TOURISM

AGRIFOOD

TRANSPORT
AND LOGISTICS

CULTURAL
AND CREATIVE
INDUSTRIES

RENEWABLE
ENERGY

BUSINESS GUIDE

GROWTH
OPPORTUNITIES IN
THE MEDITERRANEAN

Projet financé par l'UNION EUROPÉENNE

EUROMED INVEST

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

AGRIFOOD

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List of abbreviations

AFD: French Development Agency
ITC: International Trade Centre
COMESA: Common Market for Eastern and Southern Africa
GAFTA: Greater Arab Free Trade Area
FDI: Foreign Direct Investment
JV: Joint Venture
m: million
bn: billion
R&D: Research and Development
ICT: Information and Communication Technologies

Cartography

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BUSINESS GUIDE

GROWTH OPPORTUNITIES IN THE MEDITERRANEAN

AGRIFOOD

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This guide is intended for agrifood businesses wishing to know southern Mediterranean countries better. Overview of business opportunities, examples of projects implemented by foreign operators, main business events in Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia... all the information needed to speed up your prospecting!

INVEST IN THE AGRIFOOD SECTOR IN THE MEDITERRANEAN: WHY?

Agrifood is one of the most strategic sectors for foreign operators interested in the East and South Mediterranean markets. In most MED countries, agriculture represents above 10% of GDP and 10 to 25% of trade. Concerning challenges, Mediterranean countries are first and foremost facing increasing food needs, a consequence of their demographic growth and the latest changes in consumption patterns. They are also directly impacted by the effects of climate change, which lowers agricultural yields by increasing the water needs of plants – whilst water stress is worsening. Lastly, regarding food safety, most MED countries heavily depend on their food imports and thus international market fluctuations, especially for cereals, sugar, oil plants and meat.

Social unrest before the "Arab springs" has highlighted the emergency of reducing food vulnerability and of a more integrated development of rural areas. The objective of food self-dependence appears as the most relevant in the Mediterranean context: strengthen production, export products which are among the country's resources, fruits and vegetables at the top, and only import those which are not. Some countries thus have made significant progress on this path, such as Morocco and Tunisia, but the situation remains largely problematic for others, such as Algeria, Egypt or the Mashreq.

The South of the Mediterranean has major assets to strengthen its agrifood sector and attract foreign operators: a wide range of agro-climatic conditions, making diversified productions possible, competitive labour, opportunities to export to Europe, Arab countries and Africa, strong political will to develop the sector and help it move upmarket (notably with the creation of agropoles) and additionally excellent culinary reputation, from Morocco to Lebanon, with iconic local products of the Mediterranean diet, for which there is growing international and internal demand.

NICHES AND PRIORITY SECTORS

Modernise and increase the production of strategic sectors

The main opportunities first encompass high-yielding crops that offer good export potential, fruits and vegetables ahead. Several MED countries thus are among the world's leading exporters of dates as well as beans, tomatoes and oranges: a list rapidly expanding! The second strategic direction includes sectors still little developed in relation to internal demand: dairy products, processed products and aquaculture especially. Lastly, there is strong value creation potential linked to packaging and quality improvement.

Exploit niches with strong growth potential

Typical and quality agricultural and processed products shape a significant opportunity to strengthen the competitiveness of agrifood industries in the region. Especially the case of ingredients and processes that make up the Mediterranean diet (horticulture, vegetable oils, processed vegetables, dairy products, aromatic and medicinal plants, etc.), ready-made dishes but also organic and halal. Indeed, organic products are receiving growing attention from international consumers, who are increasingly interested in "Mediterranean basket" products. The halal niche is also booming, boosted by growing demand from European and Asian markets.

Contribute to the implementation of sustainable agriculture

Several public and private stakeholders are already committed to the transformation of Mediterranean agriculture to address the challenges of sustainability and adaptation to climate change. European businesses are well positioned to contribute to the adoption of practices and technologies which preserve water resources and soil quality: diversification and selection of varieties adapted to local conditions, integrated systems (agriculture and breeding or aquaculture notably), drip technologies... Organic agriculture is booming, and also enables curbing chemical inputs, the environmental and health cost of which we now know, and furthermore enables to meet the consumers' growing expectation of quality and traceability.

AGRIFOOD IN ALGERIA

BUILDING AN INDUSTRY THAT MEETS THE NEEDS OF THE COUNTRY!

Algeria has an arable land of 8.4 million hectares which will reach 9 million hectares in 2019 thanks to new State land attributions. 12% of the surface is irrigated. Farm holdings are predominantly small scale: 70% are smaller than 10 hectares and 80% are individual farms.

The wide range of agro-climatic conditions allows a diversified production, spread throughout the year, with significant opportunities in the domestic market (40 million inhabitants) as well as in the rest of the Mediterranean basin and in Africa.

The issue of food dependence is of utmost strategic importance: 75% of needs are still met by imports, and the agricultural trade balance is in heavy deficit. Despite sectoral development plans initiated in 2000, exports remain weak and imports (especially wheat and dairy products) represented an 8 billion euros bill in 2015, i.e. 5.6% of GDP.

The government accordingly focuses on scaling up production techniques, optimising water consumption and food security, particularly for strategic sectors such as cereals, milk, forage, meat and dried vegetables. Several facilitation mechanisms and tax benefits were deployed to encourage investment, and the import of many products has been limited (milk powder) or even prohibited (citrus fruits and fresh vegetables during production season) as of early 2017. The State also seeks to facilitate access to land thanks to calls for tenders such as the one launched in November 2016 to implement 600,000 hectares of structuring projects, for investments above 5 billion euros. With new "smart" agricultural practices, Algeria will have all the assets to ensure its food prosperity and even export a large part of its production eventually.

Therefore, many foreign businesses are already present through equipment sales, know-how transfer or investment projects. Technological needs encompass issues as diverse as production mechanisation, irrigation, greenhouse farming as well as conservation and cold storage methods.

Several segments are promising: production and/or processing of meat, fruits and vegetables, milk, home produces (dates, vegetable oils, table grapes...), wood and cork or even essential oils.

THEY INVESTED IN ALGERIA...

American International Agriculture Group (AIAG) (United States). 2017. The group to set up a 49/51 JV with local Tifra lait to develop a 25,000 ha diversified farm in the Adrar region (€120 m).

Al Ghurair (United Arab Emirates). 2015. The agricultural commodities trader to set up a grain silo with a capacity to hold 165,000 metric tonnes of grains (€35.6 m).

American International Agriculture Group (AIAG) (United States). 2015. The agricultural engineering company to establish El Firma, a 49/51 JV with local Lacheb group for the creation of a pilot farm of 6,000 ha (€44.2 m).

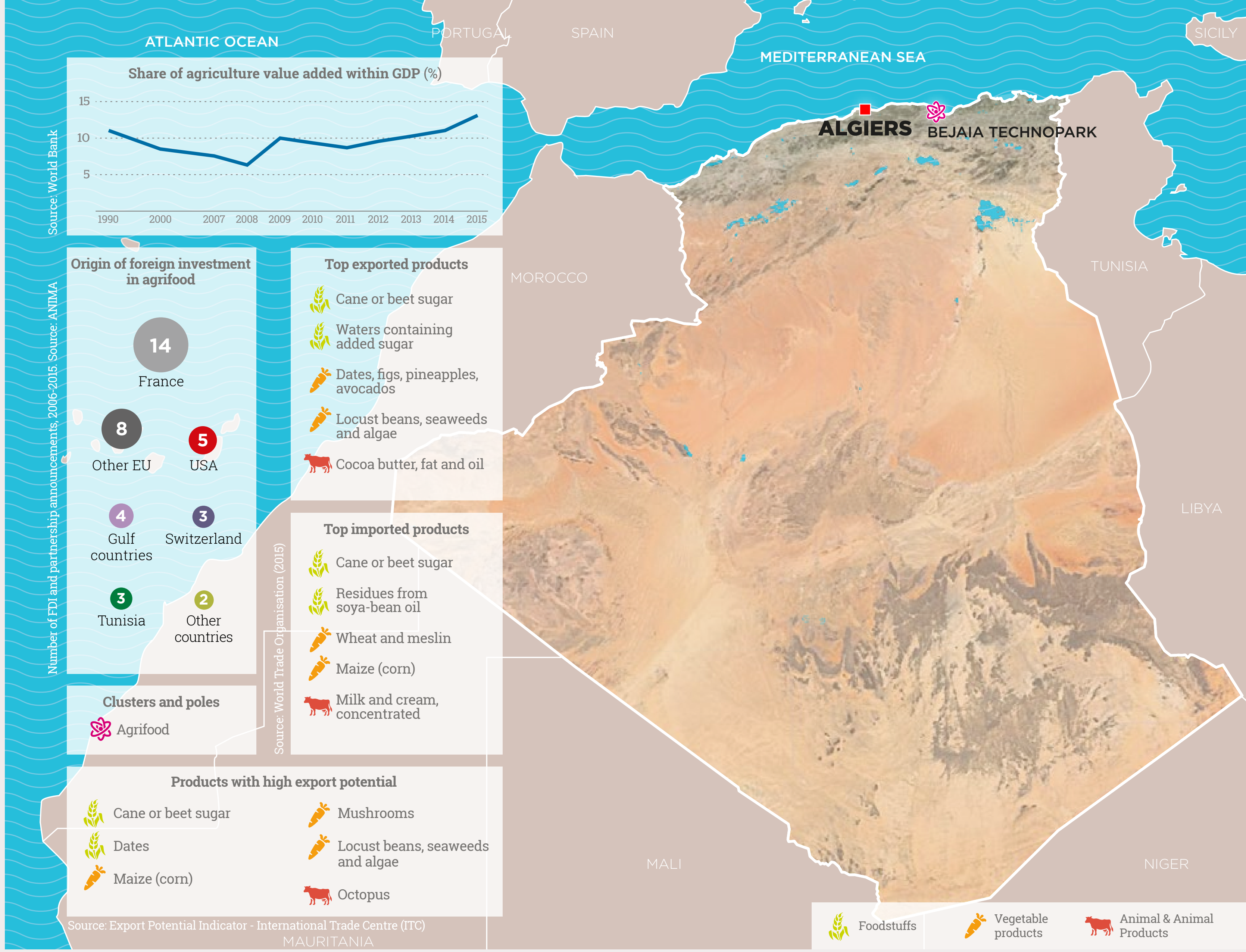
Avril (France). 2015. Sim Sander, the group's local 49/51 JV with Algerian SIM, to open its first livestock food factory in Ain Defla (€5.7 m).

Danone (France). 2015. The group local affiliate DDA to buy the yoghurt production lines of the Algerian company Laiterie Trèfle, in Blida, and to launch an expansion plan (€18.6 m).

FLAGSHIP EVENTS

Djazagro: The trade show for agrifood production in Algiers. 20,000 visitors for the 16th edition (9-12 April 2018).

SIMA-SIPSA: Livestock and agro-equipment fair in Algiers. 600 exhibitors and 18,000 visitors for the 2nd edition (10-13 October 2017).



NATIONAL STRATEGY

Felaha 2019 Programme (2016): priorities given to irrigation and mechanisation and to the development of strategic sectors for bringing the food import bill down to 2 billion dollars by 2019. Available on the website of the Ministry of Agriculture, Rural Development and Fisheries (MADRP) www.minagri.dz

Launch of calls for tenders: for the creation of holdings (arable land and breeding), under the 51/49% rule applying to foreign investments in Algeria, by the MADRP.

USEFUL CONTACTS

National Agency of Investment Development (ANDI): www.andi.dz

National Chamber of Agriculture (CNA): www.cnagri.dz/qui-sommes-nous.html

Professional associations:
Union of Agrifood Industry Professionals (UNIDA) – Tel: +231 (0)21 32 89 43
National Federation of Agrifood - Tel: +213 (0) 21 51 32 71

AGRIFOOD IN EGYPT

PHARAONIC PROJECTS ON THE AGENDA

Egypt has limited arable land (2.7 million hectares, i.e. 3% of its total surface), however extremely fertile: two annual harvests are possible around the Nile. The agricultural sector represents 14% of GDP and employs about a quarter of the country's workforce, essentially in small-scale farms.

Field crops (cotton, corn, rice, wheat, sorghum, beans) account for 75% of the value produced, but do not cover local demand: half of the products consumed are imported, for a bill worth about 10 billion dollars in 2015.

Therefore, food independence constitutes an essential challenge in the most populous country of both the Mediterranean and the Arab world (93 million inhabitants).

The State plans to invest independently or together with the private sector, with objectives identified in its "Vision 2030": strengthening of the agricultural area (relaunch of the New Valley (or Toshka) project in 2015 and announcement of the "1.5m Feddan project" which aims at increasing the country's arable lands by 17%); support to agro-industrialisation, creation of storage and distribution centres; development of aquaculture, creation of a "centre for agriculture modernisation"; national meat and fish production development programme; improvement of agricultural water management and creation of agro-industrial clusters. Such efforts are paying off: the country has recently become a net fruit and vegetable, cotton, rice and cut flower exporter again.

Investment perspectives are thus very promising, on the segment of internal demand but also that of quality product exports. Egypt indeed has an excellent potential of immediate opportunities in the Middle East, in Africa and in Europe: free trade agreements with Europe, Arab countries (GAFTA) and Eastern and Southern Africa (COMESA).

Opportunities are to be seized in plenty of sectors: logistics infrastructure (silos, platforms...), irrigation systems as well as processing industries (fruits and vegetables, beet sugar, medicinal and aromatic plants, dairy products, fish).

In the dairy sector for instance, the European project LACTIMED has showcased around twenty investment opportunities or business partnerships in the governorates of Alexandria and Beheira, ranging from the production of cattle feed to that of dairy products (yoghurt, cheese), and to the manufacturing of milk tanks.

THEY INVESTED IN EGYPT...

Danone (France). 2016. The group to fully acquire Egyptian company Halayeb for Dairy Products and Juice, a producer of processed cheese and juice.

European Bank for Reconstruction and Development (United Kingdom). 2016. The Bank to invest in United Sugar Company of Egypt, a local affiliate of a Saudi industrial group (€90.7 m).

Patchi (Lebanon). 2016. The chocolate maker to build a new 10,000 sqm facility in Cairo to supply as a priority its 9 Egyptian stores (€ 3.8 m).

Al Ghurair (United Arab Emirates). 2015. The agricultural commodities trader to set up a Global Logistics centre in Damietta for the storage of grains (€702 m).

Kellogg (United States). 2015. The American giant to acquire Mass Food Group, a producer of breakfast cereals (€38.5 m).

FLAGSHIP EVENT

FoodAfrica: International food and drink sector fair for Egypt and Africa, in Cairo. 500 exhibitors for the 4th edition (22-24 April 2018). Simultaneous organisation with Africa Food Manufacturing, devoted to packaging and processing industries.

NATIONAL STRATEGY

Agricultural Sustainable Development Strategy 2030 (2009): sector modernisation strategy and investment programme – not yet implemented.

Vision 2030 (2016): five projects and programmes planned in the national development strategy (out of a total of 77) are about agrifood - www.sdsegypt2030.com.

USEFUL CONTACTS

General Authority for Investment (GAFI): www.gafi.gov.eg

Ministry of Agriculture: www.agr-egypt.gov.eg

Professional associations:
Chamber of Food Industry (CFI), under the leadership of the Federation of Egyptian Industries (FEI) - www.egycfi.org.eg

AGRIFOOD IN ISRAEL

COLLABORATING WITH THE WORLD CENTRE OF AGRITECH

Israel has little arable land compared to its population (about 300,000 hectares for 8.5 million inhabitants), and limited water resources, with the risk of shortage increased by global warming. The country therefore largely bets on technologies to ensure its agricultural production: from cherry tomato to drip irrigation, a wide range of solutions has been developed to increase mechanisation and reduce water and pesticide consumption. Israel thus displays one of the world's best productivity rates in several sectors such as dairy production, cotton or olives. Agriculture represents an average 3% of Israeli GDP and about 18% of national production is exported, for an annual amount of more than 3 billion dollars. 80% of agricultural production comes from cooperative businesses (kibbutz and moshav).

Nonetheless, Israeli technological lead does not allow compensating for the scarcity of natural resources and reaching food independence: the country imports 90% of its cereal and sugar consumption and 50% of its beef meat consumption. To support the sector, the government strongly encourages R&D (which receives 17% of the overall budget devoted to agriculture) and is preparing a major reform which aims at removing customs barriers and quota systems to move towards direct support to farmers.

Opportunities for foreign businesses thus lie in the export of products in Israel as well as the establishment of partnerships with the 200 innovative companies of the sector. These excel in many fields, such as precision farming, seed and seedling production, poultry and dairy production, post-harvest technologies, cereal storage, animal feed and even mariculture.

Concerning the sale of agrifood products in Israel, European businesses have several competitive advantages, especially in terms of customs: the association agreement signed in 2000 then the agricultural agreement entered into force in 2010 have allowed reducing customs duties and aligning nomenclatures, and the perspective of full liberalisation of the sector will enable creating new opportunities.

The most interesting segments encompass quality food (organic, no added sugar, gluten free...), compliant with the casher certification required by the majority of supermarkets, small businesses and Israeli institutional buyers and that ends up on the table of about 60% of the population.

THEY INVESTED IN ISRAEL...

Nestlé (Switzerland). 2016. The group to buy the remaining stake (36%) it still did not hold in Osem, Israel n°3 agrifood company (€750 m).

Innovation Endeavors (United States). 2015. The investment fund created by Eric Schmidt to invest in Weissbeerger, a startup which develops the Beverage Analytic sensors tracking system (€1 m).

Bright Food (China). 2014. The group to acquire a majority stake in Tnuva, Israel's largest food company, by purchasing 76% of its shares from British firm Apax Partners (€886 m).

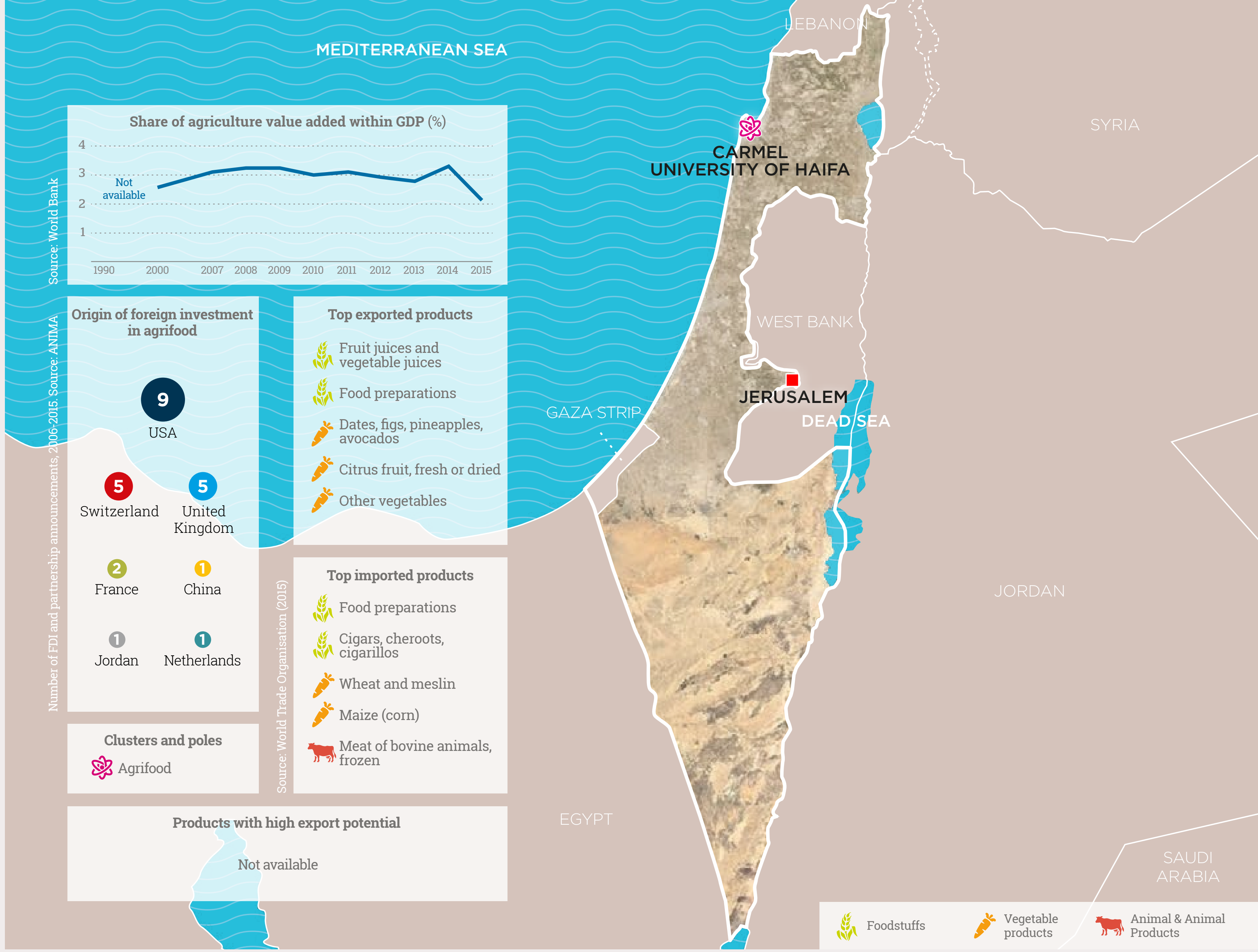
Rhone Group (USA). 2013. The private equity fund to acquire for restructuring purposes Eden Springs' operations and subsidiaries, a local mineral water manufacturer (€70 m).

Fauchon (France). 2013. The owner of the luxury food group to invest in Carmel Winery in Zikhron Yaakov through a consortium led by Israeli Kedma Capital (€2.6 m).

FLAGSHIP EVENTS

Israfood Tel Aviv: Annual agrifood sector fair. More than 200 exhibitors for the 34th edition (28-30 November 2017).

Agritech: Triennial conference of agricultural technologies in Tel Aviv. More than 250 exhibitors for the 20th edition (8-10 May 2018).



NATIONAL STRATEGY

Agricultural reform is currently under preparation

Investment incentives in the agricultural sector: dedicated subsidies and tax benefits *(Encouragement of Capital Investment in Agriculture Law)*, implementation by the Agricultural Investment Administration of the Ministry of Agriculture and Rural Development: www.moag.gov.il

USEFUL CONTACTS

Invest in Israel: www.investinisrael.gov.il

Platform to connect with Israeli start-ups: www.startupnationcentral.org
Section dedicated to agritechs: blog.startupnationcentral.org/category/agritech

Platform to connect with Israeli exporters: www.israelexporter.com ("Food & Beverage" and "Agrotech" sections)

Professional federations:
The Food Industries Association, within the Manufacturers' Association of Israel (MAI) - www.industry.org.il/Eng

AGRIFOOD IN JORDAN

DIVERSE PERSPECTIVES FOR EXPORTERS

Jordan has little arable land (237,500 hectares) and extremely scarce water resources. As the main production zone, the Jordan Valley enjoys ideal conditions to produce and export fruits, vegetables, flowers and aromatic plants throughout the year, with excellent yields.

As for the plateaux region, it harbours field crops, market gardening and fruit trees, irrigated or not. Agricultural production mainly includes horticulture, poultry farming and extensive breeding, and comes from small farms and some large holdings located in Mafraq, Shobak and the Jordan Valley.

In total, Jordan, which population tops 9 million people in 2017 due to the massive influx of refugees, imports 98% of its food needs. Agriculture represents around 4% of GDP and 17% of exports, and employs 15% of the workforce (mainly foreigners), but it is decreasing due to growing water stress. The processing industry remains little developed.

The government supports the sector through direct aid to operators (exempt from customs duty, sales taxes and income taxes) and subsidies to infrastructure and R&D projects. The agricultural sector is liberalised and free trade agreements have notably been concluded with Arab countries, main recipients of Jordanian agricultural exports, and Europe.

European agricultural exports in Jordan represented 700 million euros in 2016: cereals, sugar, powder milk, vegetable oils, cheese, legumes... Some foreign businesses have also established production and processing units destined to the local market but also neighbouring countries: Arab countries, Middle East and North Africa. It is for example the case of American Del Monte, present since 1997 through an integrated unit devoted to poultry, which now considers investing in fruits and vegetables, from soilless cultivation to processing.

The group targets regional demand and a "health" product offer, compatible with the recommendation of 5 fruits or vegetables per day. Another promising segment lastly lies in the provision of technologies destined to improve the agricultural yields of Jordanian farms: the 2018-2022 economic planning report thus cites among priorities the development of the use of hydroponics and ICTs.

THEY INVESTED IN JORDAN...

Standard Chartered (United Kingdom). 2014. The private equity branch of the company to acquire a significant minority stake in the poultry and chicken feed producer and distributor Al Jazeera (€26 m).

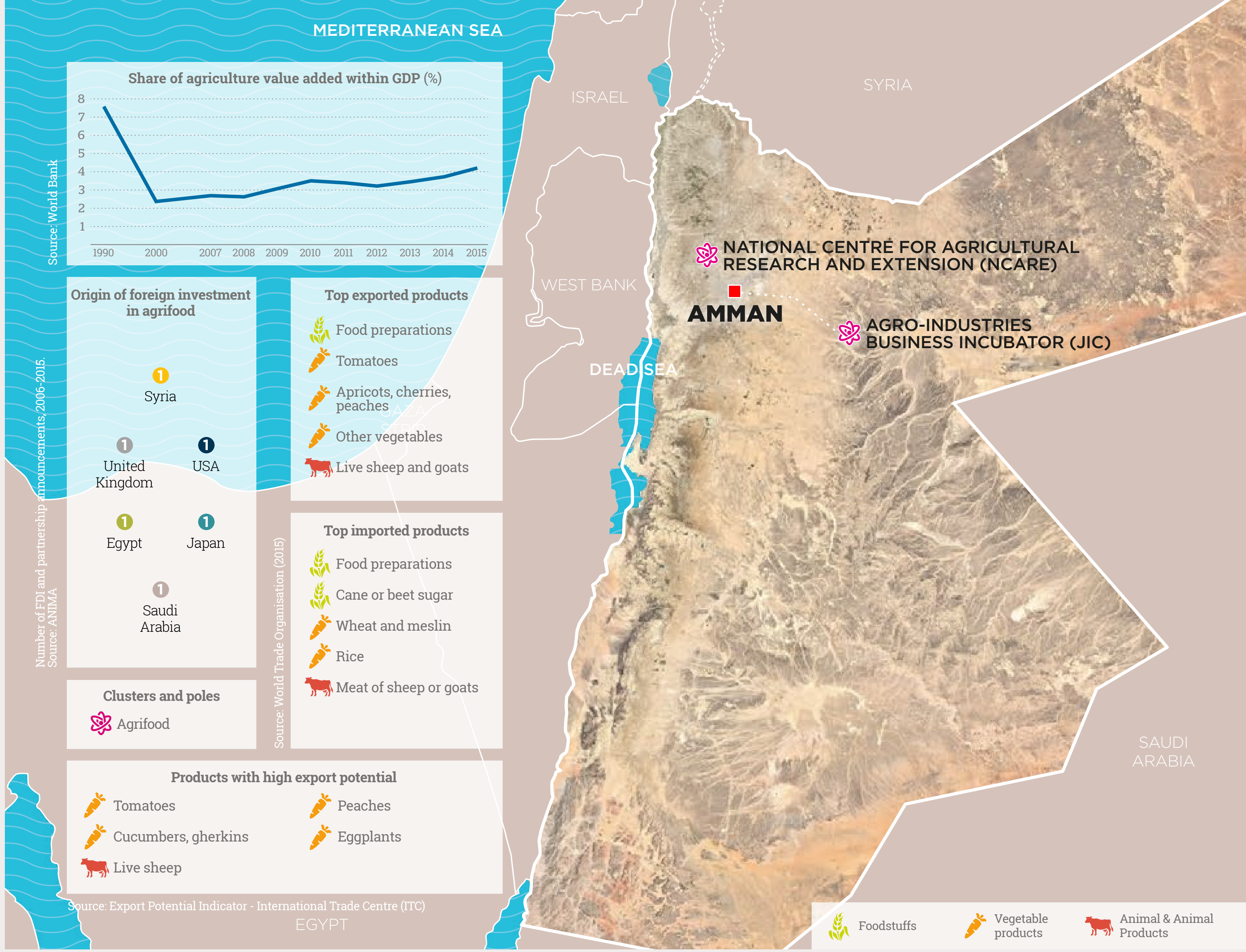
Al Akrami (Syria). 2012. The owner of the company, Mamoun Akrami, to establish a food and confectionery production factory at Al Hussein Industrial Estate in Karak (€1.1 m).

Japan Tobacco (Japan). 2010. The group's subsidiary, JTI Holland Food and Beverage, to set up a tobacco and beverage manufacture in Na'oor, 20 km south of Amman (€15,9 m).

PepsiCo (United States). 2009. International Dairy and Juice, a 52-48 JV of PepsiCo and Saudi group Almarai, to acquire from Almarai its 75% stake in Jordanian dairy producer Taiba.

FLAGSHIP EVENT

Jordan Food: International food sector fair in Amman. 65 exhibitors for the 3rd edition (5-9 July 2017).



