش، رئيس الاتحاد العمالي العام بشارة الأسمر، بعض أعضاء مجلس إدارة الجمعية ومندوبها العام، وحشد من الإعلام.

بدأت صراف مؤكداً أن «لا سبيل للنهوض بالقدره المهنية والحفاظ على السلم الاجتماعي، إلا باعتماد حوار اجتماعي شامل وديناميكي كوسيلة لتلويح الأهداف التنموية نظراً إلى مساهمته الفاعلة في تكريس قيمة العمل وترسيخ مقومات العدالة الاجتماعية وتحقيق التنمية الاجتماعية، وشدد على أهمية الحوار الاجتماعي بمختلف أشكاله ومستوياته في مواجهة التحديات الحالية والمرتبقة في المجالات الاقتصادية والاجتماعية، وأشد بما أبدته الأطراف الاجتماعية من حمس وطني من خلال توخي مياسة الحوار البناء ومراعاة المصالح العليا للبلاد بغية تحقيق تنمية مستدامة.

النسار

## تنمية القدرات الوطنية لأصحاب العمل في جمعية الصناعيين

10/23/2017

تعدت جمعية الصناعيين اللبنانيين بالتعاون مع BUSINESSMED والمجموعة الأوروبية ورشة عمل عن تنمية القدرات الوطنية لأصحاب العمل في منطقة جنوب المتوسط (Solid)، وذلك في مقر الجمعية، شارك في اللقاء رئيس المجلس الاقتصادي الاجتماعي روجيه نسنان، رئيس اتحاد رجال الأعمال المتوسط جاك صراف، رئيس جمعية الصناعيين اللبنانيين فادي الجميل، والمنيرة الإقليمية لمنظمة العمل الدولية ربي جراتان.



الرئيسية	في هذا العدد	بحث	تجدد في نشرات أخبارنا
الثقافة	الرياضة	العالم	العرب
التقنيات	التصاميم	مقالات	مقالات
مقالات	مقالات	مقالات	مقالات

أكثر لقراءة مطامة كتاب إلهام فريحة... إلهام على الحياة

إتصلا

ورشة تنمية القدرات الوطنية لأصحاب العمل في جمعية الصناعيين قادي الجليلي: لتكاتف المجموعة الأوروبية مساعدتنا لتفوق في أسواقنا

تطلعت جمعية الصناعيين اللبنانيين بالتعاون مع BUSINESSMED والمجموعة الأوروبية، ورشة عمل حول تنمية القدرات الوطنية لأصحاب العمل في منطقة جنوب المتوسط Solid، في مقر الجمعية، شارك فيه رئيس المجلس الاقتصادي الاجتماعي قادي الجليلي، رئيس اتحاد رجال الأعمال المتوسط جاهد صراف، رئيس جمعية الصناعيين اللبنانيين هادي الجليلي، والمديرة الإقليمية لمنظمة العمل الدولية ربيح جرادات، وحضر اللقاء، ممثل وزير العمل محمد تياره المدير العام لوزارة جوارح إيد، ممثل وزير الشؤون الاجتماعية بييار بوعاصي هادي عتاش، رئيس الاتحاد العمالي العام بطارية الأسمر، بعض أعضاء مجلس إدارة الجمعية ومديرها العام، وحشد من الإعداد.

صراف

يبدأ أحدث صراف مؤتمراً أن لا سيك لتبهرخ بالقدرة المهنية والحفاظ على السلم الاجتماعي، إلا باعتناء حوار اجتماعي شامل ومبني على كوسيلة لتبوع الأهداف التنموية نظراً إلى مساهمته الفاعلة في تخرس قيمة العمل وبرسوخ مؤامرات العدالة الاجتماعية وتحقيق التنمية الاجتماعية. وهدد على أهمية الحوار الاجتماعي بمختلف أشكاله واستمرته في مواجهة التحديات الحالية والمترتبة في المجالات الاقتصادية والاجتماعية، وأعاد بما لبته الأطراف الاجتماعية من حن وقلبي من خلال تفرغ سياسة الحوار البناء وبراءة المصالح العليا للبلاد بافة تحقيق تنمية مستدامة.

وأشار إلى أن الاتحاد الأوروبي التزم منذ العام 2008 في إطار عمله لدعم الاتحاد من أجل المتوسط في الجمع بين الحكومات ومخطي اصحاب العمل والعمال والمجتمعات المحلية وبأن الهدف من هذا التوجه، اعتناء دور أكثر فعالية للحوار الاجتماعي في منطقة البحر الأبيض المتوسط وبيع: في العام 2015 أطلق الاتحاد المنقذ الاجتماعي الأوروبي الموسمي فلتشأ فريقاً من الخبراء من مهارة الأساسية لصناعة الترخاات لتتفر في تعزيز الحوار الاجتماعي في المنطقة الجنوبية للبحر الأبيض المتوسط. وجاء من أهم مقترحاته تنفيذ مشروع تجريب في ثلاث دول هي المغرب وتونس والأردن، من أجل تعزيز الحوار الاجتماعي مع كباية المشروع للتعرف إلى بلدان أخرى، على أن يبدأ الترويج لهذا المشروع خلال هذه السنة في كل من لبنان وفلسطين.

وأوضح أن الهدف من هذا المشروع هو توفير المناخ المناسب للحكومات والأحداث والمنظمات والتقنيات العالمية والقطاع الخاص والمجتمعات المحلية، في إطار تضافرات موسعة مع خبرات المجتمع المدني لتحسين القضايا ذات الأولوية في المرحلة الراهنة، وتحقيق حوار اجتماعي موسع بصفية أكثر مبنية وتعزيز فترة الحوار بين مختلف الأطراف المعنية بالمشروع بهدف إرساء حوار اجتماعي مؤسسي استدام مستمر وحيث يسحب لتحديات المرحلة الراهنة كشرط أساس لتنمية اقتصادية واجتماعية مستدامة.

عيد البوم  
جديد الأناوار  
النسخة الإلكترونية

Labanoa Imprints

إعلانات مرمية

تمكنت تمنة لتجيب هتر حالها Businessmed على تنظيمها هذا اللقاء، وقال: يلعب هذا اللقاء حول موضوع أساسي وهو الحوار الثلاثي الأطراف بين الدولة واصحاب العمل والعمال وبرة في تعزيز المعاملة على الصعيد الوطني، خصوصاً لما تلخويع الاجتماعي من تحديات أساسية أنت إلى فورات وفي بعض الأوقات إلى رغب موجة التطرف التي تتفاح المجتمع الدولي الورد بتاعتها على الصعد كافة.

أضاف: لاين بين الاقتصاد المستدام يُبنى على فرائد مبنية أساسها تماكك التصادي اجتماعي، كذلك أختنا المبادرة في جمعية الصناعيين أختنا المبادرة، وإلتقا رؤية إلتقنية للصداية اجتماعية متاملة، تقوم على معالجة فاملة للوضع الاقتصادي وتنحور حول: حزمة تحفيزات للتصاا، إقرار خطة إصلاح، وتفعيل الإنارة على مراحل، تحسين الوضع الاجتماعي في القطاعين العام والخاص وبنية المعاملة، تحسين الاستقرار الداخلي الأمني والاجتماعي ومعالجة أزمة الشراء السوري، إطلاق التفرامة بين القطاعين العام والخاص وإطلاق رؤية واضحة لاستثمار فرواا المجموعة في القطع والغاز.

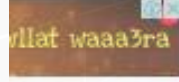
وابع: كذلك دعتنا باستمرار إلى إلتقاء هيئة طوارئ: التصاوية اجتماعية برئاسة رئيس الحكومة وتضم الوزراء المعنيين، وطالبنا بسلة قرارات ضمن برنامج زمني واضح يضمن تحقيق الاقتصاد ووقف الإلتفاي غير المجدي، التي جانب إطلاق التمس ضمن منظومة التصاوية لجميع القطاعات الاقتصادية مائة في الإختيار وضع المؤسسات المتوسطة والصغيرة الحجم.