NATIONAL STRATEGY

Jordan Economic Growth Plan 2018-2022:
13 reform proposals and 22 public projects aiming at improving agricultural productivity. Available on www.rhc.jo

USEFUL CONTACTS

Jordan Investment Commission: www.jic.gov.jo/portal

Ministry of Agriculture (MoA): www.moa.gov.jo

Jordan Exporters and Producers Association for Fruits and Vegetables: www.jepa.org.jo

AGRIFOOD IN LEBANON

PROMISING SEGMENTS IN THE DOMESTIC MARKET AND EXPORTS

Climate, water resources, availability and quality of soils: Lebanon enjoys among the most favourable agricultural conditions of the Arab world, particularly with an arable land of 132,000 hectares for a population that exceeded 6 million residents in 2016.

Despite that, the agricultural sector only contributes to approximately 5% of GDP, and employs 5% of the workforce. It is however experiencing real expansion: the production has indeed increased by 11% between 2011 and 2014. Agrifood processing chains are well developed: they constitute the leading sector in Lebanese industry, but they essentially are the result of very small businesses (6 employees on average).

Lebanese agrifood thus displays excellent development potential whereas on the one hand 85% of the country's food needs are imported and on the other hand the country enjoys very good brand image for its agrifood exports, which find growing regional opportunities. With a long tradition of economic liberalism and openness towards the West, Lebanon has signed free trade agreements with many States and regions, including Europe (100 million euros worth of Lebanese agricultural products exported in 2016, most of them without customs duties) and the Arab countries, which by far constitute the first recipients of its agricultural exports. The main exported Lebanese products are fruits and vegetables, wines and spirits, fruit preparations and dried fruits.

Therefore, the Lebanese agricultural sector is full of opportunities for foreign businesses, and in fact attracts growing investments: +3.6% per year on average for agriculture and +7.6% for agro-industry over recent years. Invest in Lebanon mentions among the most promising sectors cultivations such as mushrooms (good export perspectives), chestnuts (partly imported from China when several regions offer areas suitable for exploitation) and aquaculture (introduction of recirculating systems to introduce barramundi, seabass and shrimp farming), as well as the construction of packaging units and cold storage facilities.

As for agro-industry, Invest in Lebanon puts the emphasis on the production of olive oil, dairy products, nuts and dried fruits, wines and processed products such as plant milk, which the Lebanese are increasingly fond of.

THEY INVESTED IN LEBANON...

Yildiz Holding (Turkey). 2016. The group's British brand, United Biscuits, to open a representative office in Beirut to promote its snack food and bakery products.

Aujan (Saudi Arabia). 2014. ACCBC, the group's JV with Coca-Cola, to acquire a majority stake in the National Beverage Company, a local manufacturer of soft drinks.

Carlos Ghosn (Brazil). 2012. The businessman, current CEO of Renault-Nissan, to invest in Lebanese winery Ixsir as a sleeping partner.

Qatar First Investment Bank (Qatar). 2012. The investment bank to increase from 15 to 35% its stake in the Lebanese nut producer, Al Rifaï International, which opens a coffee factory in Mkalles and two retail outlets in Baabda and Naccache.

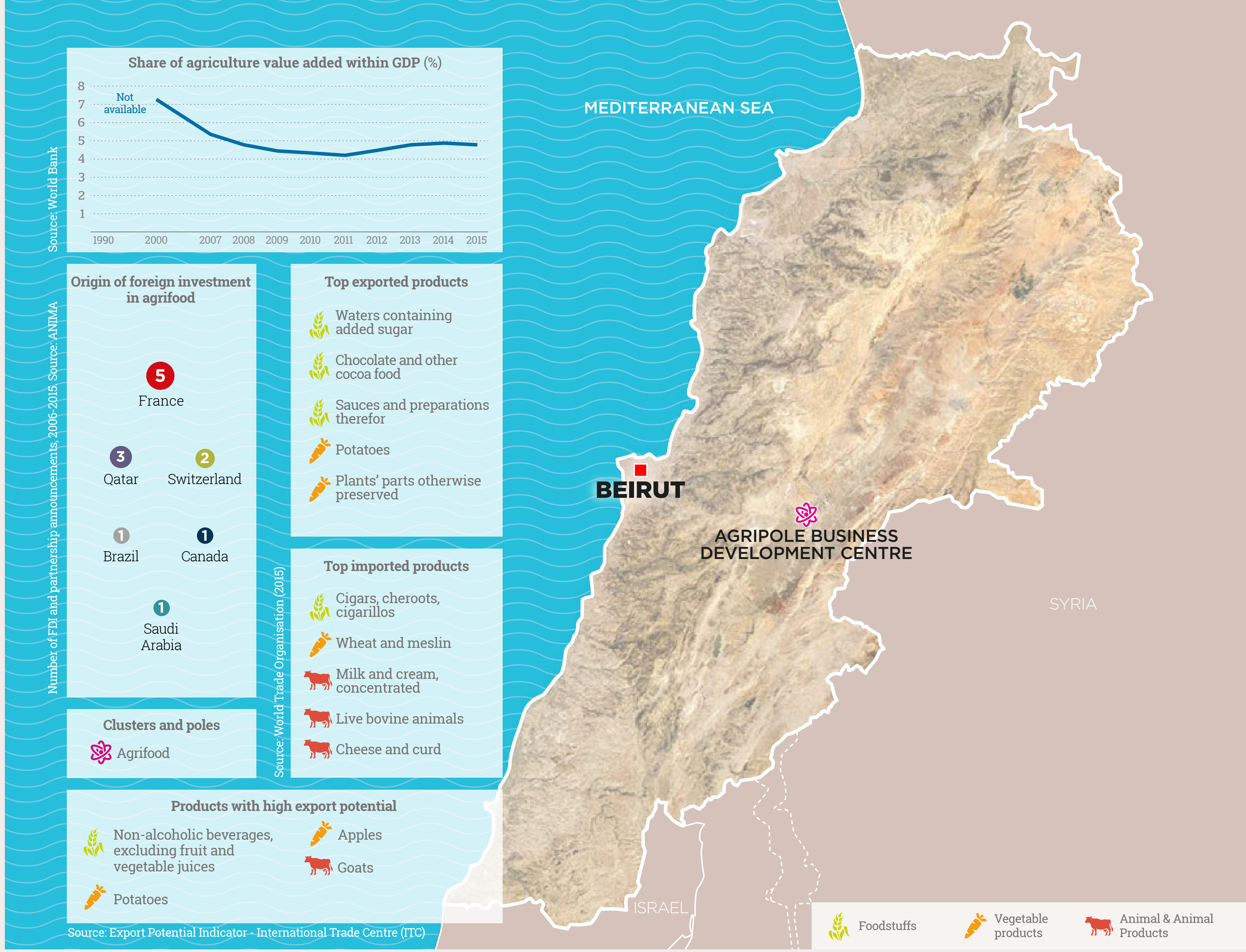
Bel (France). 2012. The cheese maker to acquire 35.8% of Biomass, a Lebanese company established in 2009 and producing organic fruits, vegetables, dairy products and grains.

FLAGSHIP EVENT

No dedicated event besides Horeca Lebanon (hotels and catering services) and The Garden Show (gardens) fairs. Lebanese participation in several international fairs including ANUGA (Germany), SIAL (France) and Gulfood (United Arab Emirates).

NATIONAL STRATEGY

2015-2019 agricultural strategy (2014): 3 strategic guidelines: i. Provide safe and quality food; ii. Increase the contribution of the sector to the social and economic development of the country; iii. Promote the sustainable management of natural and genetic resources. 104 planned fields of intervention. Available on the website of the Ministry of Agriculture: www.agriculture.gov.lb



Mechanisms of public support to agricultural investments: subsidised loans (Central Bank), bank guarantee (Kafalat), exemption from income and dividend taxes for 10 years (IDAL).

USEFUL CONTACTS

Invest in Lebanon (IDAL): pages devoted to the agricultural and agrifood sectors (key figures, investment aid and business opportunities) - www.investinlebanon.gov.lb

Agrytech, incubator dedicated to agrifood supported by Berytech: www.agrytech.org

Professional federations:
Federation of the Chambers of Commerce Industry & Agriculture in Lebanon - www.cci-fed.org.lb
Syndicate of Lebanese Food Industries (SLFI) - www.slfi.org.lb
Association of Lebanese Industrialists (ALI) - www.ali.org.lb
Syndicate of Agrifood Traders in Lebanon - www.agrifood.org.lb

AGRIFOOD IN MOROCCO

A BOOMING SECTOR!

Morocco, which has an arable land of 8 million hectares and great agro-climatic wealth, generates a diversified agricultural production, however strongly dependent on rainfall. The share of agriculture in the GDP thus varies from 10 to 15% from one year to another – to which adds about 4% for agro-industry. 15% of cropland is irrigated in private vegetable farms dedicated to export, and in irrigated perimeters rather focused on local demand (milk, sugar, fruits and vegetables). Rainfed crops encompass cereals, olive, legumes and breeding.

Far from self-sufficient, Morocco mostly imports cereals, dairy products and sugar. Nevertheless, it also constitutes a major exporter, towards Europe (60%) and new markets such as West and North Africa. In 2016, Moroccan agrifood exports to Europe reached 3.1 billion euros (seafood products, fruits and vegetables essentially), while imports from the Union amounted to 2 billion euros.

With the ambitious "Green Morocco" Plan, the government has since 2008 been supporting the structuring of large high added value poles as well as small-scale agriculture, to develop local productions in the best possible way. It notably encourages the sectors of olive, citrus fruits, grapes, milk and exotic fruits. To ensure its food security, Morocco bets on irrigation (550,000 hectares equipped with drip irrigation from 2008 to 2020) and diversification of crops: several public and private projects are for instance about introducing quinoa, which withstands drought well. The State has also been supporting agro-industry since 2009, the latter being promoted to the level of "global business of Morocco" by the National Pact for Industrial Emergence, alongside fishing, with the Halieutis plan.

Foreign businesses can therefore target agricultural projects (through land leases or equity participation), processing projects or else selling agro-industrial equipment and agrifood products. Leading sectors include dairy products, oilseeds, cereals, dried fruits and nuts, confectionery, seafood products and canned goods, aromatic and medicinal plants, organic production and home produce.

43 products thus qualified in 2017 for the protected geographical indication label: dates, olive and argan oils, honey, almonds, saffron, figs... The most interesting segments for exporters include processed fruits, juice, sauces and condiments, ready-made dishes as well as confectionery and snacks.

THEY INVESTED IN MOROCCO...

Bimbo (Mexique). 2017. The world's largest baking company makes first foray in Africa with the acquisition of Moroccan Adghal and its three bread and pastry manufacturing plants.

Al Dahra (United Arab Emirates). 2017. The group to invest in apple and flower production in Azrou near Meknes, to supply local, African and Middle-Eastern markets (€13.9 m).

Salim/Indofood (Indonesia). 2016. The group to set up an Indomie instant noodle factory in Tiflet after the local success of its distribution JV (€4.5 m).

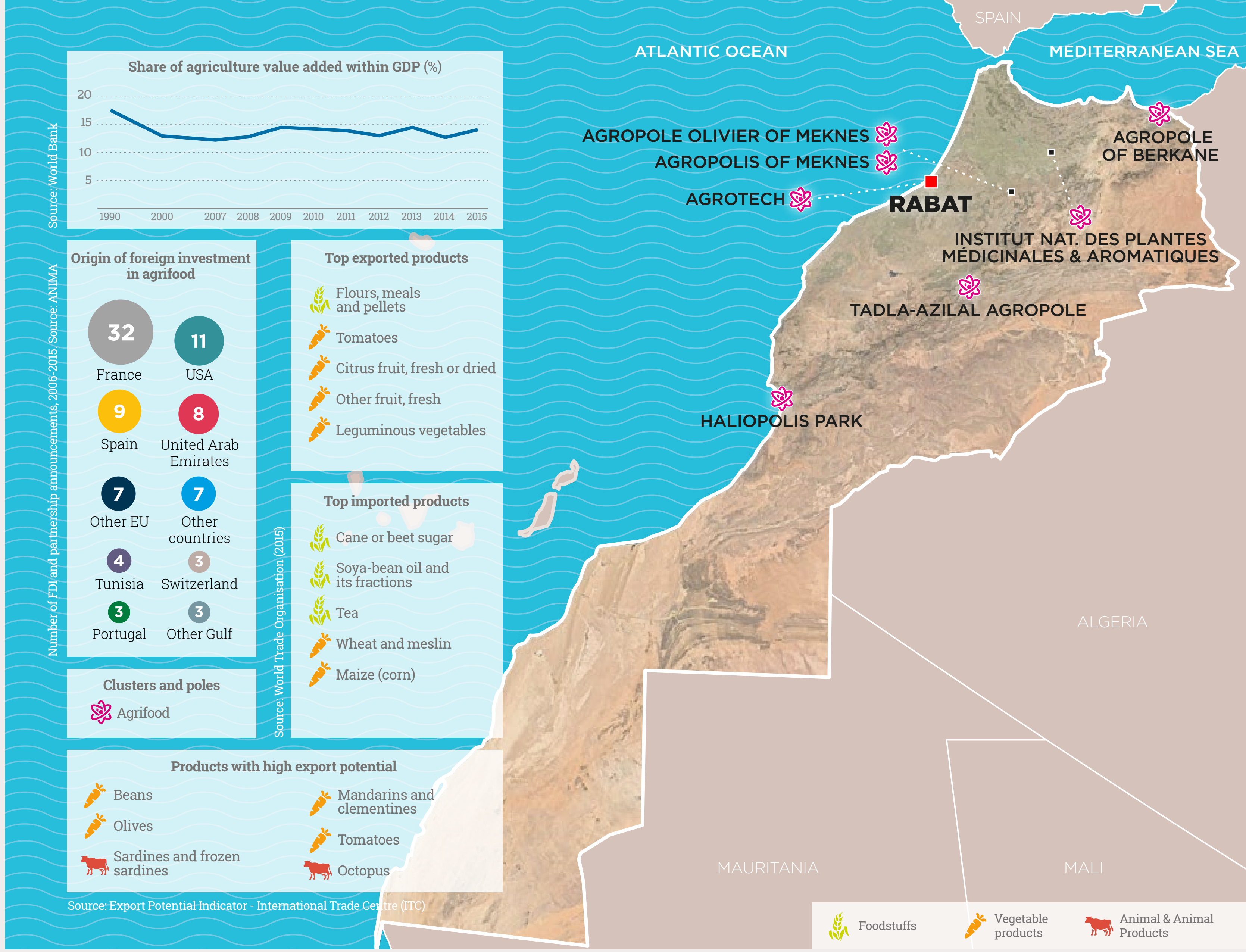
Frulact (Portugal). 2015. The group's local affiliate to set up Innovafruits, its second plant in Larache, processing raw fruits for yogurts (€4 m).

Danone (France). 2015. The group to acquire the 5% stake in Centrale Danone (former Centrale Laitière) still hold by SNI, raising its participation to more than 95% (€64.7 m).

FLAGSHIP EVENTS

International Agriculture Fair in Morocco (SIAM): Annual event in Meknes. More than 1,000 exhibitors for the 13th edition (April 2018), leading fair of the sector in Africa.

Halieutis Fair: Bi-annual event in Agadir. More than 250 exhibitors and 30 countries for the 5th edition (February 2019).



NATIONAL STRATEGY

Green Morocco Plan (2008): objective of tripling agricultural incomes by 2020. Mobilisation of 16 billion euros worth of investments.

Support to agricultural investment projects: subsidies and agricultural insurance system granted by the Agricultural Development Fund (FDA) of the Agency for Agricultural Development (ADA).

USEFUL CONTACTS

Invest in Morocco: www.invest.gov.ma

Agency for Agricultural Development (ADA): presentation of investment opportunities in the sector and terms of support - www.ada.gov.ma

Professional federations:
National Federation of Agrifood (FENAGRI) - www.fenagri.org
Moroccan Association of the Organic Production Sector (A.MA.BIO) - www.amabio.org

AGRIFOOD IN PALESTINE

A PROFITABLE MARKET DESPITE DIFFICULT CONDITIONS

Palestine has an arable land of 64,000 hectares, particularly favourable in the Jordan Valley, for a population of 4.5 million inhabitants. Crops, of which 80% are rainfed, encompass in order of importance arboriculture, market gardening and cereals, and cover the local demand for vegetables and half that for fruits. The country strongly depends on its imports for other sectors such as cereals and red meat.

Agriculture, which employs 12% of the population, is among the sectors that suffer the most from restrictions linked to Israeli occupation: beyond issues of access to land, water and inputs, there are strong limitations on the movement of goods as well as quotas on agricultural exports to Israel, the main outlet due to prevailing restrictions.

Currently agriculture only contributes to 6% of GDP, twice less than in in the 90s. Agricultural exports, even weak, play a significant role in the economy. They are mainly composed of tropical fruits, olive oil and vegetables, and are directed towards Israel, and to a lesser extent to Arab countries and Europe (about 13 million euros exported in 2016), where they are partly exempted from customs duties.

The development of agriculture thus constitutes a strategic priority, be it to provide the necessary inputs to agro-industry, to reduce dependence on food imports or, of course, to create jobs. Despite strong prevailing constraints, Palestine offers interesting business opportunities in terms of agrifood. The 10-million-dollar loan granted in May 2017 by the French Development Agency to date producer Nakheel constitutes in that sense a strong positive signal about local private sector profitability.

PIPA, the national agency in charge of investment promotion, mentions among the most promising sectors the cultivation of roses, strawberries, peaches and dates, the production of olive oil, medicinal plants, aromatic herbs and fish farming.

It has published in July 2016 a list of diversified project opportunities (olive oil, margarine and vegetable oil production, market gardening, fishing, sheep breeding and mineral water production) to be implemented in joint venture with local operators, with investments ranging from 0.3 to 9.5 million euros. There is also good potential for sustainable agriculture technologies and practices (water recycling for irrigation, organic agriculture, permaculture), which could curb the issue of access to inputs and water, and best promote typical products of the country.

THEY INVESTED IN PALESTINE...

AFD/Proparco (France). 2017. The public finance institution to support Nakheel, the number 1 Palestinian producer of Medjoul dates, which expands its production, refrigeration and cropping capacities.

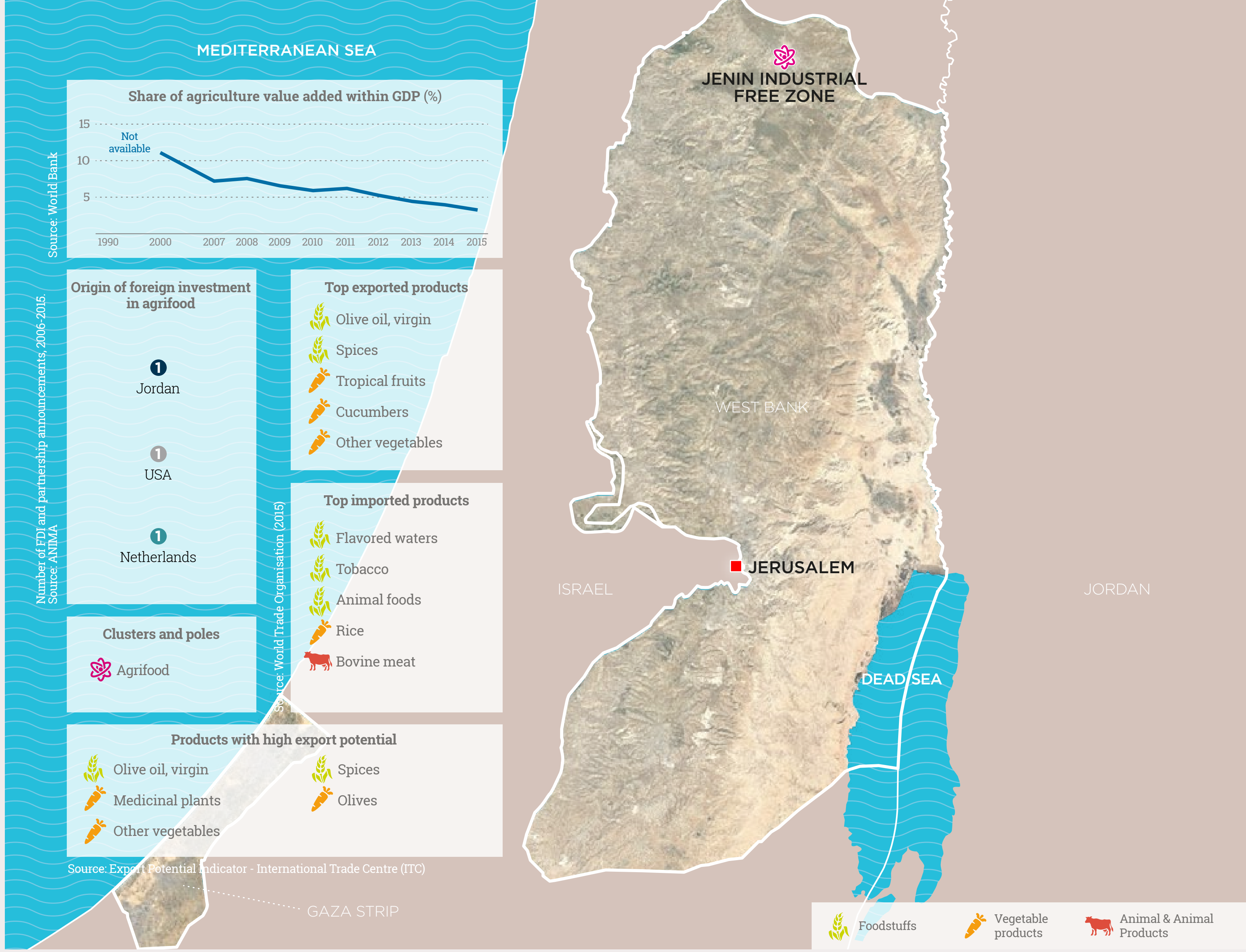
Coca Cola (USA). 2016. The group and its local partner the National Beverage Company (NBC) to invest in a bottling plant in Gaza, creating 270 jobs (€ 18.1 m).

Veldkamp (Netherlands). 2013. The company to team up with local Al-Jebrini in order to establish Al Jebrini Cheese, the first cheese production factory in the West Bank.

Padico (Jordan). 2008. Preco, an affiliate of the group, to establish a chicken farm and a modern slaughterhouse in the West Bank (€12.5 m).

FLAGSHIP EVENT

No major event in Palestine, however Palestinian stakeholders take part in events organised in neighbouring countries.



NATIONAL STRATEGY

2014-2016 national agricultural strategy:
"Resilience and Development", and 2016-2019 Extension of Strategy – sectoral programmes about agricultural development, agricultural services and administrative framework. Available on the information portal of the Ministry of Agriculture: www.ershad.moa.pna.ps

USEFUL CONTACTS

Palestinian Investment Promotion Agency (PIPA): www.pipa.ps

Professional associations:
Palestinian Farmers Association- www.pafu.ps/en
Palestinian Federation Chambers of Trade, Industry and Agriculture
Palestine Fair Trade Association (PFTA) - www.palestinefairtrade.org
Canaan Fair Trade - www.canaanfairtrade.com

AGRIFOOD IN TUNISIA

THE WORLD LEADER OF OLIVE OIL, DATES... AND TOMORROW, OF ORGANIC!

Tunisia is the world's leading exporter of olive oil and dates, the 2nd African exporter of organic products, the 10th world producer of tomatoes... and looks forward to adding to this list thanks to its many natural, institutional and social-economic assets.

The country, which has an arable land of 3.1 million hectares, draws 15% of its GDP from agriculture and agrifood. Agricultural production is led by breeding, arboriculture (olives, dates and citrus fruits, largely exported), market gardening and cereals (which production is strongly dependent on rainfall). Apart from a strong dependence on wheat imports, Tunisia boasts well developed chains, most often covering its local demand. Agro-industry benefits from the competitiveness and good availability of local products and from an internal demand in constant growth.

Concerned with ensuring food security, the Tunisian State has been actively supporting the sector since the 90s. Agricultural exports are therefore strongly growing, their main outlets being Europe (69% of fresh products), Africa, Russia and the Gulf. They have enabled a positive food trade balance in 2015 for the first time in 20 years thanks to an exceptional production of olive oil.

Tunisian soil is thus full of opportunities: foreign businesses there sell agro-industrial equipment (currently benefitting from specific tax incentives) or implement production and processing projects, via long-term lease contracts of agricultural lands or equity participation (capped at 66% of capital in this sector).

The most promising segments include processed products (ready-made dishes, frozen products, canned foods...), organic, extra virgin olive oil, seafood products, cheese and medicinal and aromatic plants. 21 chains thus produce more than 250 organic products sent to 60 destinations, and the 500,000 hectares currently devoted to organic could go up to 2 million according to the Tunisian Ministry of Agriculture.

Other sectors also have strong potential to go upmarket: olive-growing (annual yields are weak and the production is mostly exported to Italy and Spain to be refined, bottled then resold), tomato (which could be transformed into higher added value derivatives: sauces, peeled or dried tomatoes) or dates (improvement of packaging and conservation techniques).

THEY INVESTED IN TUNISIA...

Avril (France). 2017. The agro-industrial group to launch the first 100% Tunisian rapeseed oil thanks to a project developed in 2014 with local company Carthage Grain.

Supreme (United Arab Emirates). 2014. The group to buy 42% of Tunisian Gepaco, a manufacturer of food items using the brand Moulin d'Or, to support its African development strategy (€42.5 m).

Nino Castiglione (Italy). 2014. The group to develop a tuna fish processing plant on a 4.2 ha area at the Bizerte agrifood park (€14.5 m).

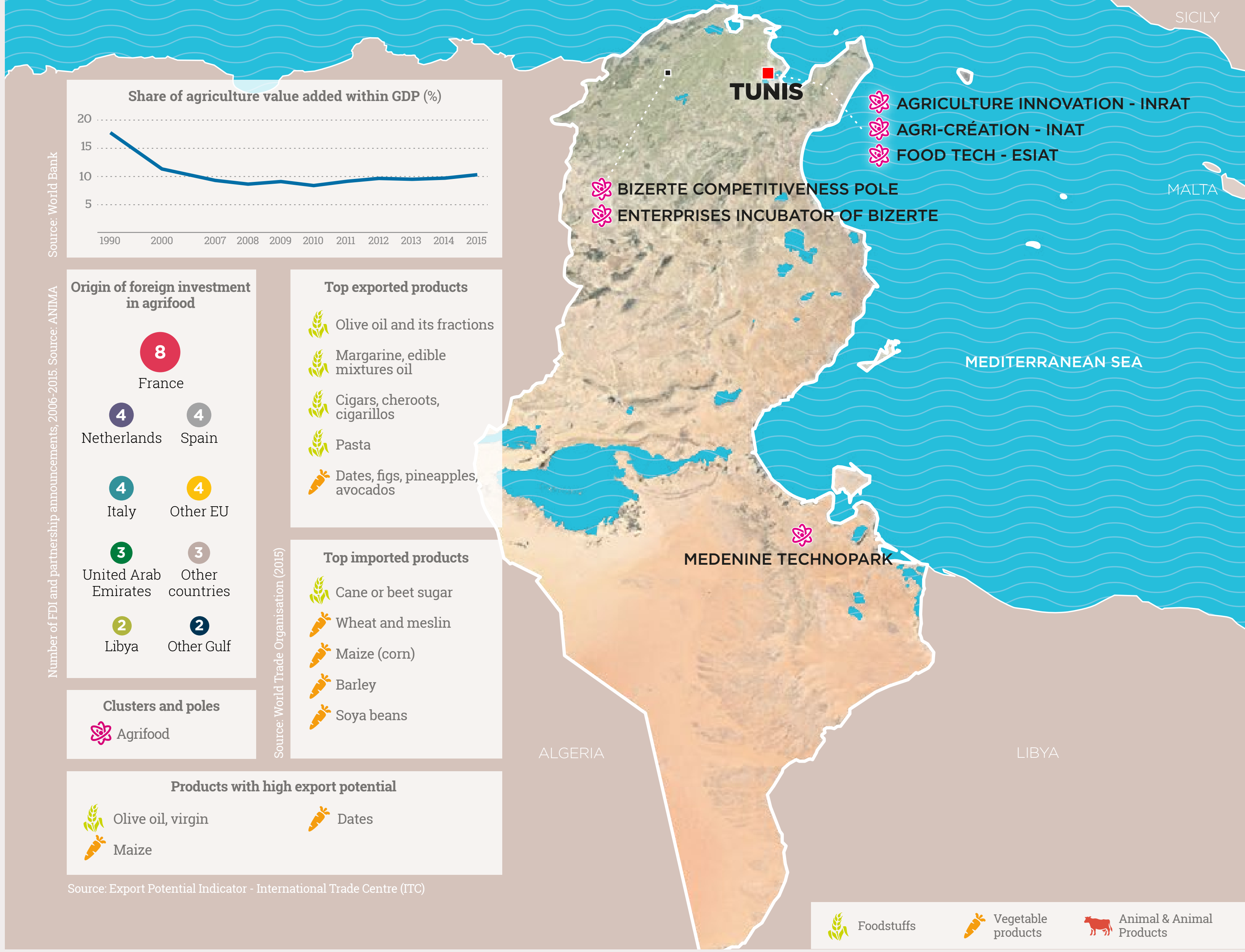
Abraaj Capital (United Arab Emirates). 2013. The group to buy 34% of Tunisian Gepaco, a manufacturer of industrial pastry items sold under the brand Moulin d'Or.

CSM (Netherlands). 2013. The world leader in bakery products to team up with local Slama Group to establish a distribution joint-venture, CSM GIAS Négoce (€0.1 m).

FLAGSHIP EVENTS

International Agriculture Fair (SIAMAP): Annual event in Tunis. 500 exhibitors for the 13th edition (31 October to 5 November 2017).

International Fair of Agricultural and Technological Investment (SIAT): Bi-annual event in Tunis. More than 200 exhibitors for the 13th edition (October 2018).



NATIONAL STRATEGY

Tunisia 2020 Strategy: more than 20 public or private investment projects in the agricultural sector, available on www.tunisia2020.com/projets

Investment framework: among the most attractive in the region (free transfer of benefits and sales proceeds, bilateral agreements for investment protection, etc.) strengthened in the field of agrifood: www.apia.com.tn.

USEFUL CONTACTS

Agency of Agricultural Investment Promotion (APIA): Implementation of investment incentive measures - www.apia.com.tn

Professional associations:
National Federation of Agrifood (FENAAL), within the Tunisian Union of Industry, Trade and Handicrafts (UTICA) - www.utica.org.tn
Confederation of Tunisian Citizen Enterprises (CONECT) - www.conect.org.tn
Tunisian Union of Agriculture and Fishing (UTAP) - www.utap.org.tn
Tunisia Olive Oil networking portal: www.tunisia-oliveoil.com

TOURISM

AGRIFOOD

TRANSPORT AND LOGISTICS

CULTURAL AND CREATIVE INDUSTRIES

RENEWABLE ENERGY

BUSINESS GUIDE

GROWTH OPPORTUNITIES IN THE MEDITERRANEAN

Project funded by the EUROPEAN UNION

EUROMED INVEST

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

List of abbreviations

PPA: Power Purchase Agreement
AFD: French Development Agency
IEA: International Energy Agency
EIB: European Investment Bank
EBRD: European Bank for Reconstruction and Development
BOOT: build, own, operate, transfer
BOT: build, operate, transfer
CO_2: carbon dioxide
CSP: Concentrated solar power technology
EE: energy efficiency
EMEA: Europe, Middle East & Africa
REN: renewable energies
EPC: Engineering, Procurement, Construction
GW: gigawatt
GWh: gigawatt-hours
FDI: Foreign Direct Investment
JV: Joint Venture
m: million
bn: billion
Mtoe: Million Tonnes of Oil Equivalent
MW: megawatt
UNIDO: United Nations Industrial Development Organisation
OPIC: Overseas Private Investment Corporation
SMEs: Small and Medium-sized Enterprises
PV: photovoltaic
W: watt

Main sources

World Bank
CSP World
EY: Ernst & Young
MEDENER: Mediterranean Association of the National Agencies for Energy Conservation
PwC: PricewaterhouseCoopers
RCREEE: Regional Centre for Renewable Energy and Energy Efficiency
RES4MED: Renewable Energy Solutions for the Mediterranean
The Wind Power

Cartography

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

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BUSINESS GUIDE

GROWTH OPPORTUNITIES IN THE MEDITERRANEAN

RENEWABLE ENERGY

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GROWTH OPPORTUNITIES IN THE MEDITERRANEAN

This guide is intended for renewable energy sector businesses wishing to know southern Mediterranean countries better. Overview of business opportunities, examples of projects implemented by foreign operators, main business events in Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia... all the information needed to speed up your prospecting!

INVEST IN RENEWABLE ENERGY IN THE MEDITERRANEAN: WHY?

The energy revolution called for by all experts is finally underway: in 2015, renewable energy has for the first time represented more than half of the energy capacity created on a global scale, exceeding coal to become the leading global energy in combined capacity.

In the Mediterranean, renewable energy is still little used: in 2014, less than 4% of the total primary energy consumed in Morocco, Algeria, Tunisia, Egypt, Israel, Palestine, Jordan and Lebanon was produced from green resources – biomass and hydropower mainly. Yet the situation evolves quickly in a region that has all the assets to become "an action laboratory for climate at the international level", as said the European Commissioner for energy. European countries and their neighbours from the southern and eastern shores of the Mediterranean indeed have everything to gain from joining forces: together they represent 17 of the 40 most attractive countries for the renewable energy sector according to the Renewable Energy Country Attractiveness Index established late 2016 by EY.

MED countries have adopted ambitious objectives for 2030 and aim to develop their renewable sectors by using the technologies and expertise of outside partners. They give European companies a very suitable playground for the "third industrial revolution" called for by Europe: fast-growing energy needs, dependency of States importing fossil fuels, exporting countries' will of diversification, as they see their reserves depleting, exceptional potential for solar and wind especially, and mobilisation of public and private institutional investors to support the finance schemes of projects deemed strategic for both shores of the Mediterranean... and for global climate!

NICHES AND PRIORITY SECTORS

The energy transition scenario published by the Mediterranean association of national agencies for energy efficiency and renewable energy (MEDENER) expects the share of renewable energy in the energy mix of MED countries to be multiplied by 3 to reach 16% in 2040. Renewable energy could even represent two thirds of the total installed electric capacities, to provide about 35% of electricity production in 2040 thus becoming the primary source of electricity production in the south of the Mediterranean. This very strong growth will concern solar in the first place, before wind and then other green energy sources.

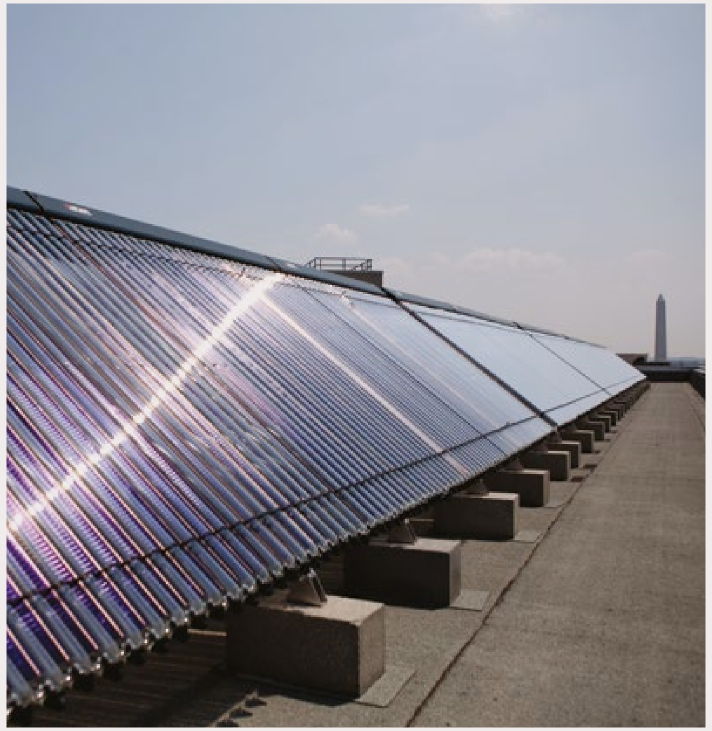
The Mediterranean, a global hot spot for solar energy

The production of electricity as well as heat through the different types of solar energy should increase by 8% a year until 2040. Solar thermal displays the best returns on investment: the production of domestic hot water (solar water heaters) has proved its worth at a large scale in several MED countries and offers almost everywhere still a significant growth reservoir. Another major sector, photovoltaics, includes facilities intended for self-consumption as well as larger-scale projects, and is booming in the region. The production of electricity using CSP technology (concentrated solar) constitutes a promising third option, resolutely pursued in Morocco especially. Other interesting applications concern cooling (solar air-conditioning) or water desalination in rural areas.

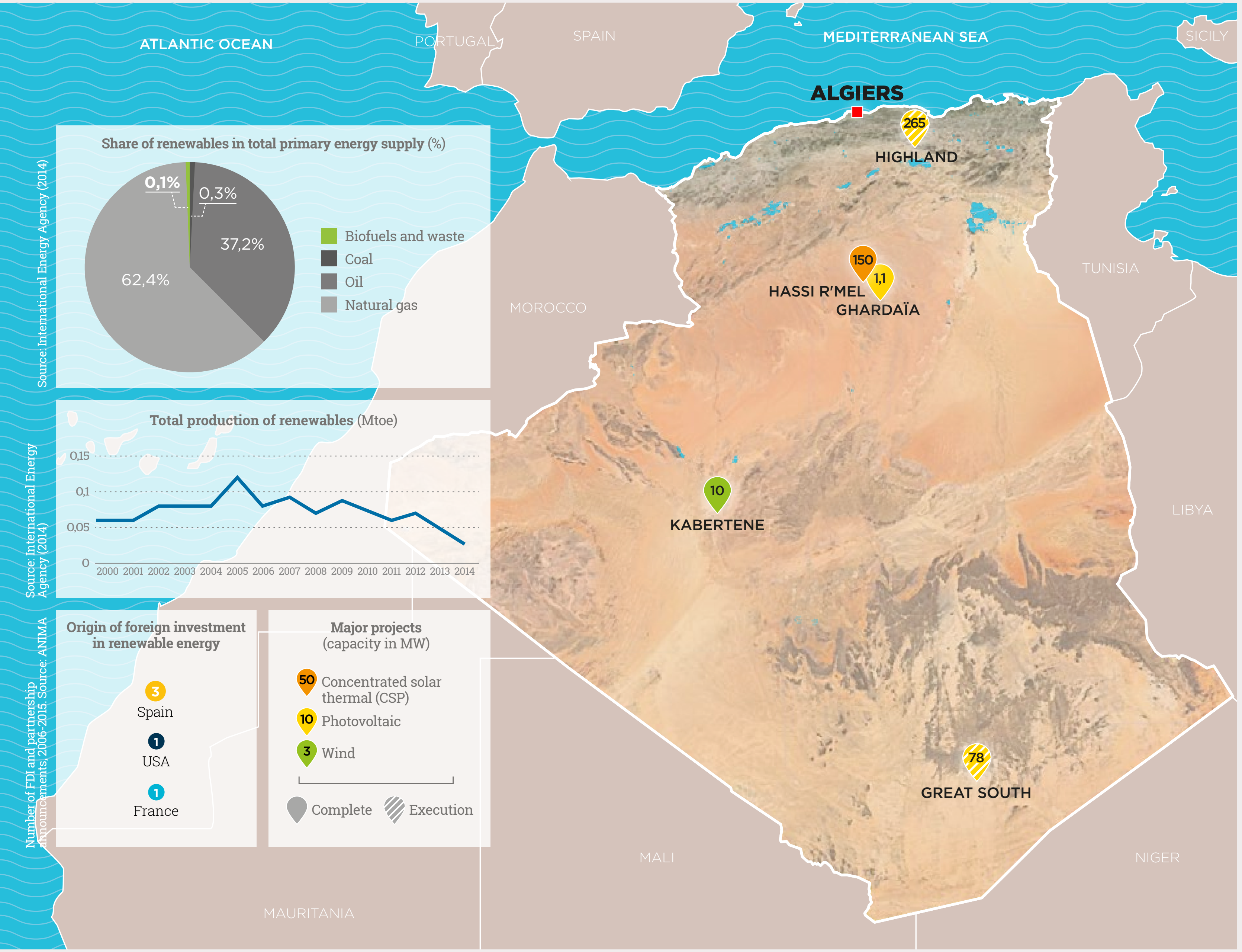
Wind, second green energy of the future... and other options

Wind also witnesses strong growth in the region: wind atlases show there are areas that combine significant potential and large available surface in almost all MED countries. The first large-scale facilities have thus appeared in Egypt, Israel, Jordan and Morocco.

Other renewable energy sources offer a globally smaller however non negligible potential. Hydroelectricity, first renewable energy used in the region, offers development opportunities in several countries, especially in small hydraulics and existing facility rehabilitation. There is also fair potential for biomass (reuse of household waste, organic waste, etc.) as well as for geothermal energy, in Algeria and Morocco especially.



RENEWABLE ENERGY IN ALGERIA



PREPARING FOR THE POST-OIL PERIOD

The development of renewable energies constitutes an extremely strategic issue for Algeria: its energy needs are rapidly growing and currently come up to 98% from natural gas.

The world's 18th oil producer and 8th natural gas exporter, which also has one of the strongest solar resources in the world, has indeed adopted in 2011 the Algerian Programme of Development of Renewable Energies and Energy Efficiency (PNEREE) in order to develop a renewable capacity of 4.5 GW by 2020 then 22 GW by 2030 (i.e. 37% of national power production capacity, including 10 GW for export).

RENEWABLE ENERGY

2020

15 %
ELECTRICITY
(I.E 4,5 GW)

2030

27 %
ELECTRICITY
(I.E 22 GW)

RENEWABLE ELECTRIC CAPACITY IN 2030:

13 575 MW	Photovoltaics (PV)
5 010 MW	Wind
2 000 MW	Concentrating solar (CSP)
1 000 MW	Biomass
400 MW	Cogeneration
15 MW	Geothermal energy

ENERGY EFFICIENCY

60Mtoe
OF CUMULATIVE ENERGY SAVINGS BETWEEN 2015 AND 2030

To support such renewable revolution, which will require private investments estimated at 100 billion euros, Algeria has created in 2009 a Fund for renewable energy and cogeneration (FNERC), financed by a tax on oil revenues.

The country has also adopted several laws since 1999 and defined in 2014 feed-in tariffs for photovoltaic and wind electricity, complemented by a 20-year guarantee. Lastly, authorities have launched in 2015 the construction of an emblematic project: an “urban oasis” powered with green energy located near Hassi-Messaoud and Africa’s largest oil field.

Algeria will therefore provide promising opportunities as soon as it will have finalised its offer for private investors, notably with a clearly documented procedure for tender dossiers and a model of power purchase agreement that guarantees the profitability of projects.

This should soon be done, as a 10 million euros support programme on these regulatory aspects was signed in March 2017 with the European Union.

Depending on these evolutions, opportunities are in fact tremendous, including for megaprojects of green electricity export towards Europe. The most competitive technologies are photovoltaics and, to a lesser extent, wind.

The first projects to appear include the hybrid gas-solar electricity plant of Hassi R’mel, built by Spanish Abener and Cofides and Algerian Neal and Sonatrach, the 10 MW photovoltaic plant which supplies facilities operated by Italian ENI and Sonatrach, and the two PV panel plants of Bordj Bou Arreridj and Chetouane of Algerian private businesses such as Condor and Alsolar.

THEY INVESTED IN ALGERIA...

ENI (Italy). 2016. The oil group to team up with Sonatrach to build a 10 MW photovoltaic plant to supply electricity to the Bir Rebaa North oil field.

Enki Technologies (USA). 2014. The start-up to team up with Algerian white good maker Condor to manufacture PV panels optimised for the Mediterranean climate in Algeria.

Vincent Industrie (France). 2013. The group to establish Aurès Solaire, a 49/51 JV with an Algerian partner, to launch an export-oriented solar panel manufacture in the wilaya of Batna (€4.9 m).

Abengoa/Abener (Spain). 2011. The group to build a solar-gas hybrid plant near through a BOOT contract won by SPP1, its JV with Algerian companies.

FLAGSHIP EVENT

International exhibition of clean energy, renewable energy and sustainable development (ERA): annual event in Oran. Over 50 exhibitors and 10 countries for the 8th edition (25-27 October 2017).

NATIONAL STRATEGY

Programme for the development of renewable energy and energy efficiency in Algeria (PNEREE): adopted in 2011 and updated in 2015. Available on the Ministry of Energy website - www.energy.gov.dz

Investment and incentive framework in the sector of renewable energy: available on the website of the National Agency for Investment Development: www.andi.dz

USEFUL CONTACTS

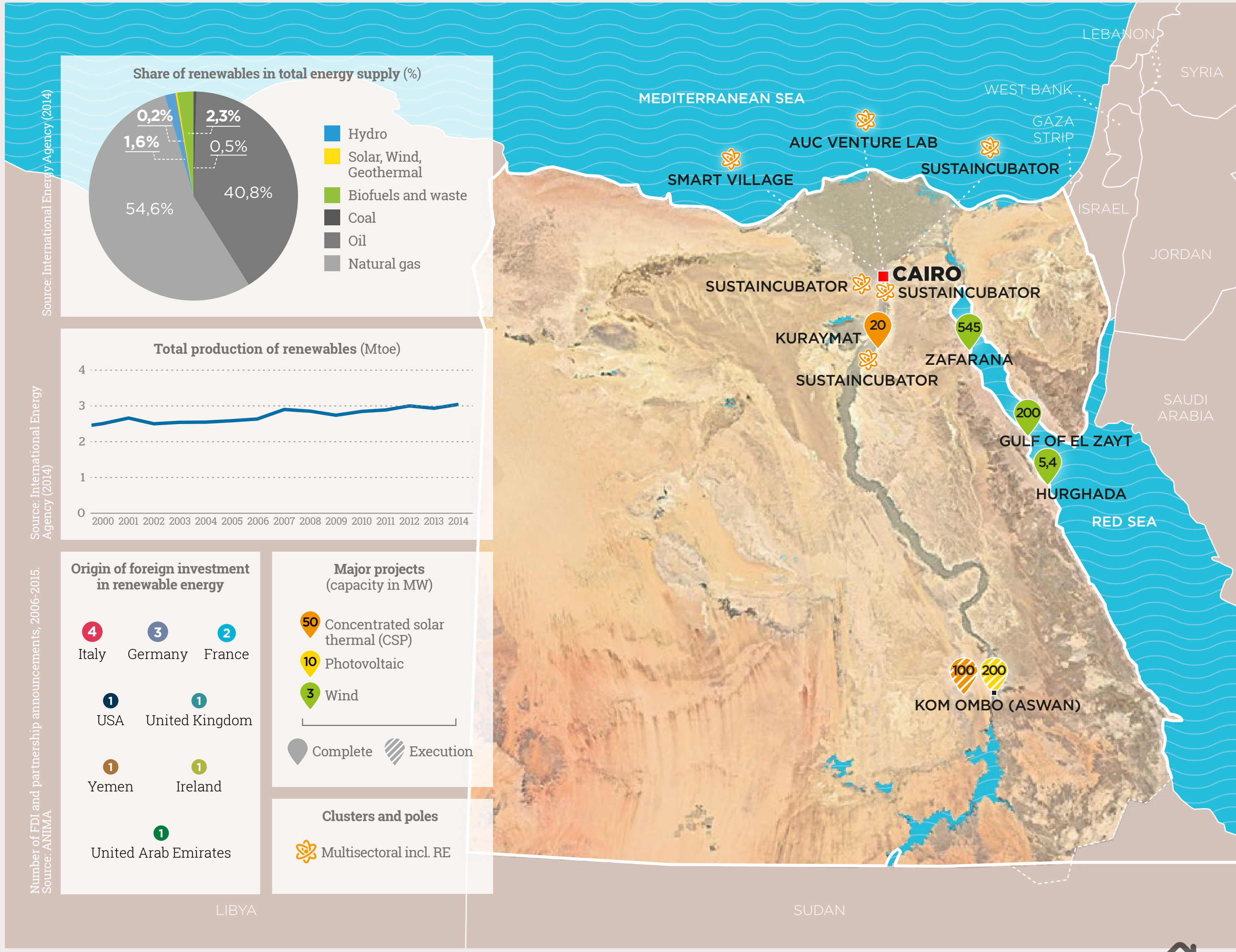
National Agency of Investment Development (ANDI): www.andi.dz

SKTM, Sonelgaz electricity production subsidiary in charge of renewable energy: www.sktm.dz

Ministry of Energy and Mines - Directorate of Renewable Energy and Energy Savings: www.energy.gov.dz

National Agency for the Promotion and Rationalisation of Energy Use (APRUE): www.aprue.org.dz

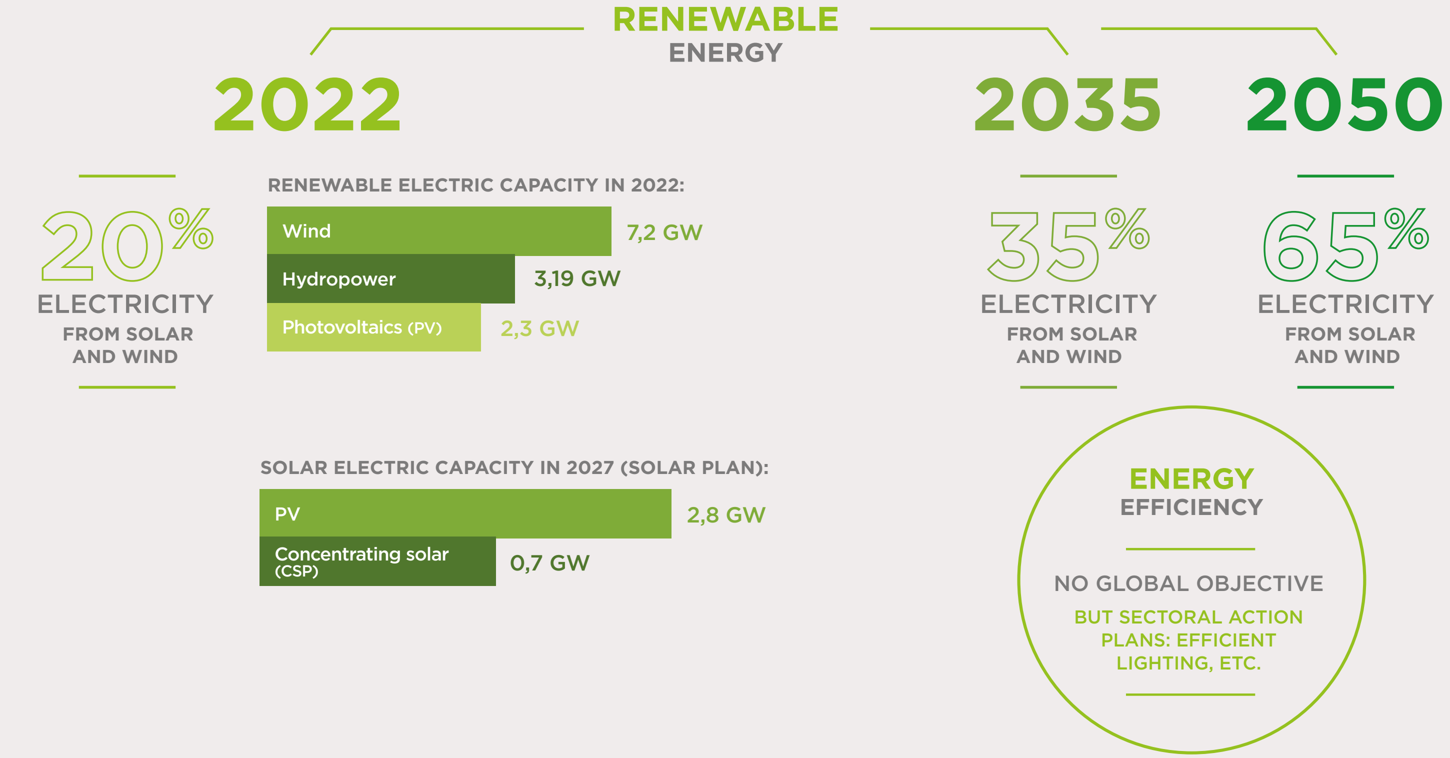
RENEWABLE ENERGY IN EGYPT



SOLAR AND WIND ARE BOOMING

Egypt has as soon as 2008 set the diversification of its energy mix on top of its agenda with the adoption of the New Renewable Energy Act, in order not to strain its hydrocarbon export capacities. It enjoys ideal conditions to do so: average irradiation of 7.7 kWh/m²/day and exceptional wind potential especially in the Gulf of Suez.

Egyptian ambitions are high: the country wants to reach a 20% share of wind and solar electricity by 2022 (plus about 4% for hydropower) and positions itself as a regional hub of expertise and equipment supply in the field of green energy for all EMEA (Europe, Middle East & Africa).



To this end, Egypt has set up an attractive legal framework: electric sector liberalised in 2015, total disappearance of energy subsidies planned for 2019, risk mitigation mechanisms for private developers including feed-in rules for green electricity produced, with buyback in foreign currencies by the Egyptian Electricity Transmission Company which manages the power network, public guarantees starting from 20 MW as well as tax incentives.

Egypt is the 19th fastest growing market in the world according to EY 2016 Renewable Energy Country Attractiveness Index, thus offering tremendous opportunities of investment and equipment supply or expertise.

The public agency in charge of the sector, the NREA, expects 12 billion euros of private investment to develop new capacities of more than 9 GW between 2017 and 2022, in accordance with 4 modalities:

	PUBLIC PROJECTS	PRIVATE BOO PROJECTS	PRIVATE PROJECTS WITH PURCHASE AGREEMENT	PRIVATE COMMERCIAL PROJECTS
PRIVATE SECTOR INVOLVEMENT	Tenders for construction (EPC), operation and maintenance contracts	Tenders, developers in charge of construction, operation and maintenance	Developer in charge of construction, operation and maintenance	Developer in charge of construction, operation and maintenance
FEED-IN TARIFF SCHEME	By EETC under regulated tariffs	By EETC under tariff resulting from tender	By EETC or by distribution companies under regulated tariffs	By consumers under tariff negotiated between developer and buyers
202 OBJECTIVES	3.2 GW = 3.1 GW wind + 80 MW PV	1.2 GW = 0.75 GW wind + 0.4 GW PV + 0.1 GW CSP	4.3 GW = 1.3 GW PV + 2 GW wind	0.9 GW = wind

As a result, in January 2017, 67 Egyptian and foreign companies were retained to implement these projects representing a total capacity of 4.3 GW. In addition to projects planned for 2022, bilateral agreements were signed for PV and wind megaprojects representing 7 GW with Saudis Acwa and Masdar, Canadian Sky Power Global in association with Emirati IGD and Swiss Terra Nex & Terra Solar. On the way to revolutionise the Egyptian energy landscape!

THEY INVESTED IN EGYPT...

Actis (United Kingdom). 2015. Lekela Power, 60% owned by Actis, to create a 50-MW solar plant and two wind farms in the Gulf of Suez.

Masdar (United Arab Emirates). 2015. The clean energy investor to relaunch a 200 megawatt wind farm project in the Gulf of Suez (€340 m).

Building Energy (Italy). 2015. The company to partner with the public institution NREA for the construction and operation of two 50 MW photovoltaic plants in Benban (€154 m).

Siemens (Germany). 2015. The group to build a rotor blade manufacturing facility.

Italcementi/Italgen (Italy). 2014. The Renewable Energy branch of the cement group to invest in the construction of a 120 MW wind farm in the coastal town of El-Zaafarana (€150 m).

FLAGSHIP EVENT

SOLAR-TEC: annual event in Cairo. 100 exhibitors and 18 countries for the 2017 edition (3-5 December).

NATIONAL STRATEGY

New Renewable Energy Act (2008), law on renewable energy (2014) and law on electricity (2015).

Several financial support mechanisms managed by the National Bank of Egypt (NBE), of which credit line Egypt Sustainable Energy Financing Facility, supported by the European Bank for Reconstruction and Development (EBRD). www.nbe.com.eg

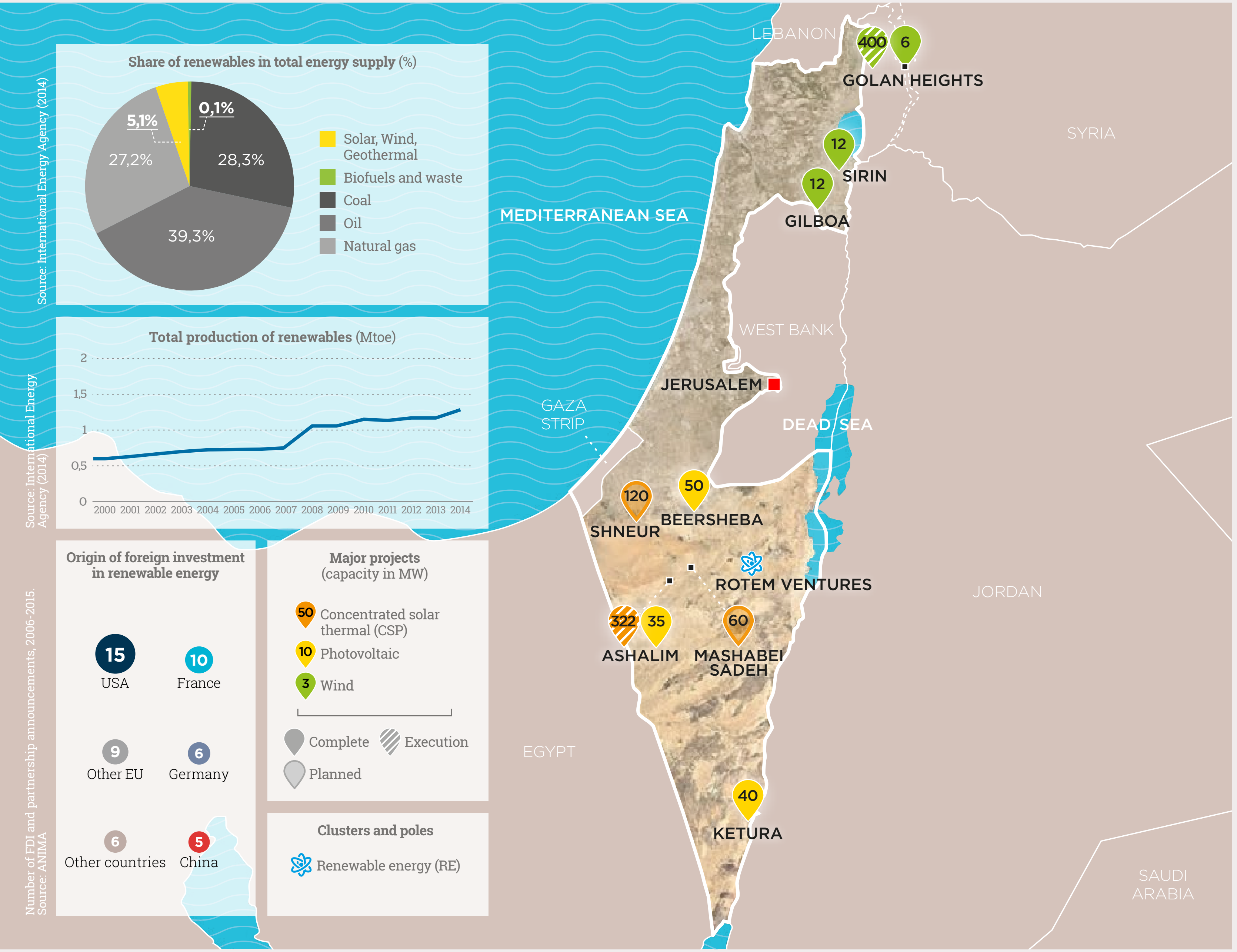
USEFUL CONTACTS

General Authority For Investment and Free Zones (GAFI): www.gafi.gov.eg

New and Renewable Energy Authority (NREA): in charge of the allocation of land zones intended for wind and solar projects - www.nrea.gov.eg

Egyptian Electricity Transmission Company (EETC): www.eetc.net.eg

RENEWABLE ENERGY IN ISRAEL



TAKE-OFF INITIATED!