وقال: تعاض البيرو من مشعل بيروي التصاوي في مقاربة قطاعي التطبيع والعمل، حيث لبينا العديد من الجامعات التي تتضمخ الخريجين إلى الخارج بينما لطفه إلى مهادرات غير موجودة يحتاجها التصاا، إضافة إلى تفرغ اللبنانيين نحو التعليم الأناوي، بدلاً من التعليم المهني، بينما في التصاا الفوي مثل التصاا المتنا وسويسرا يتعامل الاقتصاد والتعليم المهني.

وتأخذ الجليلي فخرناا في الشمال زيادة المبادرات التي تهدف إلى تعزيز قدرات مؤسسات الجنوب والعاملين فيها، أولاً عبر إطلاق برامج حول التدريب المهني، وثانياً عبر وقف بعض المؤسسات التعليمية عن إخراج أسواقنا بحيث يزداد الضغط على إلهام فرص عمل للحداب مما يتلهم الهجرة إلى أوروبا. كما أمل في المزيد من التعاون على مستوى الجنوب وبيع التجارة البينية وتطوير التعاون الاستراتيجي، والعمل على التفاعل الفعّال بين الصناعيين وتجميع هذه المبادرات عبر الأحداث المتخصصة.

وتأخذ BusinessMED وبرنامج SOLID والمجموعة الأوروبية باسم فقاء الحوار الثلاثة، العمل على مساعدة مؤسساتنا المحلية أيضاً على التفرغ إلى الأسواق الأوروبية وتقديم التحفيزات والأجراءات التي تقدمها لبلدان أخرى، في تفرغ هذا تضي خلق فرص عمل في بلداننا ووقفه تلقائاً التفاضية إلى الشمال.

« قمة بوتنن سلامان، تطوير العلاقات لخدمة الاستقرار العال » | زالت في أمانة مجلس الوزراء | LATEST NEWS



## البناء

يومية سياسية قومية اجتماعية

العدد: 2483 تاريخ: 15/11/2017

أولى | الوطن | عربيات ودوليات | تحقيقات ومناطق | آراء ودراسات | اقتصاد | ثقاف

Home | Article | جمعية الصناعيين تنظم ورشة حول تنمية القدرات الوطنية لأصحاب العمل المتوسط

## جمعية الصناعيين تنظم ورشة حول تنمية القدرات الوطنية لأصحاب العمل المتوسط

أكتوبر 6، 2017 | اقتصاد | تكبير الخط | تصغير الخط



نظمت جمعية الصناعيين الليبانيين بالتعاون مع BUSINESSMED والمجموعة الأوروبية، ورشة عمل حول تنمية القدرات الوطنية لأصحاب العمل في منطقة جوب المتوسط SOIAD، في مقر الجمعية، شارك فيها رئيس المجلس الاقتصادي الاجتماعي روجيه سناناس، رئيس اتحاد رجال الأعمال المتوسطي جاك صراف، رئيس جمعية الصناعيين الليبانيين فادي الجميل والمديرة الإقليمية لمنظمة العمل الدولية ربي جرادات، في حضور ممثل وزير العمل محمد كيارة المدير العام للوزارة جورج إيدا، ممثل وزير الشؤون الاجتماعية يار بو عاصي شوقي دكاش، رئيس الاتحاد العمالي العام بشارة الأسمر، عدد من أعضاء مجلس إدارة الجمعية.

بداية، تحدث صراف فأكد أن «الأساس للنهوض بالقدرة المهنية والحفاظ على السلم الاجتماعي الا باعتماد حوار اجتماعي شامل وديناميكي كوسيلة لتلوج الأهداف التنموية نظرا لمساهمته الفعالة في تكريس قيمة العمل وترسيخ مفومات العدالة الاجتماعية وتحقيق التنمية الاجتماعية».