Israel, cradle of innovation, has one of the world's strongest solar potential. The country, which is home to a hundred start-ups specialised in green energy, is paradoxically late in exploiting its renewable assets, especially solar – the enormous natural gas discoveries in 2010 are probably the reason.

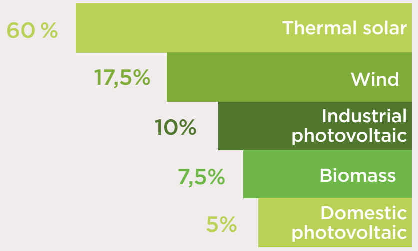
Israel has nevertheless set up an incentive regulatory framework in terms of renewable energy. Feed-in tariffs were established in 2008 then complemented by a net metering system in 2013. The 2007 law on electricity provides that independent energy producers will eventually manage 20% of the country's electric capacity, up from less than 1% in 2017.

The government has set in 2009 green electricity development objectives that are far from being reached yet: renewable energy only represented 2.5% of produced electricity in early 2017.

RENEWABLE ENERGY

2015	2020	2025	2030
5% ELECTRICITY	10% ELECTRICITY	13% ELECTRICITY	17% ELECTRICITY

RENEWABLE ELECTRIC CAPACITY IN 2030



ENERGY EFFICIENCY

-17% ELECTRIC CONSUMPTION

2030

COMPARED TO 2015

The sector thus has significant development potential. Israel, which ranks 26th in the world as most promising destination in EY 2016 Renewable Energy Country Attractiveness Index, has decided to speed up the movement in late 2016 by announcing the imminent launch of 6 competitive biddings for low, high and very high voltage solar projects of a total capacity of 1 GW. Tenders targeting wind are also expected. Bidders will be able to freely set the price of produced electricity.

These projects will complement the country's first achievements. In solar energy, 90% of the population uses solar heaters, and the first PV and CSP projects are appearing, such as the Ashalim plant, with a total capacity of 310 MW.

Three components are developed in BOT (build, operate, transfer) by consortia of Israeli and foreign companies: 110 MW in CSP for Brightsource and Alstom/General Electrics; 121 MW in CSP with the world's highest solar tower (250 meters) for Noy Fund, Brightsource and Alstom; and two photovoltaic plants of 70 MW which had not been attributed yet in early 2017.

The wind potential is smaller but now tapped: the first wind farms appeared thanks to local businesses, and the Israeli Wind Energy Association (IsraWEA) thinks they could eventually represent 3 GW for the entire country.

Promising perspectives in fact, particularly for foreign companies which have developed strong expertise in the field.

THEY INVESTED IN ISRAEL...

Atlantic (France). 2015. The provider of thermal comfort solutions to buy a 51% stake in Israeli Chromagen, a manufacturer of solar water solutions (€16.7 m).

Toshiba (Japan). 2015. The group to team up with Ormat, an Israeli expert in geothermal energy, to develop a common offer and tap into new markets.

Pirveli Ventures (Canada). 2015. The fund to lead a financing round for Eco Wave Power, which develops onshore wave energy power plants (€1.8 m).

EDF Energies Nouvelles (France). 2014. The group to launch 5 solar plants totalling 32 MW in Gvoulot, Lahav, Nahal Oz, Kerem Shalom and Mishmar Haneguv in JV with Arava Power (€40 m).

Abengoa/Abener (Spain). 2013. Negev Energy, JV of the group with local Shikun & Binui, to win the BOT contract for the Ashelim thermo-solar power plant, set to start operation in 2017 (€853 m).

FLAGSHIP EVENT

Eilat-Eilot Green Energy: bi-annual event in Eilat. 2,000 participants for the 8th edition (November 2018).

NATIONAL STRATEGY

National plan for the reduction of greenhouse gas emissions (2016): notably establishes objectives of energy efficiency and renewable energy development by 2030. Available on the Ministry of Environment website: www.sviva.gov.il

USEFUL CONTACTS

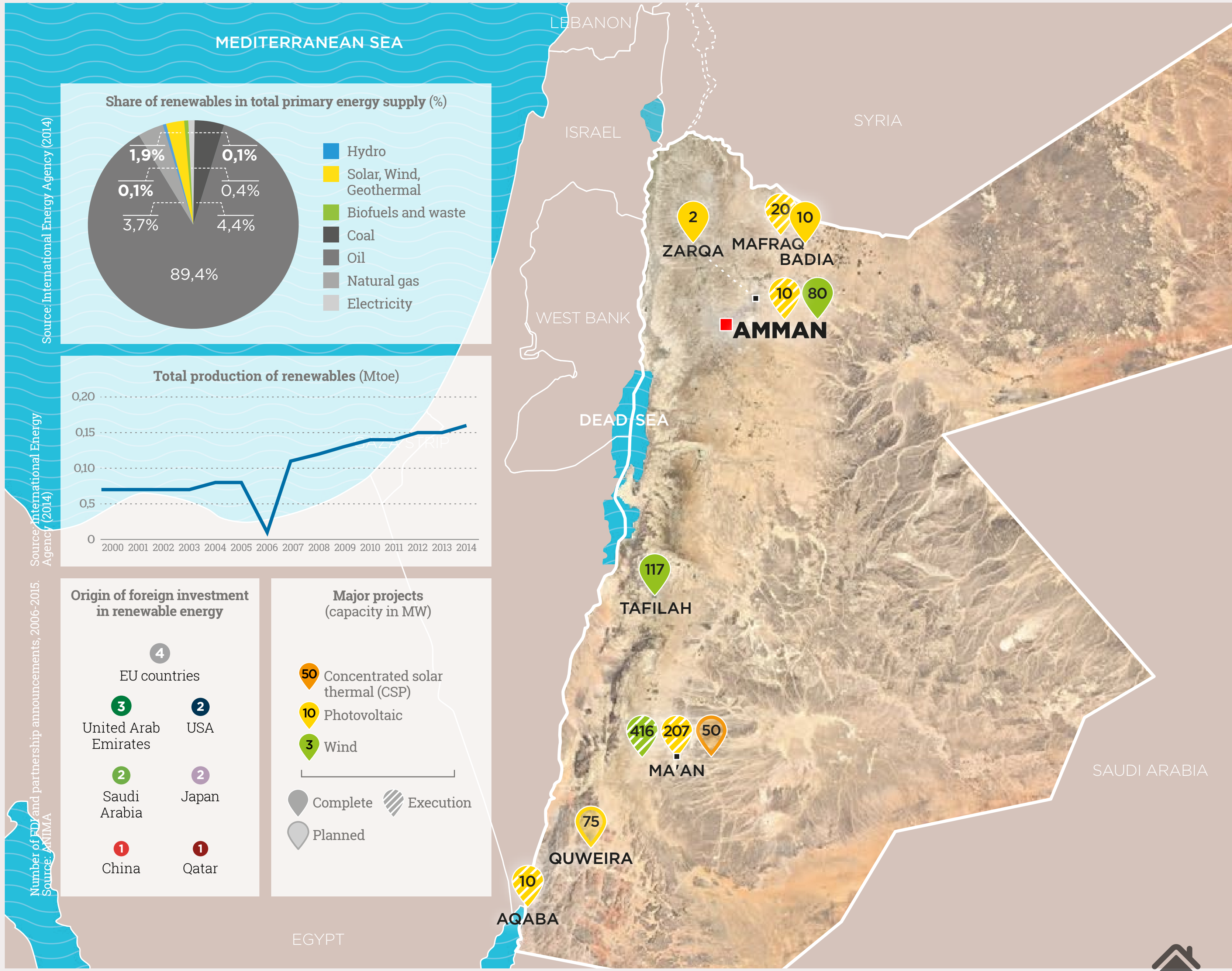
Invest in Israel: www.investinisrael.gov.il

Israel Electric Corporation (IEC): www.iec.co.il

Electricity Authority: www.pua.gov.il

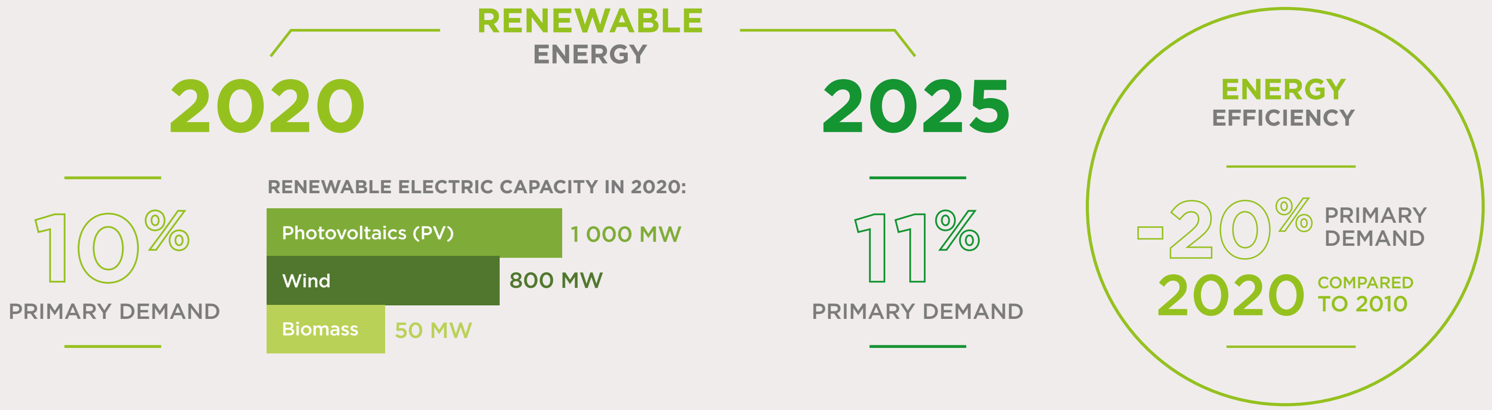
Professional associations:
Green Energy Association of Israel - www.greenrg.org.il
Israeli Smart Energy Association (ISEA) - www.isea.org.il
Israeli Wind Energy Association (IsraWEA) - www.israwea.org.il

RENEWABLE ENERGY IN JORDAN



GREEN ELECTRICITY EXPORTS IN SIGHT

Jordan imported 96% of its energy in 2016 (for a bill equivalent to a fifth of its GDP), a share the government wants to reduce to 61% by 2020. Boasting one of the world's best irradiation (5.6 kWh/m² per day), a favourable wind regime and wide desert areas, the country has adopted in 2010 a Programme for renewable energy and energy efficiency which aims at bringing the share of green electricity from 2% (essentially hydroelectricity and biomass) to 10% in 2020.



The country has the region's most attractive regulatory framework according to the 2016 Arab Future Energy Index (AFEX) ranking, established by the RES4MED association.

The 2012 law defines the feed-in tariff scheme involving the national electric company NEPCO or regional distributors, and foresees the State's take over power grid connection costs. Furthermore, it allows direct negotiation between State and private promoters, without prior bidding process. Tax exemptions are provided for renewable equipment (customs duties and sales taxes).

Jordan thus ranks as the world's 33rd most promising destination in EY 2016 Renewable Energy Country Attractiveness Index. The sector is booming: numerous international donors (Gulf Cooperation Council, EIB, EBRD, World Bank, AFD, etc.) are mobilised to back the funding of the first projects, and 365 companies worked in the sector of green technologies in 2016, 20% of them with foreign participation.

Plenty of opportunities are to be seized: in addition to the competitive biddings launched by NEPCO, electricity purchase agreements were signed with 12 companies following direct negotiations, for a total capacity of 200 MW.

In the wind sector, the first private project, a 117 MW wind farm in the region of Tafila, was inaugurated at the initiative of Emirati Masdar and the Inframed fund, and others are implemented by Korea Electric Power and Dubai-based Alcazar Energy (Spanish Gamesa having won the construction, operation and maintenance contract).

In the solar sector, CSP is drawing interest but is not developed yet, whilst the movement is largely underway for photovoltaics, with more than 300 MW that were operational or under construction throughout the country at the end of 2016, such as in Ma'an where a Chinese-Qatari-Jordanian project now provides 1% of the country's electric consumption.

This gives credibility to the objective of net green electricity export by 2030!

THEY INVESTED IN JORDAN...

SunRise PV systems (Greece). 2015. The SME to be awarded one of the four BOT contracts for the construction of a 50 MW solar-run power plant in Jordan, its first project outside Greece.

Mitsubishi (Japan). 2015. A subsidiary of the group to develop, in partnership with Qatari Nebras and local Kawar, the country's largest solar PV plant.

Nebras Power (Qatar). 2015. The group to develop, in partnership with Mitsubishi and local Kawar, the country's largest solar PV plant located in Ma'an with a capacity of 52 MW (€45.8 m).

SCATEC SOLAR (Norway). 2014. The group to build and operate over 20 years, with three local partners, three solar power plants located close to Maan, in South of Jordan (€50.5 m).

SunEdison (USA). 2014. The renewable energy leader to build a 23 MW solar power plant in the Ma'an Governorate with the financial support of EBRD and OPIC (€49.71 m).

FLAGSHIP EVENTS

SONEX - Solar Near East Exhibition and Forum: annual event in Amman. 30 exhibitors, 10 countries for the 10th edition (15-18 May 2017).

ENERGYTECH - International renewable energy fair: 50,000 participants in Aqaba at the 2016 edition (23-25 October).

NATIONAL STRATEGY

2007-2020 national strategy for energy (updated in 2015): development of renewable energy and nuclear to turn Jordan into a net exporter by 2030.

Jordan Vision 2025 (2015): increase of the share of renewable energy in the global energy mix from 1.5% to 11% in 2025.

JEEREF (Jordan Renewable Energy & Energy Efficiency Fund): fund dedicated to the sector - www.facebook.com/JREEEF

USEFUL CONTACTS

Jordan Investment Commission: www.jic.gov.jo/portal

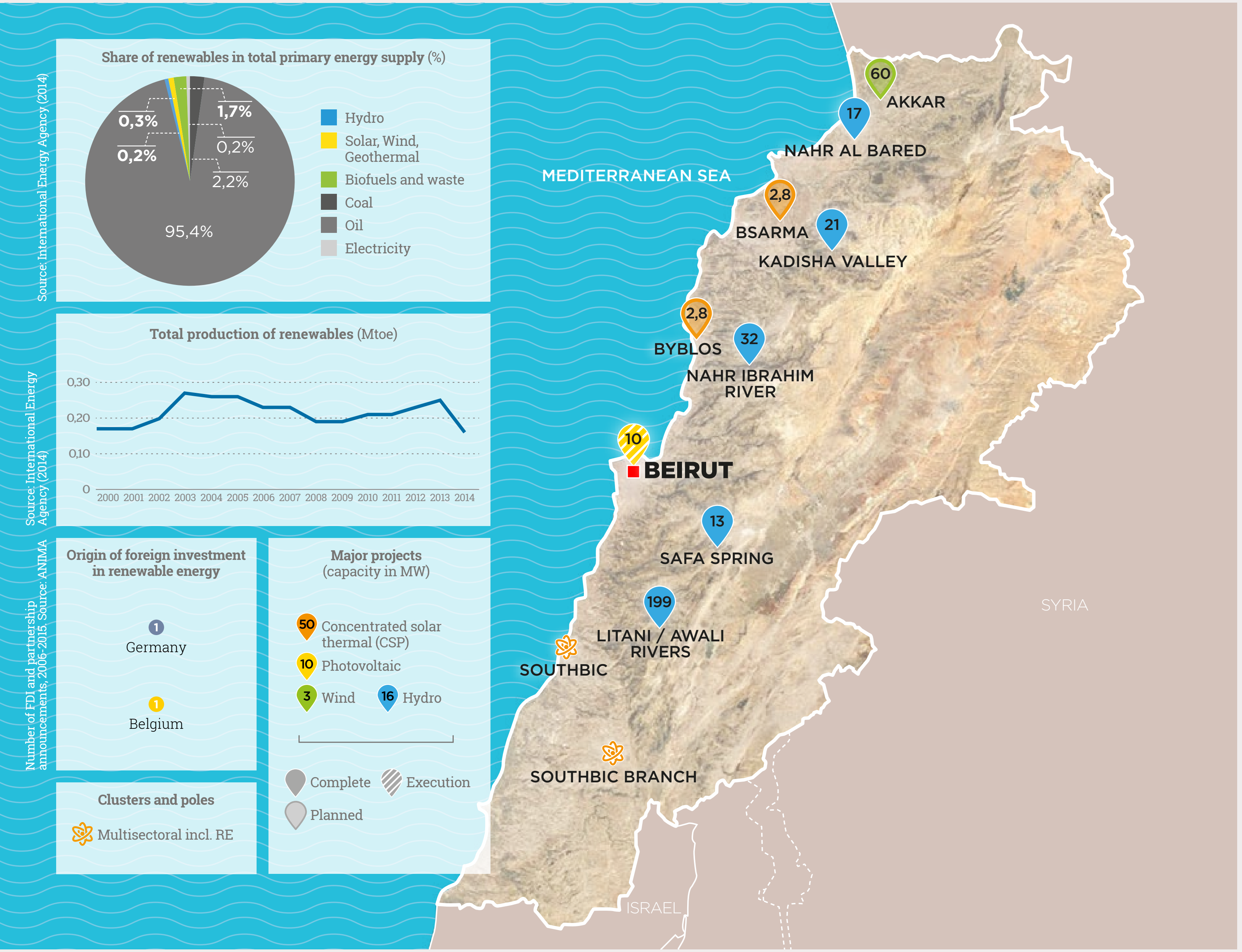
NEPCO - National Electric Power Company: www.nepco.com.jo

Ministry of Energy and Mining Resources: www.memr.gov.jo

Jordan Renewable Energy & Energy Efficiency Fund: www.facebook.com/JREEEF

EDAMA - Professional federation of water, energy and environment sectors: www.edama.jo

RENEWABLE ENERGY IN LEBANON



IMMINENT TAKE-OFF!

Lebanon produces 92% of its energy from imported fossil fuels, the rest being almost entirely provided by hydropower.

Electric production remains a State prerogative (a law authorised privatisation for 2 years in 2014, however without being subject to any enforcement decree), and the context of shortage has been persisting since the end of the civil war.

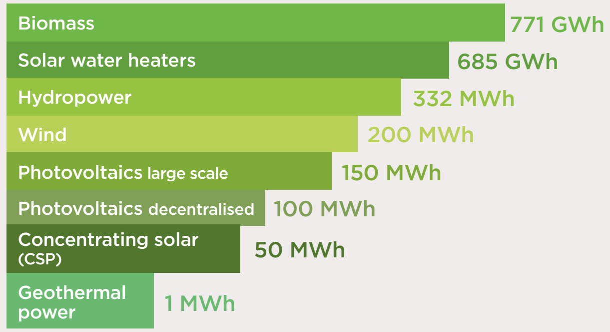
The use of renewable energy is still in its infancy, due to the lack of appropriate legal framework: only self-consumption facilities have been completed yet, often with the support of international donors. The situation should nevertheless evolve very fast: target figures for 2020 then 2030 have been set by action plans for energy efficiency (NEEAP 2016-2020) and for renewable energy (NREAP 2016-2020), and the first tenders have been launched in 2017.

RENEWABLE ENERGY

2020

12% ENERGY DEMAND (ELECTRICITY + HEAT)

RENEWABLE ELECTRIC CAPACITY IN 2020 (REALISTIC SCENARIO - NREAP):



2030

15% ENERGY DEMAND

20% IF INTERNATIONAL AID

ENERGY EFFICIENCY

1,500 GWH SAVED PER YEAR FROM 2016 TO 2020

The most mature market in 2017 is that of solar water heaters. Their use has been spread thanks to the National Energy Efficiency and Renewable Energy Action (NEEREA), a "green" funding which should be extended until 2020. The decentralised PV facilities of the industrial, domestic and public sector represented a total capacity of 20 MW in early 2017, strongly growing.

Larger scale projects were non-existent in early 2017, apart from the "Beirut river solar snake", a 1 MW-demonstration PV site built in 2015 by Lebanese companies for public authorities.

This said, the government announced in March 2017 that the objective of 150 MW of PV by 2020 would be met thanks to private projects developed under a feed-in tariff scheme with public operator Electricité du Liban.

The first tenders were launched in February 2017 and the estimated global investment is 240 million dollars. The development of a CSP plant of 50 MW by a private operator is also planned.

A wind capacity of 200 and even 400 MW by 2020 is foreseen in the NREAP's optimistic scenario – a potential confirmed by private operators, who had in late 2016 submitted to authorities 3 wind farm projects with a total capacity of 200 MW.

Lastly, in terms of hydropower, the 2020 objective implies rehabilitating half of the country's dams, building new sites and developing micro-hydraulics. Many contracts to come for the sector's stakeholders...

THEY INVESTED IN LEBANON...

MK-GROUP (Germany). 2014. The group, also known as Care-Energy, to open an office in Beirut to sell PV systems in the Middle East, using Lebanon as a hub (€2.1 m).

Windeo Green Futur (Belgium). 2010. The renewable energy specialist to ink a franchising agreement for Lebanon with local ME Green Energy.

FLAGSHIP EVENTS

Energy Lebanon: annual event in Beirut. Over 60 exhibitors and 10 countries for the 7th edition (16-19 May 2017).

International Beirut Energy Forum: annual event in Beirut. 20 exhibitors and 20 countries for the 8th edition (13-15 September 2017).

NATIONAL STRATEGY

National Energy Efficiency Action Plan (NEEAP) 2016-2020: 26 initiatives aiming to keep the annual growth of electric demand at 5.81% instead of 7%.

National Renewable Energy Action Plan (NREAP) 2016-2020: development scenarios of the different types of renewable energy. Available on climatechange.moe.gov.lb

National Energy Efficiency and Renewable Energy Action (NEEREA): subsidised loans and grant scheme supported by the European Union. Managed by Banque du Liban with the support of the Ministry of Energy and Water, UNDP and LCEC. www.bdl.gov.lb

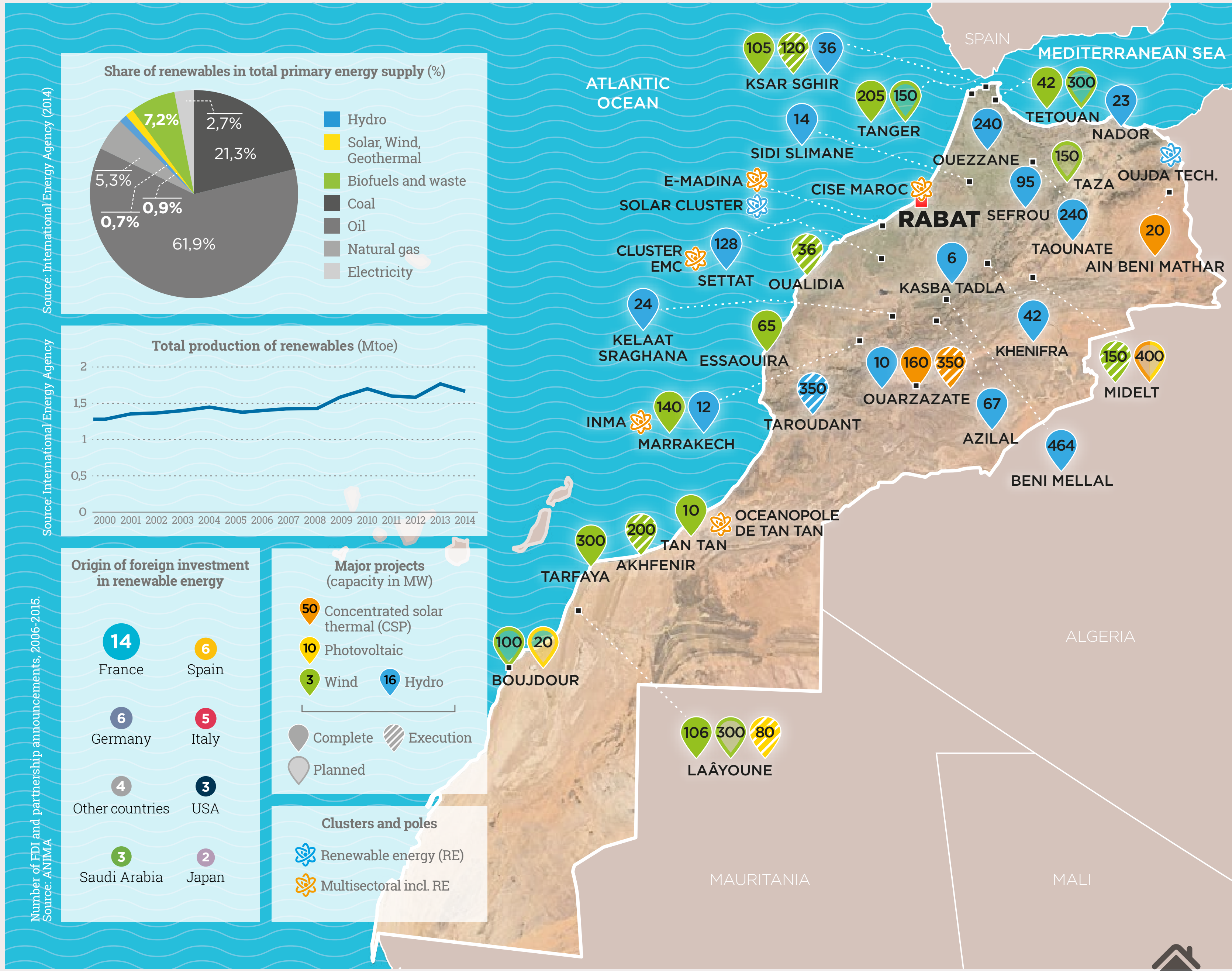
USEFUL CONTACTS

Invest in Lebanon (IDAL): www.investinlebanon.gov.lb

Lebanese center for energy conservation (LCEC): www.lcecp.org.lb

Professional associations:
Lebanese solar energy society - www.lses-lb.org
Lebanese association for energy saving & for environment (ALMEE) - www.almee.org
Lebanon green building council - www.lebanon-gbc.org

RENEWABLE ENERGY IN MOROCCO



LEADING REGIONAL GREEN ELECTRICITY PRODUCER BY 2020

Morocco, Africa's top energy net importer, has an excellent potential for solar (average irradiation of 5.3kWh/m²/day) and wind (average speed above 9m/s at 40 m in several regions of the North and the South).

The country, deemed "green growth champion" by the African Development Bank, has adopted in 2010 the MED region's most ambitious energy transition objectives:

RENEWABLE ENERGY

2020

42% ELECTRICITY

RENEWABLE ELECTRIC CAPACITY IN 2020:

Hydropower	2 GW
Moroccan Solar Plan (PV and CSP)	2 GW
Wind	1,72 GW

2030

52% ELECTRICITY

RENEWABLE ELECTRIC CAPACITY IN 2030:

Wind	5 GW
Solar (PV and CSP)	5 GW
Hydropower	3 GW

ENERGY EFFICIENCY

-12% PRIMARY DEMAND 2020 COMPARED TO 2009

-15% PRIMARY DEMAND 2030 COMPARED TO 2009

Morocco has revised its institutional and regulatory framework: the latest improvements include the net metering system for solar and wind plants connected to the high voltage network, and the possibility to access the low voltage network for small and medium photovoltaic and waste processing facilities.

A 10 billion euro investment is planned from 2010 to 2020 for the Solar Plan and the Wind Programme. The Energy Investment Society (SIE), the State's financial tool, invests in projects launched by the Masen national agency under public private partnerships (BOOT: build, own, operate and transfer), as well as in private projects. Moreover, it provides subsidies on goods and equipment up to 10%.

Morocco has thus gone up to the world's 13th rank of most promising destinations in EY 2016 Renewable Energy Country Attractiveness Index. The country offers countless opportunities to the sector's businesses: investment, equipment supply, civil engineering, maintenance, training, engineering...

Among the iconic achievements, of course, is Noor Ouarzazate, which will be among the largest plants in the world after its completion in 2020: 580 MW of which 510 for solar thermal (CSP) and 70 for photovoltaics (PV).

Saudi AcwaPower has won the 4 BOOT contracts of this megaproject, in association with American ARiES, Spanish TSK, Chinese Chint and Indian Sterling & Wilson. In the wind sector, several projects of 50 MW and more are planned or already operational, the record being held by the Tarfaya farm, the largest in Africa (300 MW), jointly developed by French GDF Suez and Moroccan Nareva.

In parallel to these large projects managed by Masen, emphasis is now shifting towards self-production facilities: industrial sites, solar pumping in agriculture... Thus, Morocco is on the way to reach its 2020 objectives and has all the assets to become a regional energy hub exporting its green energy to Europe and serving as a strategic base for activities in Africa.

THEY INVESTED IN MOROCCO...

Brookstone Partners (USA). 2016. Platinum Power, in which the fund is a leading shareholder, to develop 3 hydropower plants (56 MW) and a wind farm (50 MW).

ACWA (Saudi Arabia). 2015. The group to become the majority shareholder (70%) of the Khalladi Wind Farm project, a 120 MW wind farm 15km east of Tangiers (€126 m).

Voltalia (France). 2015. The electricity producer from renewable energy sources, owned by the Creadev private equity fund, to set up Volta Maroc.

Glual (Spain). 2015. The manufacturer of wind turbine components, but also solar concentrators, heliostats, solar farms, to set up Glual Energy Morocco.

First Solar (USA). 2014. The manufacturer of photovoltaic panels to create a commercial hub in Casablanca, First Solar Maroc, to manage its expansion in North Africa.

FLAGSHIP EVENTS

EneR Event - International fair of renewable energy and energy efficiency: annual event in Casablanca. 200 exhibitors and 10 countries for the 6th edition (4-7 October 2017).

Solaire Expo Maroc: annual event in Casablanca. 75 exhibitors for the 7th edition (February 2018).

Photovoltaïca: bi-annual event. 100 EMEA zone exhibitors for the 3rd edition (2018).

NATIONAL STRATEGY

National energy strategy for 2020, Moroccan Solar Plan and Moroccan Integrated Plan of Wind Energy (2009): development of renewable energy and attraction of foreign investors.

Law n°13-09 on renewable energy (2010, amended in 2016): enables the private production and export of green electricity (requirement of connection to the national grid).

EnergiPro initiative: support to private self-production projects up to 50 MW, guaranteed access to the network and buyback of surplus at an incentive rate by ONEE.

USEFUL CONTACTS

MASEN: Moroccan agency for sustainable energy, public private statute, in charge of project development, research and training. Issues solar project tenders (CSP and PV) and now wind projects as well. www.masen.ma

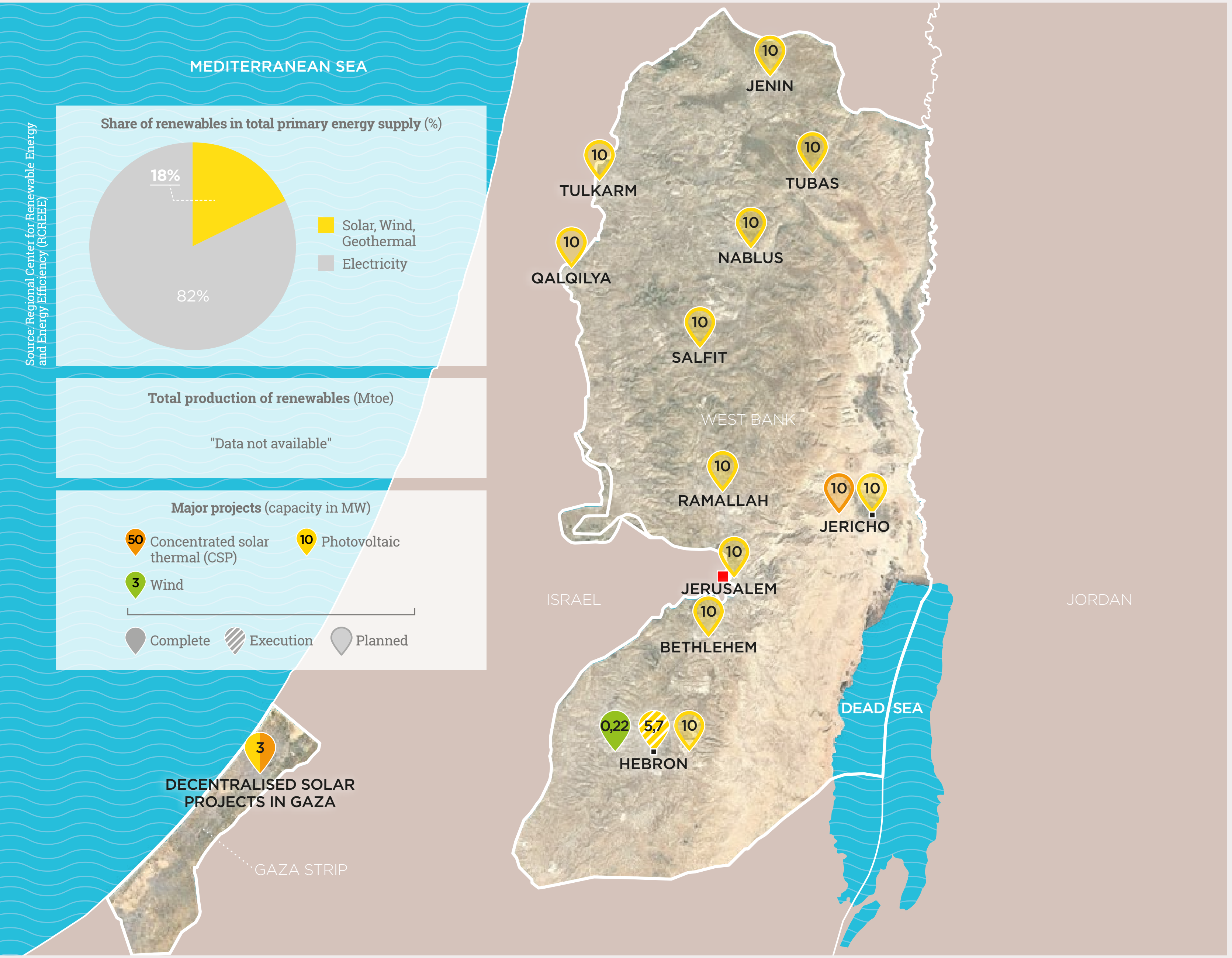
Agency for the Development of Renewable Energy and Energy Efficiency (ADEREE): in charge of national strategy implementation. www.aderee.ma

Energy Investment Society (SIE): investment fund dedicated to renewable energy and energy efficiency projects. www.siem.ma

National Office of Electricity and Drinking Water (ONEE): in charge of the production (about 50% of national capacity), network management and buyback of green electricity (electricity buying contracts). www.one.org.ma

Moroccan Association of Solar and Wind Industries (AMISOLE): + 212 5 22 94 51 29

RENEWABLE ENERGY IN PALESTINE



MAKE WAY FOR PRIVATE INVESTMENT!

Energy supply is a highly strategic issue in Palestine: the country hardly produces any energy on its soil yet and depends on Israeli companies for its imports, at a record cost for the region. Excellent solar potential, combined with a favourable legal framework and the absence of energy subsidies, pave the way for a deep change of energy mix.

Palestine indeed is the 4th most attractive MED country for the development of renewable energy according to the Arab Future Energy Index (AFEX) 2016 ranking, established by the RES4MED association.

Currently, only self-consumption projects (private individuals, public buildings or industrial sites) are operating.

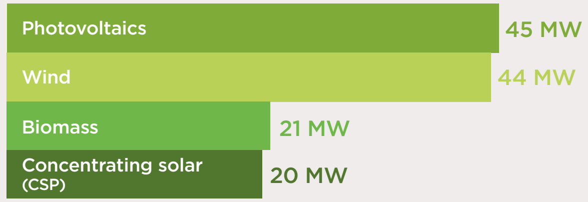
They almost all concern the photovoltaic sector and solar water heaters (Palestine constitutes the second MED market behind Israel, with more than 1.6 million m² installed). The government now wishes to take things to the next level.

The national 2012-2020 energy strategy and the Palestinian solar initiative have been complemented by the law on renewable energy and energy efficiency in October 2015. The sector benefits from green energy feed-in tariffs, a net metering system allowing grid connection, and dedicated tax incentives.

RENEWABLE ENERGY 2020

10% ELECTRICITY IN 2020

RENEWABLE ELECTRIC CAPACITY IN 2020:



ENERGY EFFICIENCY

-5% ELECTRIC CONSUMPTION IN 2020 COMPARED TO 2012

The sector is booming: installed capacities have tripled from 2012 to 2016 thanks to international public funding, to reach 0.7 MW for wind, 4 MW for PV and 0.22 MW for geothermal energy – Palestine being the first country in the region to use it. Private investments, non-existent in 2013, represented 3.5% of installed capacity in 2016.

The Palestine Investment Fund (PIF) supports the development of individual PV facilities with subsidised loans and aims for a total additional capacity of 35 MW by 2020: 25 MW for businesses and 10 MW for residential and public sector.

As for large scale PV, Massader, a PIF subsidiary, is reviewing projects with a total capacity of 70 MW. Furthermore, public competitive biddings are announced for 10 MW projects in each governorate, meaning a total capacity of 110 MW that will be connected to the network in 4 years.

Lastly, the law allows directly submitting project proposals: authorities had thus received as of late 2016 proposals for a 100 MW wind farm and 4 PV projects representing a total capacity of 63 MW. Enough to shake the country's energy mix, and improve the living conditions of millions of Palestinians.

THEY INVESTED IN PALESTINE...

Gigawatt Global (Netherlands). 2016. The group and its Jordanese-Palestinian partner Rack Tech to get a license to develop a 5.7 MV PV plant in Hebron, co-financed by US agency OPIC.

FLAGSHIP EVENT

No major event in Palestine, however conferences sometimes take place abroad, especially in Gulf countries.

NATIONAL STRATEGY

National Energy Strategy 2012-2020 and Palestinian Solar Initiative: definition of the development objectives of the sector and public support policies.

Palestine Investment Fund - PIF: the Palestinian sovereign fund manages the Solar Energy Fund, a 50 million dollar fund targeting small scale PV projects. Its subsidiary Massader plans to develop medium-scale PV projects (about 10 MW) with a total capacity of 70 MW, for a 100 million dollar estimated investment.

USEFUL CONTACTS

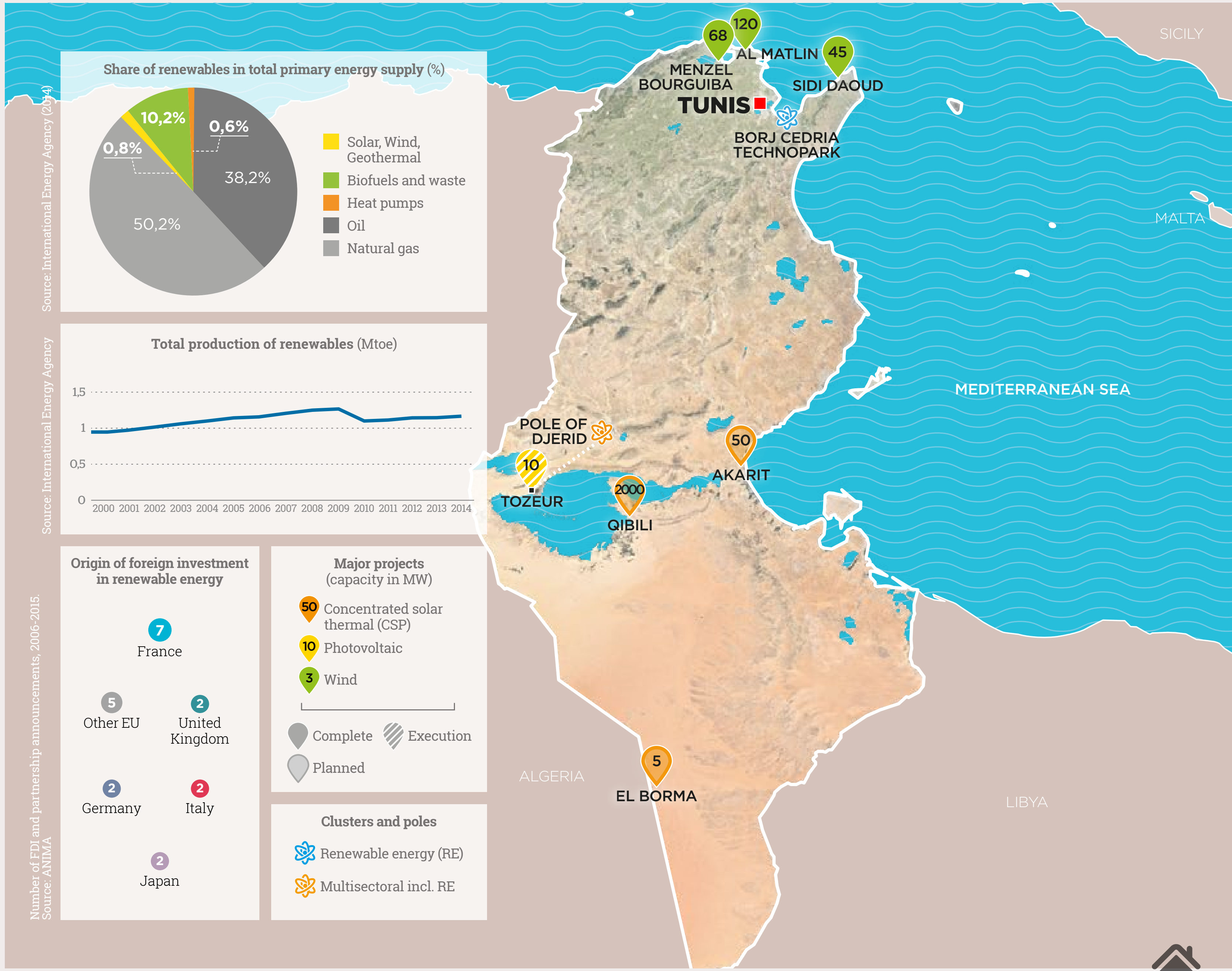
Palestinian Investment Promotion Agency (PIPA): www.pipa.ps

Palestinian Energy Authority (PEA): www.pea-pal.tripod.com

Palestinian Electricity Transmission Company (PETL): public operator de facto repurchasing green electricity produced by private projects - www.petl.ps

Professional association:
Palestine Solar Industry Association (PSIA) - www.palestine-sia.com

RENEWABLE ENERGY IN TUNISIA



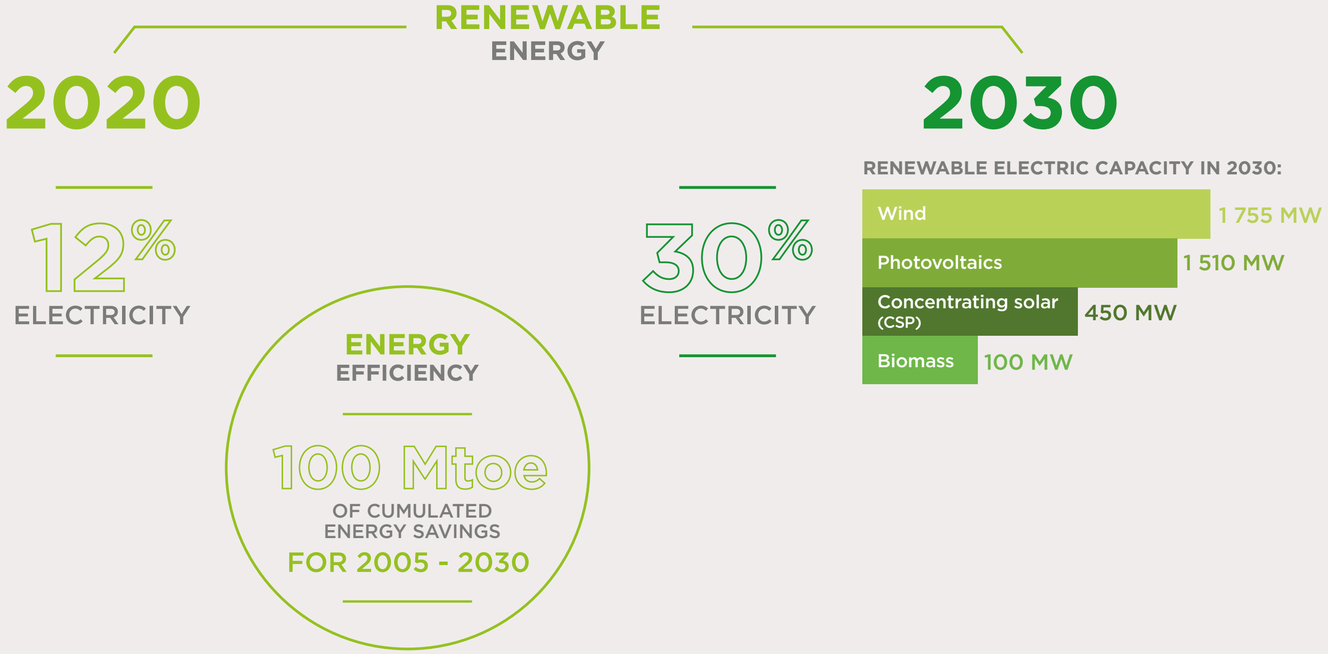
THE COUNTRY LAUNCHES ITS ENERGY TRANSITION

Tunisia is the Mediterranean country that has started its energy transition the longest time ago: energy efficiency and renewable energies are part of its strategy since the 2000s. Renewable energies thus represented 2 to 3% of electricity production in 2016, essentially thanks to decentralised projects.

The Prosol programme, initiated in 2005, has indeed enabled the widespread use of solar water heaters and photovoltaic panels in residential and tertiary sectors.

In 2013, Tunisia has set itself a new ambition: reducing its energy consumption by 30% and reach 30% of electricity from renewable origin by 2030.

Meeting these objectives would put Tunisia second on the podium of MED countries most widely using green energies, after Morocco.



In order to implement such sector development scenario, the necessary public and private investments are estimated by STEG (Tunisian Company of Electricity and Gas) at 3.7 billion euros until 2020 then 6.3 billion euros by 2030. Prior to anything, the government should continue its strategy of energy subsidy removal and finalise the definition of the regulatory framework applying to independent electricity producers.

Numerous European businesses are already interested in the Tunisian market, as service providers for STEG Renewable Energies (STEG ER), or as independent producers. In the wind sector first, two first large projects of a total capacity of 245 MW were implemented by STEG together with Spanish Gamesa, and new projects are considered in the governorates of Kebili, Medenine and Gabes, where the wind potential is particularly favourable.

In the solar sector, the photovoltaic chain represented a total capacity of 23 MW in 2016, deployed in rural electrification and public, residential or industrial self-production sites.

STEG now also targets the development of larger scale projects: several PV plants from 10 to 50 MW are under study.

Other projects targeting CSP technology are also at the stage of search for funding, including the Akarit plant, with a capacity from 50 to 100 MW, developed by STEG, and the 2 GW megaproject initiated by British Nur Energie to supply Europe with green energy from Sahara.

Lastly, opportunities can be found in biomass (the first private facilities, dedicated to self-production, use agricultural residues and have proven their profitability), and maybe tomorrow, marine energies.

THEY INVESTED IN TUNISIA...

Catecar (Switzerland). 2014. The group's Tunisian JV engaged in automotive innovation to produce a vehicle running on solar energy named Libellule, in Sousse.

Fire Energy (Luxembourg). 2013. The solar energy specialist to create a subsidiary in Tunisia under the name of Fire Energy Tunisia, its second affiliate in Africa.

Arborescence Capital (France). 2012. The fund to set up an "economic interest group" with STEG to develop renewable energy in Tunisia.

Saint-Gobain Solar (France). 2011. The solar energy subsidiary of Saint-Gobain, former Solarwood, to establish Aurasol, a photovoltaic system manufacturer based in Beja (€1.3 m).

ENI (Italy). 2010. SITEP, the group's JV with State-owned company ETAP, to invest in a solar-thermal power plant to supply electricity for its El Borma oil concession (€15.4 m).

FLAGSHIP EVENTS

SIED EXPO - International fair of sustainable energies: bi-annual event in Tunis. 3rd edition (16-19 May 2017) organised simultaneously with 2 other exhibitions: CLIMEXPO (cooling, heating, regulation and ventilation) and HYDROMED Expo (treatment and optimal management of water).

ENVIROTEC & ENERGIE EXPO - International fair of environment and renewable energy technologies: annual event in Tunis. 60 exhibitors for the 5th edition (23-25 May 2017).

NATIONAL STRATEGY

Plan Solaire Tunisien (PST): Reference programme for renewable energy, available on the National Agency for Energy Management (ANME) website - www.anme.nat.tn

Law on electricity production from renewable energy (2015): complements the two prior laws (2004 and 2009) to (i) define a national electricity production plan from renewable energies, (ii) expand the status of self-producer to local communities, public enterprises and private companies with the possibility to re-sell the surplus to STEG and (iii) authorise the production of green electricity destined to export.

USEFUL CONTACTS

Agency for the Promotion of Industry and Innovation (APII): www.tunisieindustrie.nat.tn

National Agency for Energy Management (ANME): www.anme.nat.tn

STEG Renewable Energies (STEG ER): enterprise under private law, with majority ownership held by STEG, national public operator which has the monopoly of transmission, distribution and sale of electricity - www.steg-er.com.tn

National Union Chamber of Renewable Energies: www.csner-tn.com

TOURISM

AGRIFOOD

TRANSPORT AND LOGISTICS

CULTURAL AND CREATIVE INDUSTRIES

RENEWABLE ENERGY

BUSINESS GUIDE

GROWTH OPPORTUNITIES IN THE MEDITERRANEAN

Project funded by the EUROPEAN UNION

EUROMED INVEST

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

List of abbreviations

AFD: French Development Agency
CCI: Cultural and Creative Industries
FDI: Foreign Direct Investment
IT: Information Technology
m: million
bn: billion
UNIDO: United Nations Industrial Development Organisation
SMEs: Small and Medium-sized Enterprises
R&D: Research and Development
ICT: Information and Communication Technologies

Main sources

MedCreative
MedCulture
UNESCO: United Nations Educational, Scientific and Cultural Organisation

Cartography

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Authors

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BUSINESS GUIDE

GROWTH OPPORTUNITIES IN THE MEDITERRANEAN

CULTURAL AND CREATIVE INDUSTRIES

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Project funded by the EUROPEAN UNION

EUROMED INVEST

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

GROWTH OPPORTUNITIES IN THE MEDITERRANEAN

This guide is intended for businesses in the creative and cultural industries sector wishing to know southern Mediterranean countries better. Overview of business opportunities, examples of projects implemented by foreign operators, main business events in Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia... all the information needed to speed up your prospecting!

INVEST IN THE SECTOR OF CULTURAL AND CREATIVE INDUSTRIES IN THE MEDITERRANEAN: WHY?

Cultural and creative industries (CCIs) include a wide range of sectors characterised by their connection to cultural heritage, tradition, design and know-how. Using the typology provided by the Creative Mediterranean project implemented by UNIDO and co-financed by the European Union, CCIs include 4 major fields:

- design industries: fashion, clothing, footwear, jewellery;
- culture and media industries: audiovisual, music, publishing, video games;
- performing arts: performing arts, visual arts, heritage management;
- and lastly services related to creation: communication/publicity, interior design, architecture.

CCIs, which mainly involve small and medium-sized enterprises (SMEs), are central to European economy and competitiveness, amounting to over 4% of the European Union's GDP. They hardly attract any foreign businesses in the South of the Mediterranean, and have hardly been included in national development and attractiveness strategies so far. Yet CCIs grow faster than other sectors and MED countries have strong assets to attract foreign operators and investors: rich and still undervalued cultural heritage, youth and emerging middle class that are hungry for culture, and qualified and competitive workforce. This in addition to the gradual opening of the audiovisual sector in MED countries, the development of telecom infrastructure and the stimulation of artistic production related to Arab springs.

This guide gives a non-exhaustive overview of opportunities provided in the multiple fields of CCIs and mainly those related to design, culture and media – performing arts and services related to creation shape lesser markets for foreign businesses.

NICHES AND PRIORITY SECTORS

Design industries: Promote the «made in the Mediterranean»

The Mediterranean enjoys traditional know-how in extremely varied fields: cotton, wool, linen, vegetable fibre (alpha, palm, cane...), terracotta and ceramic, blown glass, copper, tin, silver, olive wood... Such numerous productions currently target domestic clients and tourists, while they could also target upmarket segments, especially exports. The upgrade of production technologies, design and marketing is a promising niche for foreign businesses. To go further: mapping of both existing and potential ICC clusters in 7 Mediterranean countries on the website www.medcreative.org.

Culture and media: Convey a new image of the Mediterranean

The Mediterranean has strengthened its position on the world artistic stage thanks to the spotlight sparked by the uprisings and revolutions of 2011. Mediterranean artists now exhibit their work in the entire world and world-scale events have been created in MED countries, such as the Beirut Art Fair launched in 2010. Be it film, television, music, literature or performing arts, the challenges and markets for economic operators are the same: promote local offer in the country (including on the tourism segment) and abroad, and strengthen local distribution channels, often still inadequate.

To go further: mapping of the media sector in 9 Mediterranean countries on the website www.med-media.eu and cultural sector state of the art in 8 Mediterranean countries on the website www.medculture.eu.

Digital technology: Target the new patterns of production and consumption and the needs of the Arab world

Digital technology first and foremost opens new cross-border collaboration opportunities in services related to creation, such as design and graphic design. It also enables inventing new dissemination and consumption patterns of cultural products which remain hardly found in MED countries: freemiums, book and magazine hybrids (mooks), low cost press, modernisation of cultural sites, subscriptions allowing to widen the broadcasting of music, TV and film offers... A third major outlet lies in the development of contents adapted to the demand of Arab countries, in the market of video games but also applications. Arab versions of Uber (Careem) and Booking (Yamsafer) are very successful, and a lot remains to be done to develop Arab contents on the web.

CULTURAL AND CREATIVE INDUSTRIES IN ALGERIA

PROMOTING HERITAGE, KNOW-HOW… AND YOUTH!

Algerian cultural heritage remains little known despite being exceptional, both in terms of age (the country has millennial rock paintings) and diversity: each region singles out itself by its crafts, architecture (ksours of remarkable beauty and technical feats), music (Kabyle, tuareg, chawi, amazigh repertoires…), arts of speech or literature and cinema. Algerian youth is another aspect of such diversity: its creativity, entrepreneurial drive, mastering of new technologies and openness to the world are all assets to promote and spread such amazing human and economic development reservoir.

Conscious of such opportunities and concerned with developing a new image of the country, authorities have multiplied the budget allocated to culture over 10 years, giving Algeria the richest Ministry of Culture in the Arab region in 2014 (an increase however stopped in 2015).

The latter gives priority to cultural events, cinema and the development of libraries and other artistic and cultural infrastructure. Furthermore, the government has set up tax benefits for private investors operating in the cultural field in 2009.

The public reading incentive programme has enabled a profusion of new publishing companies despite still limited distribution channels. The liberalisation of the audio-visual sector in 2012 has triggered the development of tens of private channels broadcast by satellite, as well as the emergence of numerous digital media.

The Algerian film production, which has won a great deal of awards at several international festivals over the past fifty years, is hampered by the absence of an appropriate training system and the lack of theatres (47 in 2016 when the country has had up to 450 in the past). Nonetheless the Algerian film industry benefits from a fresh boost with FDATIC funding (Film Art, Technique and Industry Development Fund), and hopes for private investments to create new theatres.

Several other sectors such as fashion, handicraft, digital media and design shape plenty of opportunities yet to be tapped. The regional European project Creative Mediterranean led by UNIDO thus supports the strengthening of centres dedicated to tapestry, jewellery, pottery and traditional clothing located in the wilayas of Algiers, Ghardaïa and in Kabylia.

THEY INVESTED IN ALGERIA…

JCDecaux (France). 2015. The group to form with SNTF a 49/51 JV to operate and commercialise advertising space in railway stations and trains.

Taypa (Turkey). 2015. The group to create a textile complex including 8 plants and a training centre in Relizane according to the 49/51 rule, set to create 25,000 jobs (€662 m).

Icflix (United Arab Emirates). 2013. The online movie streaming specialist to set up a representative office in Algeria in order to better promote its services on the local market.

Celma (Spain). 2013. The group to team up with Algerian Leather Industry to restart production in the former Bata shoe plant in Cheraga and to set up a training centre (€1.73 m).