وأوضح أنّ الهدف من هذا المشروع هو «توفير المناخ الملائم للحكومات والائحادات والمنظمات والتقابات العمالية والقطاع الخاص والمجتمعات المحلية، في إطار تشاروات موسعة مع خيرات المجتمع المدني لتحديد القضايا ذات الأولوية في المرحلة التراهنة، وتحقيق حوار اجتماعي موسع بضعة أكثر ديناميكية وتبريز فترة الحوار بين مختلف الأطراف المعنية بالمشروع بهدف ارساء حوار اجتماعي مؤسساني مستدام مستقر وحدث يستجيب لتحديات



## REPRISES

### Un projet pilote pour la méditerranée

12:23 Le 23/12/2016 | Partager [f](#) [t](#) [g+](#) [+](#)

des aptitudes de la société civile au Maroc, en Tunisie et en Espagne, principalement financé par la Commission européenne



référer la qualité du dialogue social. Plusieurs participeront à ce projet (source: [http://www.les-echos.com](#))

dialogue social ne s'est jamais aussi mal porté. Afin de relancer le dialogue social, le gouvernement, le patronat et les salariés, un projet (Dialogue) a été mis en place pour le sud de la méditerranée, la Tunisie et la Jordanie. S'étalant sur 3 ans dans d'autres pays de la région. Le projet est mis en œuvre financé par le Conseil économique, social et confédération syndicale internationale (ITUC), des instituts et réseaux d'ONG méditerranéens. Le projet est financé par la Commission européenne (80%) et la confédération syndicale internationale (20%) pour un montant total de 40 millions de DH. Le projet vise le développement du dialogue social. Il cible les attitudes et des aptitudes de la société civile, la situation économique et sociale dans les pays de la méditerranée, les mécanismes et outils du dialogue social,... Ces projets sont financés par la Commission européenne et le gouvernement marocain.

Le projet a démarré en septembre dernier. La première phase, qui s'est consistée en un diagnostic des institutions et structures de dialogue social existantes en vigueur. 2017 sera l'année de la mise en œuvre des échanges entre les parties prenantes, à travers des ateliers, ateliers, échanges et visites d'étude. La deuxième phase comprendra de nombreuses consultations bipartites (patronat et salariés) et des discussions élaborées. Les principales conclusions et recommandations seront présentées lors de deux conférences. Au final, le projet

### FLASH INFOS

- 16:46 Grosse saisie de haschich à Nador
- 14:46 La BERD finance à nouveau les PME
- 14:39 Activités en Syrie : Perquisition au siège de Lafarge
- 14:10 Exportations françaises au Maroc : Les projections d'Euler Hermes
- 12:20 La retraite des indépendants votée
- 12:17 Fès : Une nouvelle plateforme pour relancer l'investissement
- 12:10 Grosse saisie d'eau-de-vie à Sidi Benour
- 12:15 Caixabank Agadir se penche sur l'agroalimentaire

+ DE FLASH INFO

1 of 5

### VOS RÉACTIONS

#### Fès : Une nouvelle plateforme pour relancer l'investissement | L'Economiste

[Kassabobdelhak](#)

Attends voir laquelle des cultures marocaines ou allemandes qui va influencer l'autre

The last comment for

#### Al Hoceima Manarat Al Moutawassit : De nouvelles têtes tombent | L'Economiste

[Khalid](#)

Si je le savais je n'aurais pas envoyé mon commentaire

[Khalid](#)

Il y a des responsables qui étaient compétents

The last comment for

#### Kénitra : Les nouvelles mesures pour réduire la poussière noire | L'Economiste

[van brandt](#)

pourquoi ne pas obliger l'utilisation d'une énergie renouvelable ?? La Biomasse remplace...