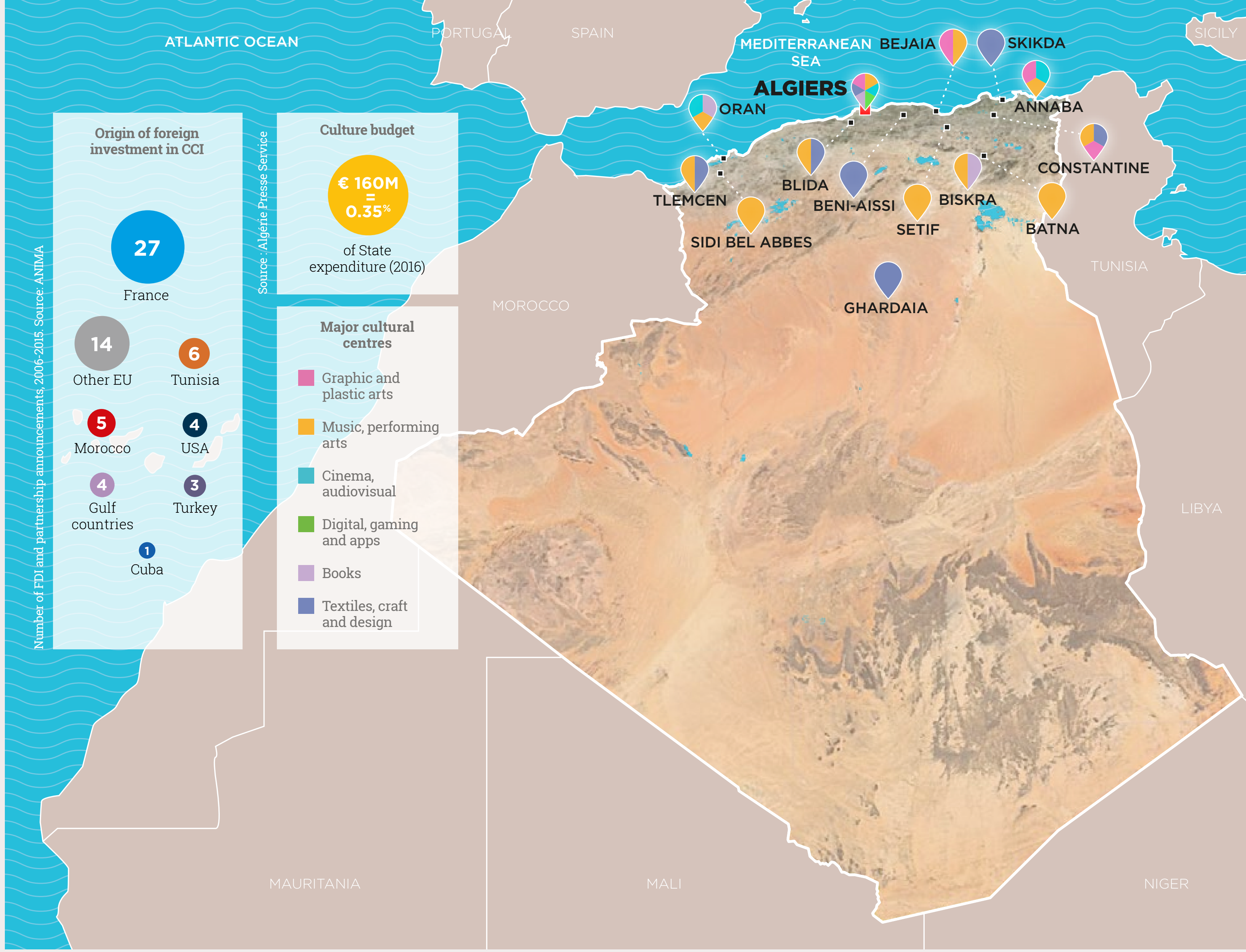
Newhotel (Portugal). 2013. The hotel management software specialist to open a representative office in Algiers in order to enter the local market.

FLAGSHIP EVENTS

Algiers International Book Fair: annual event. 1.5 million visitors and 50 countries represented for the 22nd edition (October 2017).

International Traditional Handicraft Fair (SIAT): annual event in Algiers. Over 500 Algerian and foreign craftsmen for the 21st edition (20-29 October 2017).

International IT, office automation and communication fair (Sicom): annual event in Algiers. 90 exhibitors for the 26th edition (5-9 April 2017).



NATIONAL STRATEGY

Tax benefits granted to investors, entrepreneurs and cultural stakeholders: see the investor guide in the culture sector in Algeria on the website of PCPA Algeria: www.pcpalgerie.org.

Support funds: Film Art, Technique and Industry Development Fund (FDATIC), National fund for the promotion and development of arts and letters (FDAL), National Heritage Fund (FNP). Information on the Ministry of Culture website: www.m-culture.gov.dz.

USEFUL CONTACTS

National Agency of Investment Development (ANDI):
www.andi.dz

Algerian Agency for Cultural Outreach (AARC):
www.aarcalgerie.org

Portal of Algerian cultural heritage:
www.patrimoineculturelalgerien.com

CULTURAL AND CREATIVE INDUSTRIES IN EGYPT

BETTING ON THE ARAB WORLD'S CULTURAL CHAMPION

Egypt is a reference in the Arab world in terms of music, cinema, literature and handicraft. The revolution of 2011 has opened up a public debate on culture and given rise to the profusion of independent scenes ranging from street art to theatre, even though at the same time available financial resources and tourist attendance dropped.

Ongoing reforms aim at diminishing State monopoly on culture and democratise access to it. Other key objectives pursued concern the safeguarding and promotion of national heritage (antiques, archive and architectural heritage) and the promotion of reading, especially among youth.

The main Egyptian cultural and creative industries are located around the cities of Cairo and Alexandria. The regional European project Creative Mediterranean, implemented by UNIDO, mentions among the most promising sectors the industries of design and particularly furniture, interior textiles, marble and jewellery, but also the multimedia and audiovisual sectors and the publishing industry.

On a smaller scale, Egypt has an extremely diverse handicraft production however essentially based on the informal sector: carpets, pottery, embroidery, leatherwork, etc. Niches identified by UNIDO particularly concern high-end products, online sale, the use of recycled materials as part of a sustainable design trend, the revival of ancient techniques and materials, but also the development of local brands and subcontracting positioning in the leather industry.

In terms of media, Egyptian cinema is a reference: Cairo has long been compared to the Hollywood of the Arab world. Today the sector is declining due to growing financing difficulties, piracy and competition from India notably.

Egyptian film production and distribution industries nevertheless rank second in the Africa and Middle-East region (behind Nigeria) in amount of films produced, and represents around 300 theatres with an annual attendance of 25 to 30 million. The main business opportunities in the sector lie in the renovation and creation of cinema theatres.

Other sectors are emerging such as video games and heritage management. Several publishing companies and bookshops have also seen the light over the past few years, as well as art galleries.

THEY INVESTED IN EGYPT...

IBM (USA). 2015. The group to open a digital sales facility in Cairo (€2.7 m).

Rocket Internet/Africa Internet Group (France). 2015. The group to further invest in Egypt with the acquisition of Otlob, a website that enables customers to place online orders with Cairo restaurants.

Careem (United Arab Emirates). 2014. The 'Emirati Uber' to launch its service in Cairo.

IFP GROUP (Saudi Arabia). 2014. The Saudi-born organiser of exhibitions and events to set up a local subsidiary to promote products across African and Arab countries.

Uber (United States). 2014. The transportation network company to launch its ride-hailing service in Cairo, starting with its UberX service.

FLAGHSHIP EVENTS

Cairo International Film Festival: only international competition recognised by the International Federation of Film Producers Associations for the Arab world and Africa. 39th edition (21-30 November 2017).

Cairo Fashion & Tex: bi-annual event in Cairo. 20 countries represented for the 62nd edition (13-16 September 2017).

Furnex: annual event on furniture in Cairo. 150 exhibitors for the 11th edition (2-5 May 2017).

NATIONAL STRATEGY

Governance, legislation and cultural policy: see the Egypt country sheet of the website www.medculture.eu.

Promotion of reading: Iqraa project launched in 2014 by the Ministry of Culture to subsidise the purchase of books for youth in dedicated kiosks; online library Egyptian Knowledge Bank- EKB providing Egyptian users free access to books and magazines from the entire world.

USEFUL CONTACTS

General Authority For Investment and Free Zones (GAFI): www.gafi.gov.eg

Ministry of Culture: www.ecm.gov.eg/en

Egyptian Export Council of Handicrafts: www.facebook.com/EgyptianExportCouncilHandicraftscom

CULTURAL AND CREATIVE INDUSTRIES IN ISRAEL

THE START-UP NATION AT THE FOREFRONT OF CREATIVITY

Creativity is a cardinal value of Israel, which ranks 2nd worldwide for innovation in the 2016-2017 Global Competitiveness Report. Israel also boasts a remarkable cultural dynamic that goes beyond its borders in disciplines ranging from contemporary dance to fashion and cinema.

Three cities concentrate most of cultural and creative industries: Tel Aviv, which has joined UNESCO's global Creative Cities Network in 2014 in the "digital arts" category, Jerusalem and Haifa. The government effectively supports the sector and most particularly the digital sector.

Indeed, the first Israeli CCI is unquestionably digital: ICTs amount for 16% of GDP and 26% of Israeli exports in 2016. The country has the highest start-up/population ratio, and Tel Aviv is the second largest high-tech centre in the world after Silicon Valley.

Over 250 multinational firms have chosen to establish R&D centres in Israel, often following acquisitions. The sector of video games includes several global champions, such as Playtika, which has 1,300 employees and was acquired by Chinese funds in 2016.

Opportunities are also to be seized in other cultural and creative industries. Israel is a great literary country and has a dynamic book market, whether on the domestic market (6,000 books published each year) or export, as well as print media spearheaded by 22 daily newspapers notably.

As for Israeli cinema, it has seen a true boom after the adoption in 2001 of a law organising the system of financial support to the sector. The threshold of 2 million spectators for films produced in Israel was reached for the first time in 2016. Moreover the country has 9 channels broadcast on public television, in addition to multiple channels broadcast by satellite.

In design industries, Tel Aviv is among the rising world capitals for fashion especially: the city has since 2011 been hosting a world class Fashion Week. Established whether in Israel or in major Western capitals, Israeli creators stand out on segments ranging from casual chic to wedding dresses. Visual arts, also flourishing, are featured at the Fresh Paint festival, which 9th edition in 2017 gathered the Israeli artistic scene's main galleries and representatives and attracted 30,000 visitors as well as several international institutions.

THEY INVESTED IN ISRAEL...

Shanghai Giant Network (China). A Chinese investor consortium to buy Playtika, Israel number 1 developer of online gaming platform (€4,000 m).

Youzu Interactive (China). 2015. Mobile game developer to invest in Rosh Ha'ayin-based augmented reality app WakingApp to reach US and China markets (€3.8 m).

Stride Gaming (United Kingdom). 2015. The online game company to acquire InfiApps, a mobile social gaming company (€35 m).

Rakuten/Viber (Japan). 2015. The messaging app company to acquire Nextpeer, a mobile game developing company (€8 m).

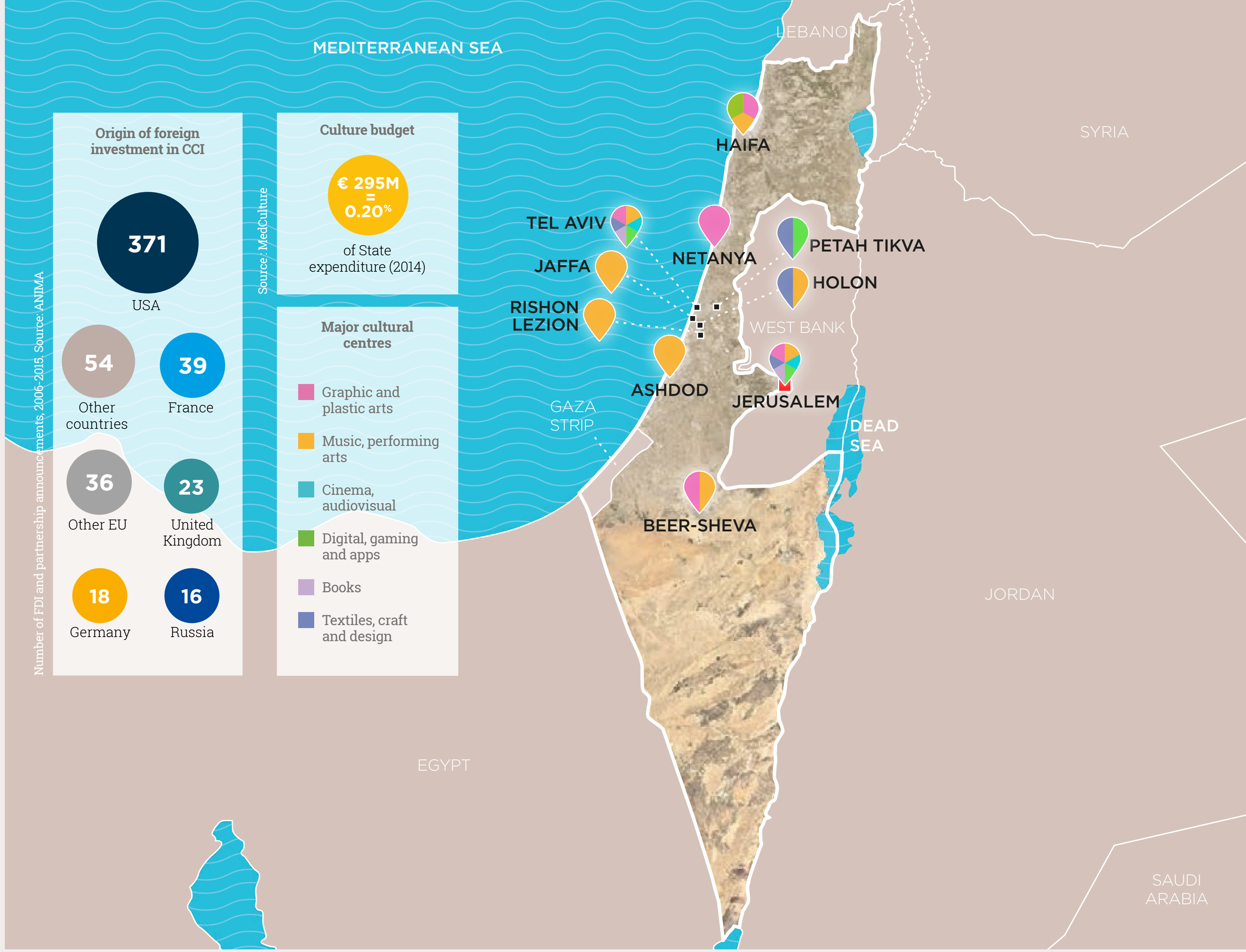
XLMedia (United Kingdom). 2015. The group to acquire Marmar Media, a provider of mobile and online advertising solutions (€6.6 m).

FLAGSHIP EVENTS

Digital Life Design (DLD) Innovation Week: annual event in Tel Aviv. 10,000 start-ups, industrial leaders and investment funds for the 7th edition (3-7 September 2017).

Tel Aviv Fashion Week: annual event in Tel Aviv. 300 Israeli and international creators for the 5th edition (12-15 March 2017).

Jerusalem International Book Fair: bi-annual event. 600 publishing companies and 30 countries represented for the 28th edition (11-15 June 2017).



NATIONAL STRATEGY

Governance, legislation and cultural policy: see the Israel country sheet of the website www.medculture.eu.

Law on the protection of literature and copyrights (2014): commercial revenues and copyright framework.

USEFUL CONTACTS

Invest in Israel: www.investinisrael.gov.il

Platform for linking with Israeli start-ups: www.startupnationcentral.org.
Section dedicated to video games: blog.startupnationcentral.org/category/gaming

Catalogue of main Israeli designers: www.timeout.com/israel

CULTURAL AND CREATIVE INDUSTRIES IN JORDAN

VIDEO GAMES AT THE TOP OF THE INDUSTRIES OF THE FUTURE

For Jordan, a country that has practically no natural resources, the future lies in knowledge-based industries and especially cultural and creative industries. The latter remain little developed yet outside of the IT sector.

The Jordanian cultural world, originating from the influence of several civilisations, is now marked by a high concentration in Amman and by a clear boundary between public and private spheres. On the public side, the government mainly supports theatre, graphic arts and literature. It has created 500 cultural centres throughout the country and supports festivals, cultural organisations and handicraft.

The private scene essentially stands out in visual arts, design and cinema, and reaches a smaller but wealthy audience. It benefits from the country's well-developed infrastructure, numerous international cooperation programmes and sponsorship from large national companies.

The main business opportunities first and foremost lie in the ICT sector, which is strongly encouraged by authorities and accounts for a growing share of GDP: 12% in 2016. Jordan generates over 75% of Arab contents on the web and seeks to become a regional video game production hub directed toward the Gulf and MED countries.

The sector had 16 companies and over 500 employees in 2016 according to the King Abdullah II Fund for Development (KAFD), which has been organising the Jordan Gaming Summit since 2011, in association with the Gaming Lab incubator.

Fashion constitutes another interesting market, supported by European project MedCreative. Jordan has 7,000 companies in the textile sector, enjoying long experience of production, distribution and design in addition to public authority support. The main opportunities concern markets growing strongly including Islamic fashion and markets under favourable trade agreements, led by the United States.

The handicraft sector, little structured as yet, also offers interesting prospects (mosaics, carpets...), whilst 80% of souvenirs bought by tourists are imported! In culture, the MedCulture project has identified needs at middle management level: music producers, editors, curators...

Cinema is finally developing thanks to the support of the Royal Film Commission and the Higher Council of youth for broadcasting. Skills are there, and local productions (250 in 2014 according to MedCreative) could eventually compete with foreign films, ahead at the box office at the moment.

THEY INVESTED IN JORDAN...

Uber (USA). 2015. The ride-hailing service to be launched in Amman, currently only offering its cheapest service, UberX.

SoftGroup/Diamantine (Morocco). 2015. The subsidiary of the group specialised in Moroccan handmade garment, to open an outlet in Amman as part of its regional expansion strategy.

Imax (Canada). 2014. The group to partner with UAE-based movie theatre operator VOX to introduce the IMAX screen technology in its Amman theatre.

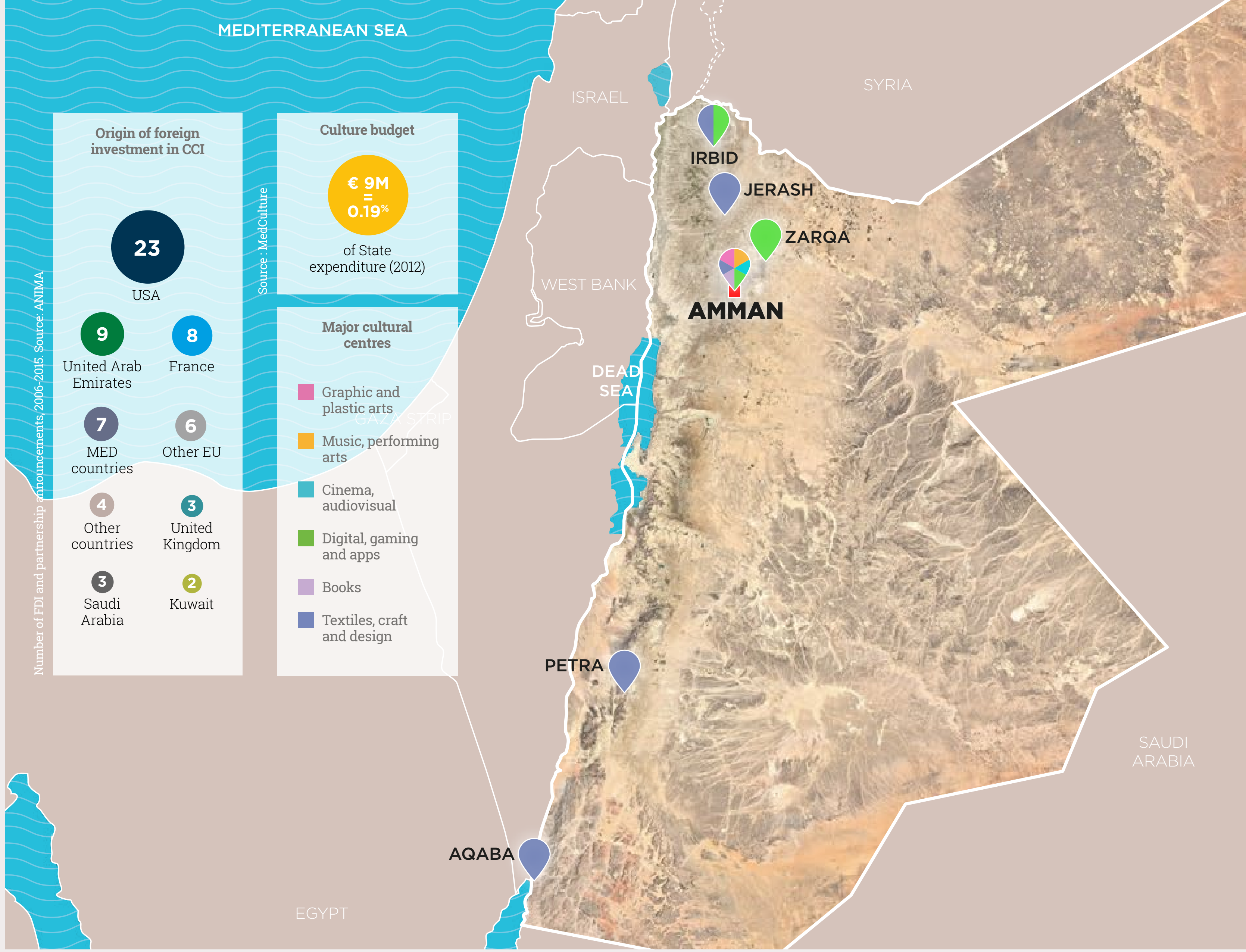
Breitling (Switzerland). 2012. The luxury watchmaker to sign an exclusive distribution agreement with Jordanian Jaffar & Sons, which inaugurated the first boutique in Amman.

FLAGSHIP EVENTS

Jordan Gaming Summit: annual event in Amman. 1,000 participants for the 7th edition (November 2017).

Amman international book fair: annual event. 350 publishing companies and 15 countries represented for the 17th edition (28 September-8 October 2017).

Amman Design Week: annual event. 100 local and regional designers for the 2nd edition (6-14 October 2017).



NATIONAL STRATEGY

Governance, legislation and cultural policy: see the Jordan country sheet of the website www.medculture.eu. First national culture strategy currently being defined with the support of the European project Med Culture (adoption scheduled late 2017).

REACH 2025 national action plan for digital economy (2016): support to investment in ICTs - www.reach2025.net.

USEFUL CONTACTS

Jordan Investment Commission: www.jic.gov.jo/portal

Creative Jordan directory of stakeholders and opportunities: www.creativejordan.org

IT sector professional association (INTAJ): www.intaj.net

The Gaming Lab, incubator dedicated to video games: www.gaminglab.jo

CULTURAL AND CREATIVE INDUSTRIES IN LEBANON

A MYRIAD OF PROMISING MARKETS!

Lebanon is an ideal setting for cultural and creative industries thanks to the multiple influences that shape it, its freedom of expression and enterprise, its dynamic private sector and its diaspora, vector of influence throughout the world. CCIs thus represent about 5% of Lebanese GDP.

Beirut concentrates most creative industries - except handicraft, and constitutes a regional capital in terms of design, entertainment, architecture, fashion, gastronomy, publishing and cinema.

The intervention of public authorities in the economic life is minimal. In culture, besides scarce public fundings essentially allocated to festivals, operators can count on private sponsorship actions and international cooperation programmes, particularly those of Europe and the Gulf.

Business opportunities in CCIs are multiple. In the digital sector, the Beirut Creative Cluster launched in 2012 with the backing of the European Union is very successful. By the end of 2016 it had around 50 start-ups and SMEs operating in several segments of ICTs: video games, animation, interactive design, mobile applications and content, etc.

Handicraft offers a wide range of promotion opportunities both for the internal market and for export: wickerwork, glassware, tableware, household linen, granite processing, marble, copper, leather... Know-how exists and should be coupled with design skills (updating) and marketing. That is what European project MedCreative has been doing by choosing to support a jewellery cluster in Beirut and another on furniture and wood carving in Tripoli, and inaugurating in 2016 a concept store "Creative Lebanon" in the trendy district of Gemmayzeh in Beirut.

In the publishing field, more than 500 operators equally publish in Arabic, French and English, which gives Beirut the reputation of "the Arab world's printing house". Lebanese cinema, nourished by graduates from the numerous local schools, often crosses the country's borders, such as the productions of director Nadine Labaki.

The rich and eclectic musical heritage, from traditional dabke to the most modern forms, is featured during world class festivals (Baalbek, Beiteddine), and also crosses borders. Lastly, Beirut hosts plenty of talents who have earned solid international reputation in haute couture, but also contemporary art, jewellery and luxury furnishing.

THEY INVESTED IN LEBANON...

Lulua Publishing House (United Arab Emirates). 2015. The publishing house dedicated to publications that promote personal growth and development to launch an office in Beirut.

Australian Broadcasting Corporation (Australia). 2014. The public station is planning to open its 14th office outside Australia in Beirut to increase its broadcast coverage of the Middle East (€2.1 m).

Imax (Canada). 2014. The group to partner with UAE-based movie theatre operator VOX to introduce the IMAX screen technology in its Beirut theatre.

Technicolor (France). 2014. The group to open a new sales office in Beirut to facilitate the firm's expansion into markets across the Middle East and Africa (€5.6 m).

Cookpad (Japan). 2014. The online recipe sharing company to expand on the Arabic-speaking market by acquiring Lebanese website Shahiya, developed by local Netsila (€10 m).

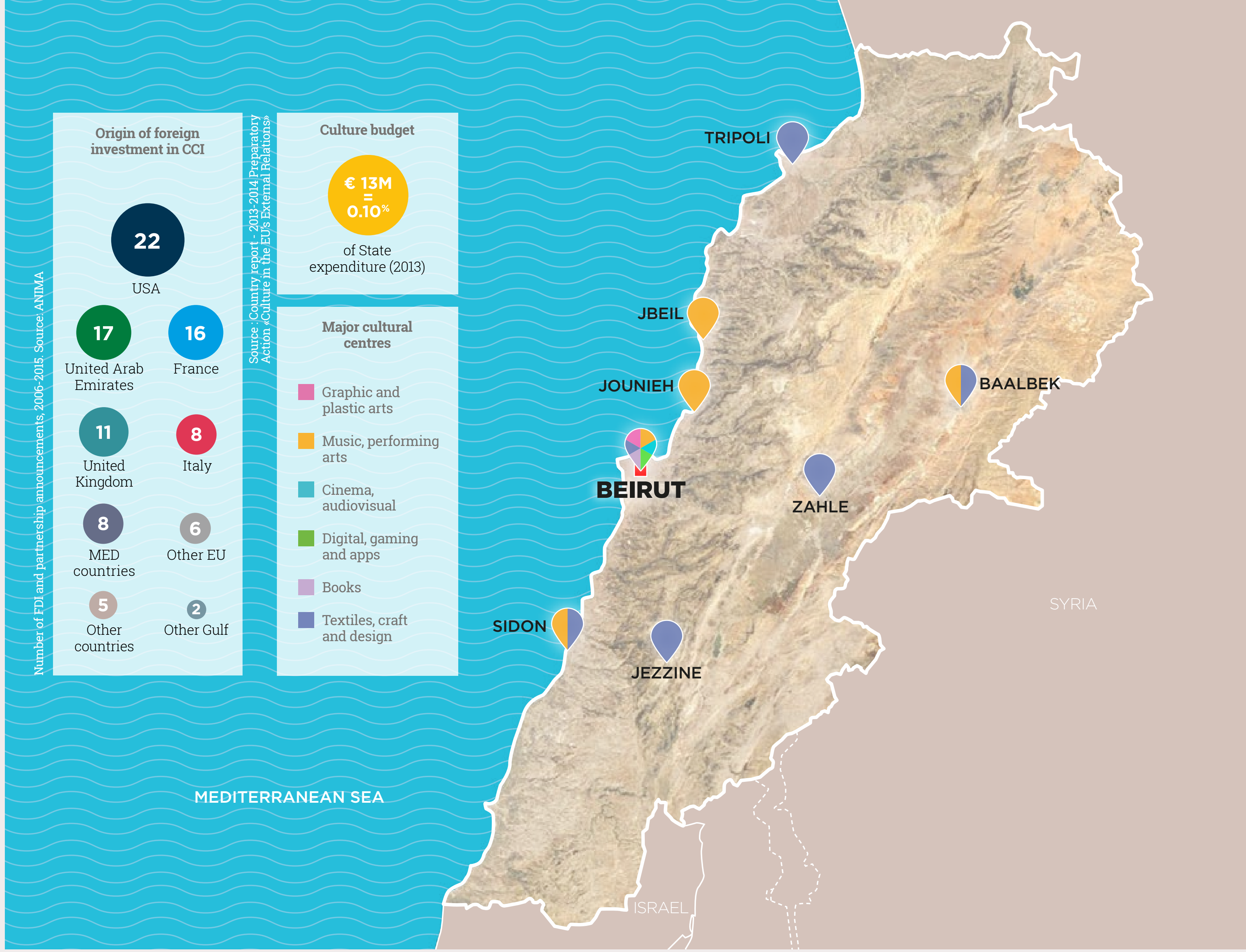
FLAGSHIP EVENTS

Beirut Art Fair: annual event in Beirut. 50 exhibitors and 20 countries represented during the 7th edition (21-24 September 2017). Simultaneous organisation of the 1st edition of Beirut Design Fair.

ArabNet Forum: annual event about ICTs in Beirut. Over 1,500 participants for the 8th edition (February 2018).

Beirut International Film Festival: annual event in Beirut. 20 countries represented for the 17th edition (4-12 October 2017). But also the Arab cinema festival "Cinema Days of Beirut" and the documentary and TV festival "...Né à Beyrouth".

Beirut Arab and International Book Fair: annual event in Beirut. 230 exhibitors for the 61st edition (30 November-13 December 2017).



NATIONAL STRATEGY

Governance, legislation and cultural policy:
see the Lebanon country sheet of the website www.medculture.eu

USEFUL CONTACTS

Invest in Lebanon (IDAL): www.investinlebanon.gov.lb

Association of Lebanese Industrialists (ALI): www.ali.org.lb

Beirut Creative Cluster, ICT cluster backed by the Berytech incubator: www.beirutcreativecluster.org

CULTURAL AND CREATIVE INDUSTRIES IN MOROCCO

MARKETS ON THE RISE!

Morocco, a country with rich cultural and craft traditions, is currently witnessing effervescence in all sectors of creation: literature, visual and performing arts, design... Cultural and creative industries, still dominated by textile, leather and handicraft, more than ever constitute sectors for the future of the country, and are subject to public development programmes. Moreover the Moroccan State has enshrined the objective of "youth inclusion through culture" in the constitution adopted after the 2011 popular uprising.

Therefore business opportunities are to be seized in several fields. As a major leather and textile producer, Morocco could strongly move upmarket on such segments by working on the quality and marketing of its products.

The same goes for the country's numerous handicraft outlets: tapestry, ceramic, copper work, decoration and furniture, silver jewellery... There is indeed strong demand for Moroccan traditional know-how, which is an integral part of daily life and delights tourists, who may easily give rise to a more up-market production.

This is the object of European project MedCreative, which backs two clusters, household linen in Casablanca and interior design in Marrakesh, on the segments of co-production, "service marks" offering customisable products to their clients, and "design brands" with strong creative content.

In cinema, the support of the Moroccan Cinema Centre has allowed reaching an annual production of about 15 feature films and 40 short films, often with regional outreach, sometimes international. Morocco has also firmly committed itself to the development of the digital sector, and several promising start-ups were created.

They are now going through the crucial step of fundraising. On the publishing side, a public support fund was created in 2013 and about 2,700 books were published in 2015-2016, which is a hundred more than the previous year. Moroccan literature is exported, but its Arabic-speaking segment and its young authors remain little known abroad.

Lastly, plenty remains to be done in terms of distribution channels, whether on the public or private side, for reading as well as for other fields: cinema, performing arts, etc. Providing Morocco with new opportunities to access artistic creation (libraries and bookshops, performance venues and theatres) constitutes a strategic challenge both for the Moroccan State and for Moroccan and foreign economic operators.

THEY INVESTED IN MOROCCO...

Ripple Motion (France). 2015. The group to develop a local version for its oil price comparison app already available in France, Spain and Italy.

Pont Aurell y Armengol (Spain). 2015. The textile manufacturer for the automotive sector to open a factory in Tangiers Automotive City.

Uber (USA). 2015. The group to launch services in Casablanca, preparing for expansion in Rabat, Marrakesh and Tangiers.

Careem (United Arab Emirates). 2015. The 'Emirati Uber' to buy the Taxiii brand of local startup Mobilitech and to launch its service in Casablanca, Rabat and soon Marrakesh.

Symphony Technology (USA). 2015. The editor of software solutions for retail businesses to double staff at its Casablanca's subsidiary.

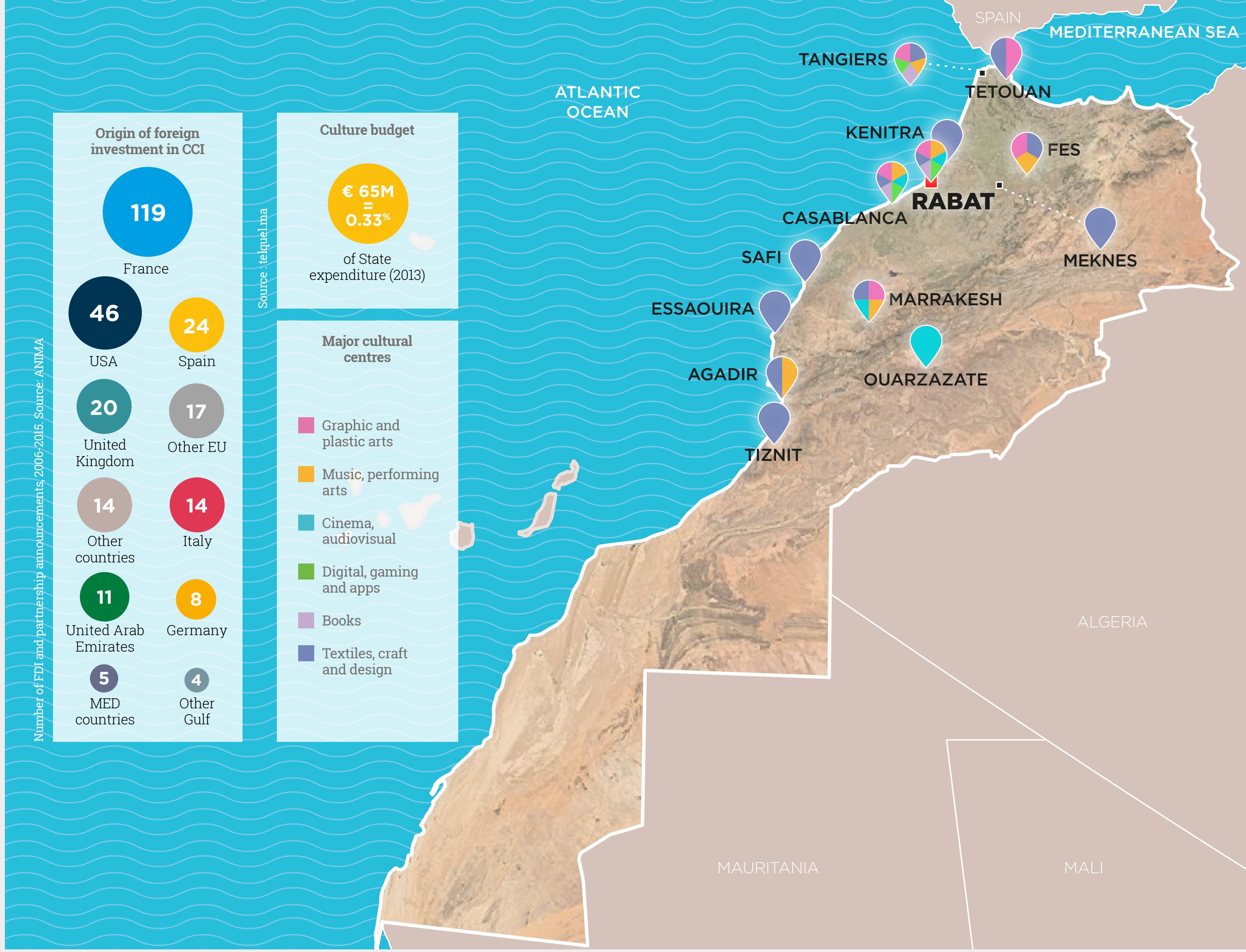
FLAGSHIP EVENTS

Visa For Music: annual professional fair of music from Africa and the Middle East, in Rabat. 4th edition (22-25 November 2017).

Marrakesh international film festival: annual event. 17th edition (1-9 December 2017).

Digital it Days: annual ICT event in Casablanca. 5,000 visitors during the 4th edition (10-11 May 2017).

International publishing and book fair - SIEL: annual event in Casablanca. Over 700 exhibitors during the 25th edition (February 2018).



NATIONAL STRATEGY

Handicraft: "Vision 2015" development programme (2007) and National Label of Moroccan Handicraft - www.label-artisanat.ma.

Culture: development of a cultural heritage economy and cultural infrastructure within local communities via "Patrimoine 2020" and "Maroc Culturel 2020" (2015).

Digital: Maroc Digital 2020 (2016) aims at making Morocco the leading digital hub in French-speaking Africa and the second in Africa after South Africa.

USEFUL CONTACTS

Invest in Morocco: www.invest.gov.ma

Artmap, mapping of culture in Morocco: www.artmap.ma

Maroc Numeric Cluster: www.marocnumericcluster.org

CULTURAL AND CREATIVE INDUSTRIES IN PALESTINE

UNTAPPED WEALTH, A SOCIOECONOMIC INTEGRATION VECTOR

Palestine has to deal with several geopolitical issues restricting access to natural resources and export capacities. This has an impact on the development of cultural and creative industries, which are strategic for the future of the country.

However, there are plenty of reasons to take interest in these markets: great dynamism of civil society, youth and private sector, diversity of cultures shaping the Palestinian nation, high qualification of local labour and interesting prospects in fair trade, community networks and tourism among other things.

Handicraft plays a major role in the Palestinian economy. Its production is extremely diversified: olive wood carving, embroidery, mother-of-pearl, pottery, blown glass, mosaic, leather, furniture and jewellery. The leather and footwear industry, mainly located in Hebron and focused on high quality products, supplies local and Israeli demand and could target new markets by upgrading its production and design techniques.

European project MedCreative supports a furniture cluster in Nablus and another on traditional handicraft in Bethlehem. Palestinian marble and stones also have high export potential due to the quality of local resources.

The digital sector constitutes another significant opportunity: Palestine is home to a resilient and extremely creative ecosystem of start-ups and incubators.

Young entrepreneurs confronted with limited hours of access to energy have for instance developed a battery that recharges with its user's walking, "Walk and charge", while Yamsafer, the "Booking of the Arab world", has achieved a historic fundraising in 2015. The Sadara fund, based in Ramallah and mainly backed by American investors, has a USD 30 million budget and had already invested in 6 ICT businesses by late 2016.

Other opportunities lie in the audiovisual sector and performing arts. In cinema for example, talented directors succeed in overcoming the many obstacles they face to offer jewels such as those of Elia Suleiman (Cannes jury prize in 2002), Hany Abu-Assad or most recently the Nasser brothers.

For its part, the local music scene has performed in front of international producers during the sector's first business event in April 2017, the Palestine Music Expo, with the hope of matching the success of the Palestinian Youth Orchestra, which has been going on international tours every summer since 2004.

THEY INVESTED IN PALESTINE...

Sadara Ventures (USA, Palestine). 2015. The fund to invest in online international freight marketplace Freightos and in online hotel booking website Yamsafer (€15.6 m).

Global Founders Capital (Germany). 2015. The firm established by Rocket Internet to lead the second round of investment in online hotel booking website Yamsafer, which has 70 employees in Ramallah.

Sadara Ventures (USA, Palestine). 2014. The fund to invest in PinchPoint, a Ramallah-based developer of online games.

Abraaj Capital (United Arab Emirates). 2013. The fund to invest in Palestinian educational toy company Anoud Games through its PGCF fund, in team with the Palestine Investment Fund (PIF).

Sadara Ventures (USA, Palestine). 2012. The venture capital fund to in kits first deal with online hotel booking website Yamsafer (€0.7 m).

FLAGSHIP EVENTS

Expotech: annual event dedicated to ICTs in Ramallah. 14th edition (late 2017).

Palestine Music Expo - PMX: 21 participating Palestinian bands for the 1st edition in Ramallah (4-7 April 2017).

NATIONAL STRATEGY

Various cluster support projects implemented in the framework of international cooperation (AFD, European Union, UNIDO, etc.).

Governance, legislation and cultural policy: See the Palestine country sheet of the website www.medculture.eu.

USEFUL CONTACTS

Palestinian Investment Promotion Agency (PIPA): www.pipa.ps

Palestinian Federation of Industries (PFI): www.pfi.ps

Palestine's Information and Communications Technology Incubator (PICTI): www.picti.ps

CULTURAL AND CREATIVE INDUSTRIES IN TUNISIA

A COUNTRY WITH A THOUSAND TALENTS AND KNOW-HOW

Tunisia excels in most handicraft branches, and the advent of democracy and freedom of expression since 2011 has come along remarkable cultural effervescence in the Arab world. As for the digital sector, it accounts for more than 7% of GDP – surpassing tourism since 2015. All opportunities to be seized in the field of cultural and creative industries. The priorities of public action particularly focus on supporting exporting companies, creating clusters and promoting private investment in culture – a priority issue dependent on the application of intellectual property rights.

Handicraft constitutes an interesting first segment for foreign businesses. Very diversified, it lacks structuring for the time being: most of the production is carried out by small businesses and the informal sector. Investments and partnerships may allow many branches to go upmarket. European project MedCreative thus identifies ceramic, pottery, tapestry, embroidery, jewellery, furniture, decoration, esparto handicraft, fashion and leather footwear, and focuses efforts on structuring a cluster in tableware in Nabeul and another in the field of mosaics in El Jem. Tunisia has also made its entry into the international scene of haute couture: several talents are now recognised in the Gulf and in Europe and could become the "Azzedine Alaïa" of tomorrow.

In the digital sector, companies successfully operating in the sector of video games and applications are mainly established in the area of Tunis and Nabeul. Supporting the sector is a priority in the public agenda: authorities have introduced in spring 2017 a draft law entitled "Startup Act", which among other things aims at establishing an attractive legal framework for innovative businesses.

Lastly, opportunities exist in the audiovisual sector and cinema, publishing and performing arts. The music sector for instance is very dynamic, with over 10,000 active musicians, 70 microenterprises and 30 production firms. Youth enthusiasm for modern music has triggered the opening of many scenes and events of regional, national or even international scope, such as "Dunes électroniques", organised in the desert near Nefta in 2014 and 2015 by a French-Tunisian team. Strong demand from the audience further opens perspectives in terms of creation and management of performance venues and theatres.

THEY INVESTED IN TUNISIA...

The Harvest Group (USA). 2015. The specialist in the analysis of sales data for consumer goods manufacturers to establish Harvest Group Tunisia, a local subsidiary.

Neurones/Intrinsec (France). 2014. Intrinsec partners with Tunisian group Poulina to create Cloud Temple Tunisia, a cloud computing firm in the data centre of Poulina's group in Tunis (€10 m).

Quai des Orfèvres (France). 2013. The group to sign a partnership with local Web2com for consulting services in the digital communication field.

Sagia Equity (Saudi Arabia). 2013. The investment company to fully acquire the first Tunisian private TV channel, Hannibal TV, founded in 2005 by local businessman Larbi Nasra.

Techlimed (France). 2013. The group to partner with Sanabil which will use Techlimed's data processing technologies in the new Arabic digital tablet it is planning to launch.

FLAGSHIP EVENTS

Handicraft Creation Fair: annual event in Tunis. Over 1,000 exhibitors for the 35th edition (April 2018).

Dar Déco: annual furniture and decoration fair in Tunis. 250 exhibitors for the 14th edition (15-24 December 2017).

SITIC AFRICA 2017: annual ICT fair in Tunisia. 3rd edition in 2018.

International Fashion Festival: annual event in Tunis. 4th edition in April 2018.

NATIONAL STRATEGY

Handicraft: 2017-2021 national development plan in the process of being approved, objective of doubling the sector's exports.

Culture: priority to supporting over 300 festivals, preserving heritage and enforcing intellectual property rights. Guide of cultural sponsorship issued in 2016.

Tunisie Numérique 2020 (2016): aims at pulling Tunisia from the 81st world rank (World Economic Forum's Networked Readiness Index) up to the 40th world rank and to the top rank in Africa.

USEFUL CONTACTS

Agency for the Promotion of Industry and Innovation (API): www.tunisieindustrie.nat.tn

National office of Tunisian handicrafts: www.onat.nat.tn

National heritage institute of Tunisia: www.inp.rnrt.tn

TOURISM

AGRIFOOD

TRANSPORT AND LOGISTICS

CULTURAL AND CREATIVE INDUSTRIES

RENEWABLE ENERGY

BUSINESS GUIDE

GROWTH OPPORTUNITIES IN THE MEDITERRANEAN

Project funded by the EUROPEAN UNION

EUROMED INVEST

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

List of abbreviations

BN: Billion
FDI: Foreign Direct Investment
M: Million
USAID: United States Agency for International Development

Cartography

The designations employed and the presentation of material on these maps do not imply the expression of any opinion whatsoever on the part of ANIMA Investment Network concerning the legal status of any country, territory, city or area or of its authorities or concerning the delimitation of its frontiers or boundaries.
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Authors

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BUSINESS GUIDE

GROWTH OPPORTUNITIES IN THE MEDITERRANEAN

TOURISM

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Project funded by the EUROPEAN UNION

EUROMED INVEST

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

GROWTH OPPORTUNITIES IN THE MEDITERRANEAN

This guide is intended for tourism sector businesses wishing to know southern Mediterranean countries better. Overview of business opportunities, examples of projects implemented by foreign operators, main business events in Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia... all the information needed to speed up your prospecting!

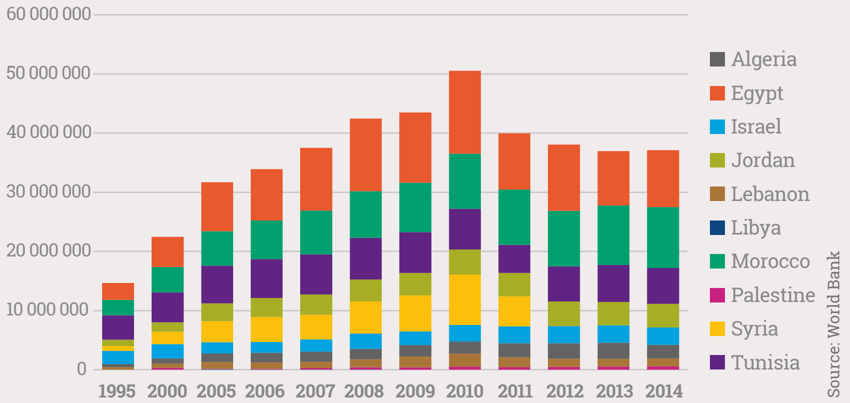
INVEST IN THE TOURISM SECTOR IN THE MEDITERRANEAN: WHY?

Southern Mediterranean countries offer a tremendous potential for tourism development: the number of visits has quadrupled between 1990 and 2010, record year with more than 50 million visitors received mostly by Egypt, Morocco, Syria, Tunisia and Jordan.

The revolutions of 2011 and the political and security crises that have since been shaking the region sure have stopped this increase, but the region has all the assets to restore strong growth once confidence is restored.

In the medium term, the challenge lies in building a new model of tourism, which would allow providing visitors with a quality of stay that corresponds to the riches of the region.

International tourism: number of arrivals



NICHES AND PRIORITY SECTORS

MED countries offer an environment conducive to the development of several types of tourism. Hereafter the most strategic ones according to the World Tourism Organisation (■) and public authorities (■):

	ALGERIA	EGYPT	ISRAEL	JORDAN	LEBANON	MOROCCO	PALESTINE	TUNISIA
CULTURE	■ ■	■	■	■	■	■ ■	■	■ ■
BUSINESS		■		■ ■	■	■ ■		■
ECOTOURISM, NATURE	■	■	■	■	■	■ ■	■	■ ■
SPORT/GOLF		■	■	■		■	■	■ ■
RELIGIOUS		■	■	■	■	■	■	
CRUISE		■ ■		■				■
LUXURY		■	■	■		■		■
BEAUTY AND WELLNESS	■ ■	■ ■	■	■ ■	■	■ ■	■	■ ■
HEALTH	■		■	■	■	■		

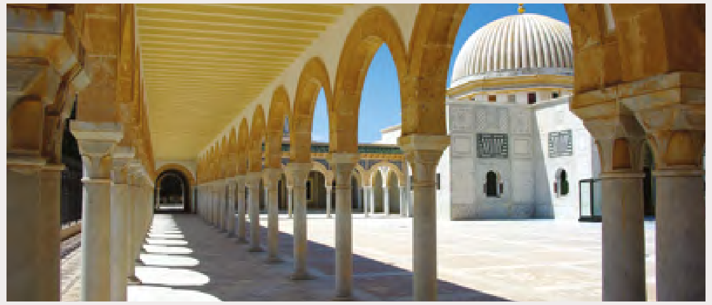
Reinvent coastal tourism and develop non-coastal destinations

MED countries have very strong assets to move beyond the mere « sea and sun » offer: marine and cruise tourism, medical tourism, religious and cultural tourism, etc.

In non-coastal areas, nearly everything remains to be done in terms of ecotourism: development of guest houses and lodges, cultural itineraries such as the routes of Al-Andalus, the Phoenicians or Odyssea, tours around the olive tree or typical products (cheeses, etc.).

Tourism and mobile technologies

Mobile technologies have affected the expectations of visitors and their consumption patterns of tourism products. Mobile platforms allowing to contextualise the information provided to users they geolocate; online sharing of recommendations from users during their travels; mobile payment technologies... so many services to develop in MED countries.



TOURISM IN ALGERIA

EVERYTHING IS TO BE DONE!

The development of tourism in Algeria is in its infancy, whilst the country has extraordinary potential: it has gorgeous landscape such as Tadrart, among the most beautiful and wild deserts in the world, as well as historical heritage so rich it is hard to match (ancient remains in an exceptional state of preservation, 7 UNESCO World Heritage sites and 6 in the process of nomination).

Though still a confidential destination at the international level, national tourists and expatriates constitute the immediate target of public authorities.

The will to "build destination Algeria in the long run" led in 2015 to the adoption of administrative simplifications and incentive measures for investors to obtain land (transfer or subsidised loan) and the creation of 50 tourist expansion areas for ecological and thermal purposes.

Tourism infrastructure, for the time being very little developed, is changing very rapidly. The road network is steadily improving while domestic and foreign investments accelerate, with somewhat more than a thousand projects validated by authorities from 2008 to 2015. Several chains are establishing or expanding their presence: Marriott (USA), which already manages several hotels, should be offering 6 new destinations in industrial and port areas of the country (starting with Adrar); while on less high-end slots, Accor (France) is opening a Mercure hotel in Algiers and Louvre Hotels (property of China's Jinjiang) is launching facilities under the brands Campanile and Première Classe.

The establishment of a representative office in Algiers in November 2015 by Jovago, leading online hotel reservation website in Africa, created by the Rocket Internet Group, demonstrates such acceleration.

Yet new formulas remain to be proposed such as short stays in Algiers, which may trigger the dynamic and subsequently attract tourists towards the rest of the country.

THEY INVESTED IN ALGERIA...

Hyatt (USA). 2017. The group announces the opening in 2018 of its 5th African hotel in Alger through a management contract.

Rocket Internet/AIG - Africa Internet Group (France). 2015. Jovago, Africa's number one hotel booking website, to open a representative office in Algiers .

Accor (France). 2014. The hospitality chain to ink a management contract for the Mercure Alger-Palais des Congrès, located in Ain Benian, set to open in 2016.

Starwood/Louvre Hotels (États-Unis). 2014. The group's subsidiary to open 3 mid-range hotels under its "Campanile" and "Première Classe" brands in Algeria by the end of 2014.

Al-Aberah/Dal's Burgers (Jordan). 2013. The group to launch 2 Dal's Burger fast food restaurants in Algiers and to open 20 more by 2018 under a 49-51 JV with a local partner.

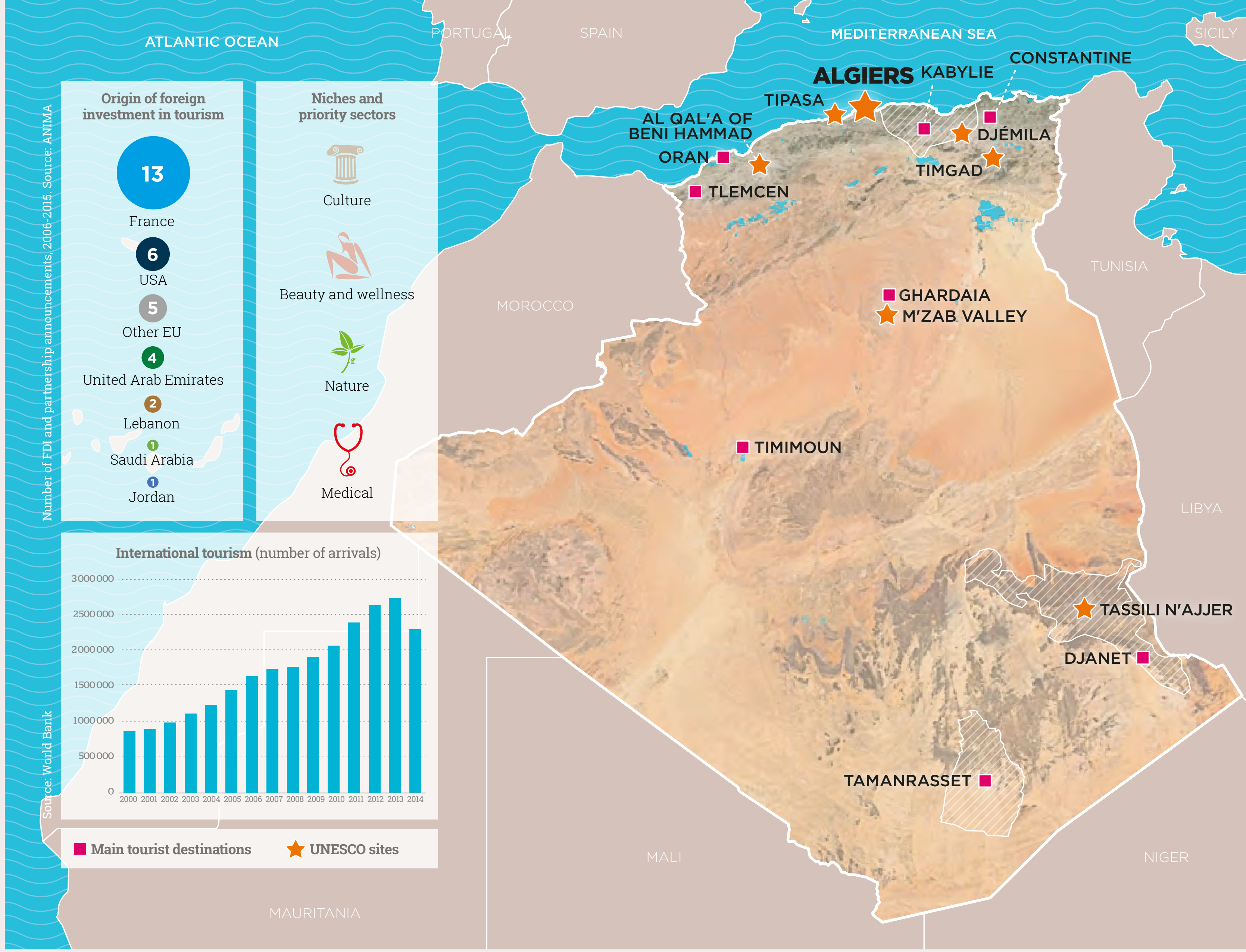
FLAGSHIP EVENT

SITEV: International Tourism and Travel annual fair in Algiers. 250 exhibitors and 10 foreign countries during the 18th edition (19-22 May 2017).

NATIONAL STRATEGY

Tourism Development Master Plan (Schéma Directeur d'Aménagement Touristique « SDAT ») 2025.

Quality Tourism Plan (PQT), based on 3 pillars: Certification with the labelling project of "Quality Tourism" branding, communication and training, especially on Information and Communication Technologies (ICT), and positioning on new global tourist niches.



USEFUL CONTACTS

National Agency of Investment Development (ANDI): www.andi.dz

National Agency of Tourism Development (ANDT): www.andt-dz.org

National Tourism Board (ONT): proposes a comprehensive and efficient guide. www.ont.dz.

Portal of Algerian tourism and handicraft:
www.algeriantourism.com/voyages.php

Professional federations:
National Federation of Algerian Hoteliers (FNHR):
www.facebook.com/fnhalgeriens
National Federation of Associations of Tourism and Travel Agencies (FNAT):
www.facebook.com/FNAT-Algérie-495011523842462/info

TOURISM IN EGYPT

REBUILD TRUST AND MOVE UPMARKET

Egypt's fascinating heritage has amazed ever-increasing numbers of travellers over time, with a record of nearly 15 million foreign visitors in 2010. Arab spring, political instability and terrorism have undermined such momentum: the number of international arrivals has averaged 10 million until 2015 then collapsed (5.3 million in 2016) following the plane crashes of October 2015 and May 2016.

Authorities are working to restore confidence in this key sector of the economy, which represents 10 to 15% of direct and indirect jobs as well as 11% of national GDP. The Papyrus fund, aiming for 1 billion dollars of investments in tourism, was launched in 2015. A 3-year international advertising campaign, worth 63 million euros, has started in 2016. Moreover, tourism constitutes one of the main features of "Vision 2030", presented in late 2016 by the government, which counts on a 7.3% growth of the sector in 2017.

The development potential of tourism is huge: the strategy proposed by USAID in 2013 indeed set an objective of 25 million visitors in 2020, a 70% increase in comparison to the record year of 2010.

While tourism opportunities are among the most diversified in the world (cruises on the Nile, desert tours, sports, medical, religious tourism...), tourism infrastructure is continuously improving, both in terms of roads (16 motorways under development) and hotels: an accommodation capacity of 20 million tourists is about to be reached. However much is to be done in terms of restaurants and shopping centres.

The Tourism Development Authority (TDA) thus provides investors with tens of investment opportunities, especially in Gamsha Bay (near Hurghada), on the Mediterranean coast – which could become the "Riviera of new Egypt" – and in the Gulf of Aqaba.

A potential confirmed by the "Travel and Tourism Competitiveness" report published in 2015 by the Davos World Economic Forum, which considers that numerous investments are possible to promote a heritage that remains largely untapped.

THEY INVESTED IN EGYPT...