The last comment for

#### Al Hoceima Manarat Al Moutawassit : De nouvelles têtes tombent | L'Economiste

[Zineb](#)

Espérons que ce sera un nouveau départ pour plus de sérieux et d'honnêteté...

[Hamidou](#)

Limoger est une bonne punition mais s'il y a eu fraude cela reste très insuffisant

The last comment for

#### Agrumes: Le verger malmené par le manque de pluie | L'Economiste

[Assia](#)

# PRESS REVIEW

Home » À jour » Aujourd'hui » Militaire » Nouvelles Politiques de ce Jour » Social » Unique » Businessmed - Le Dialogue Social et l'Emergence de la 4ème Révolution Industrielle

## Businessmed - Le Dialogue Social et l'Emergence de la 4ème Révolution Industrielle

📅 dimanche 9 avril 2017 📍 À jour, Aujourd'hui, Militaire, Nouvelles Politiques de ce Jour, Social, Unique



**L'Union Méditerranéenne des Confédérations d'Entreprises (BUSINESSMED), représentée par sa Secrétaire Générale, Mme. Jihen Boutiba Mrad, conjointement avec la Confédération Générale des Entreprises Algériennes (CGEA), représentée par son Président Honoraire, M. Habib Yousfi, a pris part au Forum Futuralia 2020, et ce les 30 et 31 mars 2017 à Lisbonne.**

Futurália est une initiative de la Fondation AIP qu'en 2017 marque sa 10ème édition, dont la principale mission est de créer un espace de réflexion pour les jeunes quant à l'avenir scolaire et professionnel leur permettant une meilleure interaction avec les institutions, les entreprises, le gouvernement, les universités ainsi que les centres de recherche. Le Forum a été conçu dans le but d'établir des « ponts » de dialogue et de coopération avec les différentes régions et leurs principaux acteurs, tels que l'Union Européenne et les Pays Sud de la Méditerranée.











## BUSINESSMED GENERAL ASSEMBLY 2017

One more year has elapsed in the life of the Union of Mediterranean Confederations of Enterprises (BUSINESSMED) which has become more visible, more heard, and is today the true reference point for the vibrant private sector on both shores of the Mediterranean.

A voice that BUSINESSMED brought at the highest level, advocating free trade, free enterprise and a true economic and social integration thanks to the precious support and continuous involvement of 22 Employers Confederations members from the two shores of the Mediterranean, who will be meeting this year in Barcelona on the occasion of 2017 BUSINESSMED's General Assembly.

## ASSEMBLEE GENERALE BUSINESSMED 2017

Une année de plus s'est écoulée au sein de l'Union Méditerranéenne des Confédérations d'Entreprises (BUSINESSMED) qui est devenue plus visible, plus présente et qui constitue aujourd'hui un véritable point de repère pour le secteur privé entre les deux rives de la Méditerranée.

Une voix que BUSINESSMED a porté au plus haut niveau, appelant au libre-échange, à la libre entreprise et à une véritable intégration économique et sociale, grâce au précieux soutien et à la participation continue des 22 membres des Confédérations d'Employeurs des deux rives de la Méditerranée qui se réuniront cette année à Barcelone à l'occasion de l'Assemblée Générale BUSINESSMED 2017.

## Activity Report Rapport d'Activités

# 2017

📍 Rue des Emeraudes, Résidence Zarrad 2, Appart A2-1, Les Berges du Lac 2, 1053 Tunis, Tunisie

📞 (+216) 98 778 072  
(+216) 98 778 073

✉ international@businessmed-umce.org

🌐 <http://www.businessmed-umce.org/>  
<https://www.facebook.com/Businessmed/>  
[https://twitter.com/Businessmed\\_med](https://twitter.com/Businessmed_med)  
<https://www.instagram.com/businessmed/>  
<https://www.linkedin.com/company/5379835/>  
Flickr: International Affairs BUSINESSMED

### Businessmed

The Union of Mediterranean  
Confederations of Enterprises

L'Union Méditerranéenne  
des Confédérations d'Entreprises