Global Sphere (United Arab Emirates). 2015. The UAE-based investment company to build a 500-bed luxury hotel on the northern coast of Egypt, in the El Alamein area (€182 m).

Saudi-Egyptian company for Red Sea investment (Saudi Arabia). 2015. The consortium to get the administrative authorisation for the construction of a Sheraton hotel in the seaside resort of Hurghada (€108 m).

TRN Marketing (India). 2014. The travel agency to acquire Cairo-based Wings Group, which has 9 branches in Egypt and international subsidiaries in China, USA, Japan and the UAE.

Yusuf Bin Ahmed Kanoo (Bahrain). 2013. The diversified conglomerate to purchase outgoing and business travel agencies from Britain's Thomas Cook in Egypt (€4 m).

Qatar Investment Authority/DIAR (Qatar). 2012. The property developer to get green light from the Egyptian government to launch its high-end tourism project in Sharm El Sheikh (€126.2 m).

FLAGSHIP EVENTS

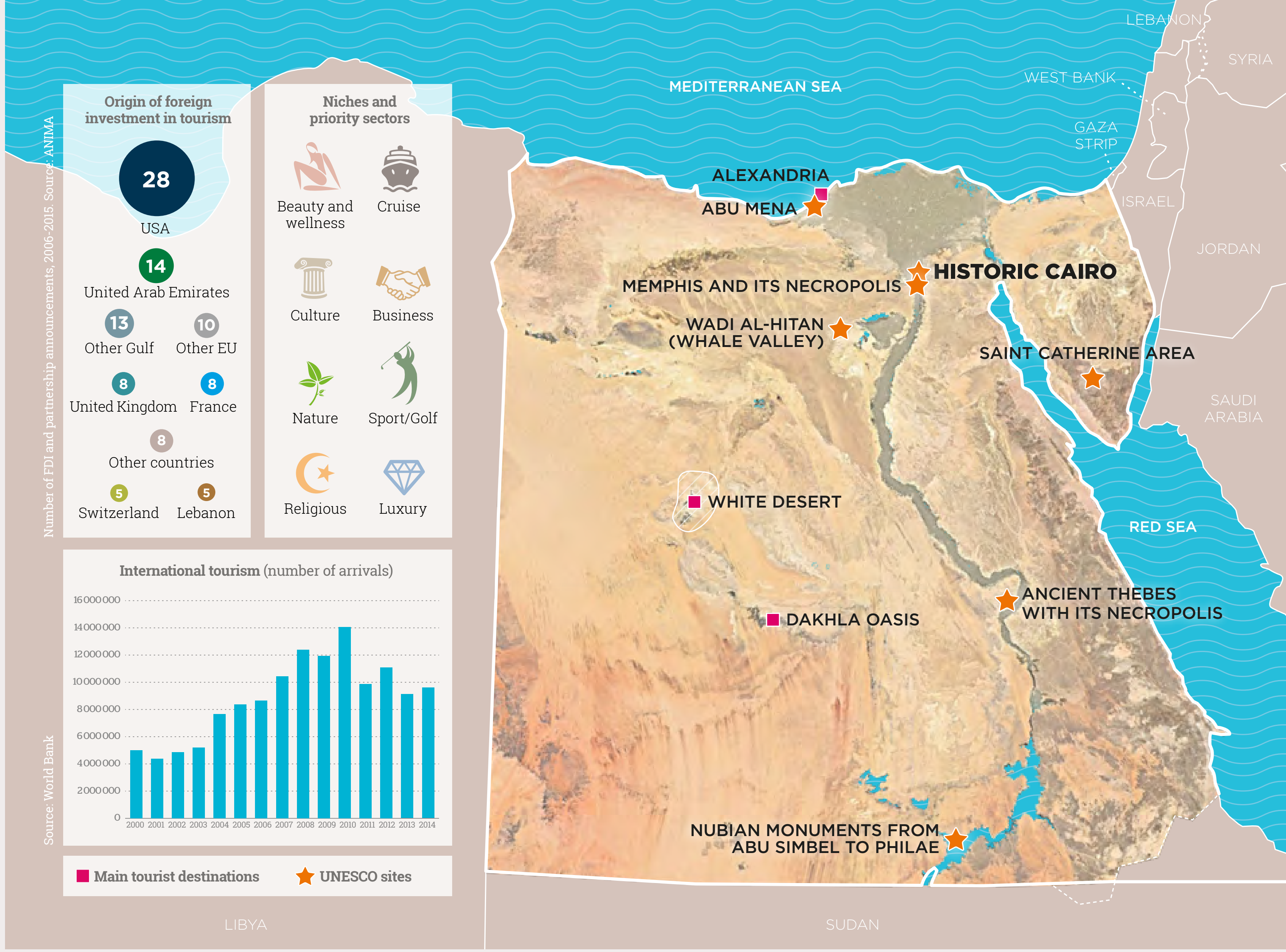
Promotion of tourism in Egypt in international fairs (no fair specifically dedicated to tourism in Egypt).

Hotel Expo: International hotel supplies annual exhibition in Cairo. 350 Egyptian and international exhibitors during the 2017 edition (30 October - 2 November).

NATIONAL STRATEGY

National sustainable development strategy "Vision 2030" (2016) aiming at putting Egypt in the world's top 30 economies. 4 priorities for tourism:

1. Development of luxury tourism (Luxor, Aswan).
2. Development of the sea and sun offer.
3. Protection of pharaonic, Coptic and Islamic heritage.
4. Development of ecotourism.



Creation of a €270 m fund by the Central Bank of Egypt in 2017: Subsidised loans for the modernisation of hotels and other tourism infrastructure.

2013-2020 tourism strategy, developed in the framework of USAID's Egypt Competitiveness Project (ECP): Analysis of issues and potentials, short and long term objectives

USEFUL CONTACTS

Tourism Development Authority (TDA): in charge of Tourist Land Management - Info@TDA.gov.eg

Egypt Tourism Authority (ETA): National portal of Tourism in Egypt - www.egypt.travel

Professional federations:
Egyptian Travel Agents Association (ETAA) - www.etaaegypt.org
Egyptian Tourism Federation (ETF) - www.facebook.com/pg/etfegypt

Cairo Financial Holding: In charge of managing the Papyrus private investment Fund for tourism launched in 2015, with ETF and the Ministry of Tourism. www.cf-holding.com

TOURISM IN ISRAEL

ACCELERATE THE EMERGENCE OF A CHEAPER HOLIDAY OFFER

From Jerusalem, sacred city for all three monotheistic religions, to Tel Aviv, a Bauhaus style open-air museum, through the Dead Sea or Galilee, Israel offers its visitors unforgettable travels through space and time.

After a drastic drop in arrivals due to the second Intifada, visitors are back and the 3 million mark has been exceeded for the first time in 2015 and 2016. To bring renewed interest and trust, the government speaks to all categories of tourists, with targeted marketing plans: the Birthright programme launched in 1999 has for example allowed offering free 10-day stays to more than 500,000 young Jews from 64 countries, while the international promotion campaign "Tel Aviv, Jerusalem, two destinations, one trip" has made international arrivals bounce back very quickly after the 2014 Gaza war.

Air connection openings are multiplying thanks to the "open skies" agreement signed with Europe in 2013 and financial incentives set up by the Ministry of Tourism in 2016. To address hotel shortage, investment incentives amount to 20% for the construction, expansion or renovation of hotels, and even 33% in the case of low cost hotels. Famous for its luxury hotels, Israel also seeks to propose offers adapted to a less wealthy clientele.

A call for tenders was launched in late 2015 to establish a chain of 5 hotels and 1,000 rooms at low cost, to encourage the development of a more family-oriented tourism and attract new international hotel groups, which are still little present.

While tourism represents only 2% of GDP and 7% of jobs (both direct and indirect), Israel aims for a total of 5 million annual visitors in the very short term, and opportunities are to be seized in almost all segments. The government hopes to reach an objective of 27,000 additional rooms from 2016 to 2025 thanks to incentives in place, especially on the mid-range segment.

Besides religious and cultural tourism, the country is positioning itself on medical and wellness stays (Israel ranks 3rd in the 2016 Medical Tourism Index), as well as ecotourism (the website www.ecotourism.org.il identifies hundreds of sites, activities and accommodations across the country), which could particularly benefit from the advent of cheaper stays.

THEY INVESTED IN ISRAEL...

Roman Abramovich (Russia). 2015. The Russian billionaire to buy Tel Aviv's Varsano Hotel (€23 m).

Hilton Worldwide (USA). 2014. The group to launch the Waldorf Astoria Jerusalem Hotel after a €150 million investment of the Reichmann family to restore the Palace Hotel.

Vatel (France). 2012. The notorious hotel and management school to open a school in Tel-Aviv in October 2012 (€ m).

Marriott/Ritz-Carlton (USA). 2010. The hospitality group to sign an agreement with Israeli developers Tidhar, Migdal and Adi's Investments to manage a hotel to be built in Tel Aviv.

Kempinski Hotels (Germany). 2010. The luxury hospitality chain to manage a hotel currently under construction on Tel Aviv's seafront by Israeli developer Nahal group.

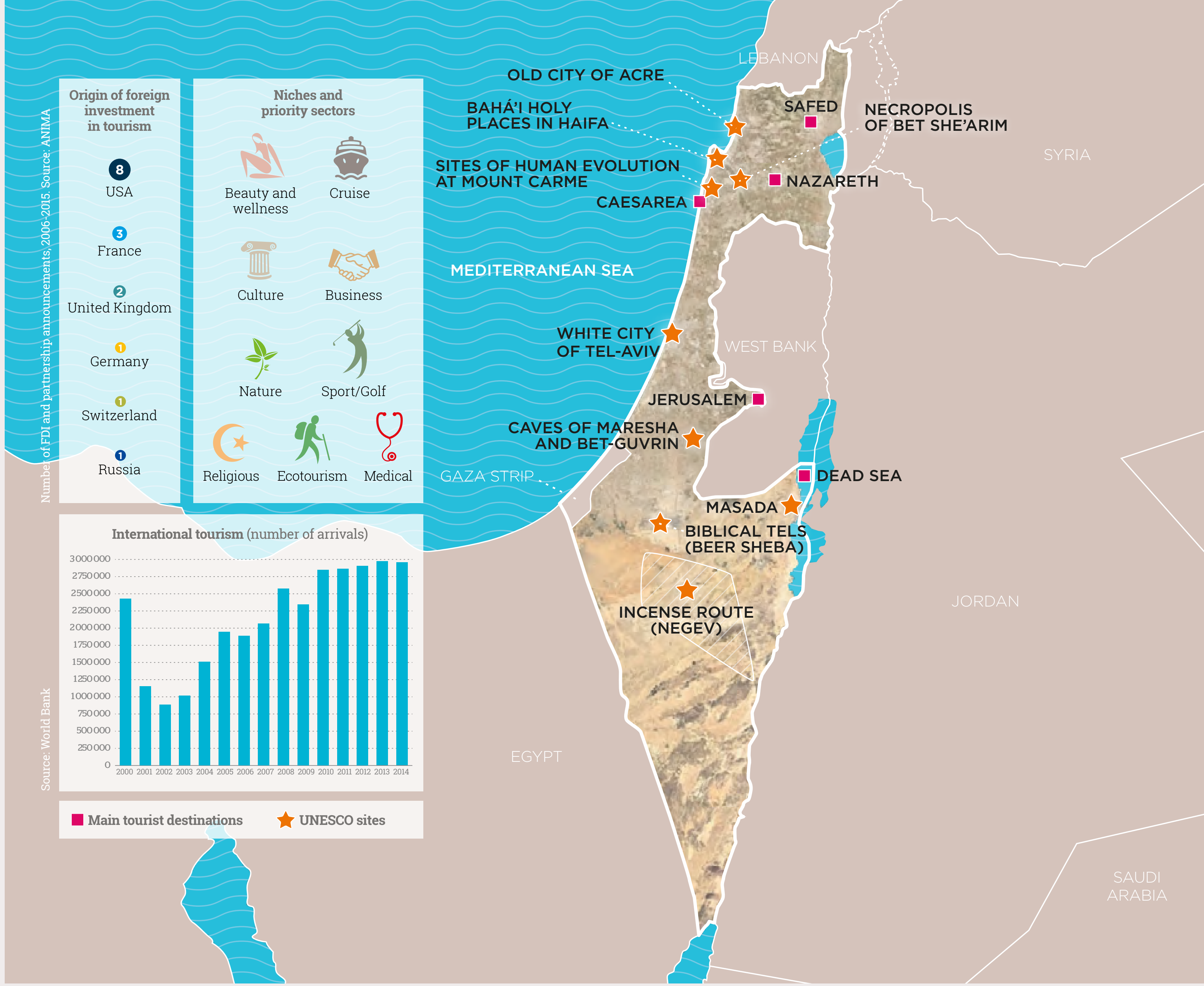
FLAGSHIP EVENT

IMTM - International Mediterranean Tourism Market: Annual event in Tel Aviv. 100 countries and over 1,000 exhibitors during the 23rd edition (7-8 February 2017).

NATIONAL STRATEGY

Ministry of Tourism Objectives: Increasing number of visitors; decreasing price of stays; improvement and diversification of tourism products.

Incentive measures:
www.gov.il/en/Departments/General/government_incentives



USEFUL CONTACTS

Investment Department of the Ministry of Tourism: www.gov.il/en/Departments/Topics/invest

Official portal of tourism in Israel: www.goisrael.com

Professional federations and associations: www.science.co.il/tourism/Associations.php

TOURISME IN JORDAN

THE KINGDOM OF ALL TOURISMS

As a link between Mediterranean world and Orient, Jordan offers its visitors an exceptional variety of landscapes as well as historic and religious sites. The 5 sites registered as UNESCO World Heritage Sites include Petra, jewel of the Middle-East, and the protected area of Wadi Rum, paradise for hikers.

Jordan, ranked 2017 best destination 2017 by the travel website Matador Network, welcomes a smaller number of Western tourists since 2011 due to neighbouring conflicts. Such disaffection is nonetheless compensated by tourists from the Gulf: the number of visitors was therefore maintained at 3.8 million in 2015 and 2016, in comparison to a maximum of 4.2 million in 2010.

The tourism sector is vital for the Jordanian economy: it represents about 13% of GDP and constitutes the first provider of private sector jobs. The Ministry of Tourism, which budget has been strongly rising since 2015, has led a major international promotion campaign and launched the "Jordan pass", which offers access to the country's main sites at preferential rate.

New air connections are regularly established to Amman (served by an airport which capacity has been increased from 3 to 9 million passengers in 2013) and Aqaba.

Significant private investments in the hotel sector (3 billion dollars from 2010 to 2015, mainly focused on the high-end segment: Rotana, Starwood, Hilton...) have allowed providing the country with a capacity of 30,000 beds in 2016, a figure that could double within 10 years according to the Jordan Hotel Association.

The sector indeed offers strong development potential: Jordan, regional pioneer in terms of tourism diversification, has as early as the 1990s focused on ecotourism and medical tourism, and is also positioning itself on adventure tourism, sport activities (canyoning, climbing, water sports and bicycle), and of course cultural and religious tourism (several historic sites are still absent from current sightseeing tours). So many opportunities to be developed!

THEY INVESTED IN JORDAN...

El Rancho Group (USA). 2015. The American group obtained a master franchise to open 10 restaurants under the brand Dairy Queen (DQ) Grill & Chill and DQ Treat.

Amer Group (Egypt). 2013. The group to launch a 5-year development plan for the Porto Dead Sea project, on the eastern shore of the Dead Sea, to attract half-a-million tourists (€189 m).

MAF - Majid Al Futtaim (United Arab Emirates). 2012. The group to develop a 3,000 sqm 'Magic Planet' Entertainment Centre at Amman's TAJ lifestyle centre, in JV with Kuwaiti franchise operator Alshaya.

Warwick Hotels (USA). 2011. The group to open a new hotel on the shores of the Dead Sea, the Winter Valley Warwick Resort & Spa, with 161 rooms, spa and conference facilities.

ASTRA (Saudi Arabia). 2011. Ayla, the group's affiliate in charge of the Ayla Oasis megaproject, to increase its capital and complete the Marsa artificial island by 2013 (€253 m).

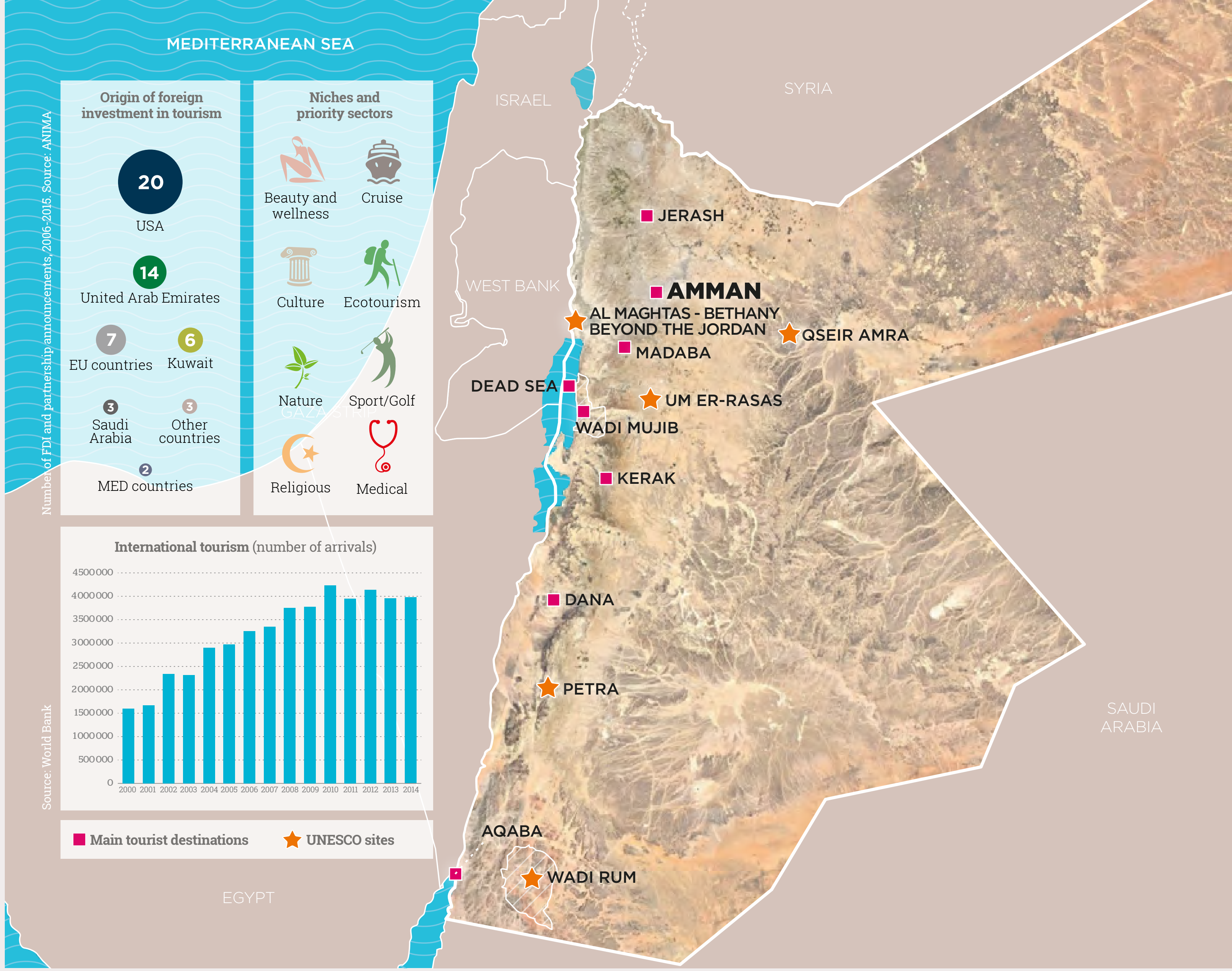
FLAGSHIP EVENT

HORECA JORDAN: Annual International trade show for Hotels, restaurant, catering, food & hospitality services in Amman. 4th edition (10 -12 October 2017) with a focus on tourists from Egypt, Iraq and Palestine.

NATIONAL STRATEGY

2017-2021 National strategy for tourism in the process of finalisation.

Priorities: promotion strategy notably targeting domestic and religious tourism, regulatory improvements, training of tourism professionals and new technology (strengthening of online offer).



USEFUL CONTACTS

Jordan Investment Commission: www.jic.gov.jo/portal

Professional federations:
Jordan Inbound Tour Operators Association (JITOA): www.jitoa.org
Jordan Society of Tourism & Travel Agents (JSTA): www.jsta.org.jo
Jordan Hotel Association (JHA): www.johotels.org

National Tourism Board: www.visitjordan.com

Royal Society for the Conservation of Nature: Management of the development of tourism infrastructure within nature reserves. www.rscn.org.jo

USAID: Management of the Building Economic Stability through Tourism (BEST) programme. www.usaid.gov/jordan

TOURISM IN LEBANON

HIGH POTENTIAL NICHES FOR INVESTORS

Lebanon offers its visitors an incredible patchwork of mountains and fertile valleys, bordered by the Mediterranean Sea and filled with archaeological sites and cities famous for their cultural and night life.

The specialised magazine *Travel and Leisure* has in fact ranked Beirut 12th most beautiful city in the world in 2016, proof of destination Lebanon's resilience despite a turbulent internal and regional context. Indeed, after a drop in 2011, the number of entries has been continuously growing from 2012 on, to reach in 2016 the same level as that of 2011 (1.7 million visitors). The World Tourism Organisation expects 2020 to be the year the 2 million entries mark is reached, like in 2010.

The sector is largely sustained by the visits of diaspora and nationals from neighbouring countries, relatively less sensitive to the political and security context than their Western counterparts. It also benefits from an offer in the process of diversification, notably through ecotourism and rural tourism, targeting a young clientele, both local and Western.

To stimulate such sector, which contributes to about a quarter of the country's GDP and jobs, the government especially counts on Arab tourists: subsidised stays and plane tickets have been set up for 3 months, in spring 2017, for nationals from Egypt, Kuwait, Jordan, Saudi Arabia, Qatar, United Arab Emirates, Iraq as well as Armenia. Authorities also support the project of Jounieh's new tourist port, which construction started in late 2016: thousands of passengers and tourists are expected in what could become the largest resort of the eastern Mediterranean.

Despite its small size and the political uncertainties gone through, Lebanon in fact maintains strong attractiveness, both for tourists and investors. The country has been ranking among the world's 20 first destinations of foreign investment in tourism since 2003, according to FDI market.

Opportunities range from luxury hotels (several major international chains are present, mostly via management contracts with local or regional investors) to guest houses – a market still confidential however on the rise to face the demand of adventure tourists and festival-goers, through medical tourism, which offers strong potential especially for plastic surgery.

THEY INVESTED IN LEBANON...

Mandarin Oriental Group (China). 2015. The luxury hospitality chain to open by 2017 a five-star hotel in Beirut, developed by a Saudi-Lebanese venture.

Golden Tulip (Germany). 2015. The group to ink a new management contract for the Golden Tulip Jounieh, set to open in 2016 and owned by local Jet Group.

Yusuf Bin Ahmed Kanoo (Bahrain). 2013. The diversified conglomerate to purchase outgoing and business travel agencies from Britain's Thomas Cook in Lebanon (€4 m).

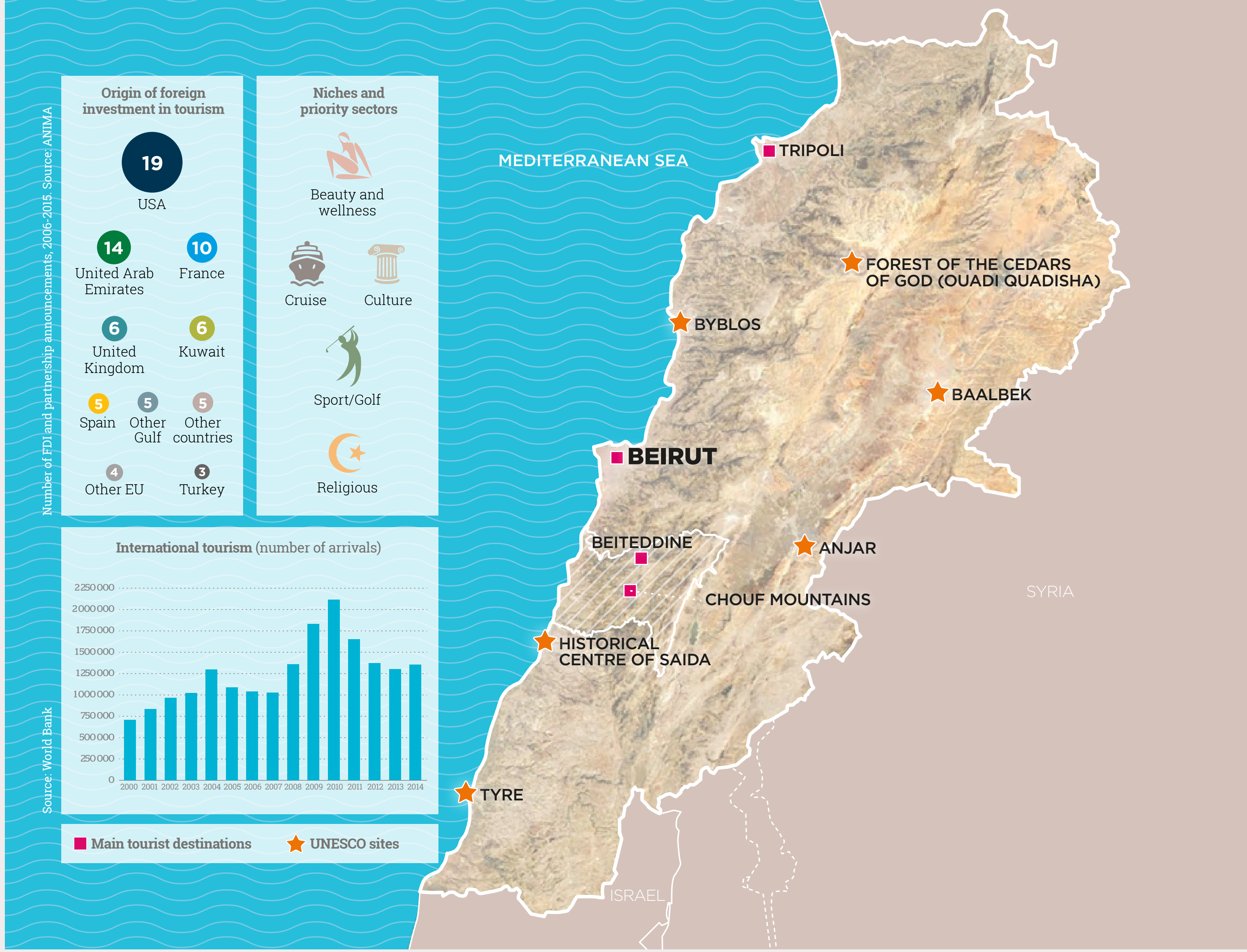
InterContinental Hotels (United Kingdom). 2013. The hospitality chain to modernise and expand its Beirut Vendome hotel which included 31 additional rooms at its reopening by autumn 2014.

Olayan (Saudi Arabia). 2012. The group to invest along with other Saudi investors in Bachoura 987, a JV responsible for the construction of the first Mandarin Oriental in Lebanon (€77 m).

FLAGSHIP EVENTS

HORECA Lebanon: Annual hospitality and food services trade show in Beirut. 330 exhibitors and 15,000 participants during the 24th edition (4-7 April 2017).

Beirut Boat Show: Annual boating and yacht exhibition in Beirut. 100 exhibitors and 20,000 participants during the 10th edition (10-15 May 2017).



NATIONAL STRATEGY

Investment aid in the tourism sector: various facilities managed by Invest in Lebanon (IDAL), Kafalat (loan guarantees for SMEs), the Central Bank (subsidised loans via commercial banks) and the Ministry of Tourism. For more information: invest@idal.com.lb.

Strategy for rural tourism in Lebanon (2015) available on the Ministry of Tourism website: www.mot.gov.lb.

Participatory marketing campaign "Live Love Lebanon": www.livelovelebanon.com.

USEFUL CONTACTS

Invest in Lebanon (IDAL): www.investinlebanon.gov.lb

"Destination Lebanon" national portal: www.destinationlebanon.gov.lb

Professional federations and associations:
Association of Travel & Tourism Agents in Lebanon (ATTAL) - www.attal.org.lb
Syndicate of Owners of Restaurants, Cafes, Night-clubs & Pastries in Lebanon - www.syndicatercnp.com

TOURISM IN MOROCCO

EXPAND THE OFFER OF AFRICA'S 1ST DESTINATION

Magnificent natural and cultural heritage, hospitality and air accessibility have made Morocco the first African destination for international arrivals in 2015, surpassing South Africa and Egypt.

In 2016 and for the 3rd year in a row, more than 10 million international tourists have participated in a festival, visited medinas, valleys or the desert, had a medical or wellness stay, or simply chosen Morocco to spend their old age.

Tourism represents about 7% of GDP and nearly 5% of direct employment in Morocco. The "Vision 2020" plan, adopted in 2010, aims at putting the Kingdom among the world's 20 first destinations and making it a reference in terms of sustainable development.

It is based on 6 framework programmes corresponding to the main investment opportunities: high added-value niches (business, health and wellness); cultural offer; "nature" offer (eco-lodges, desert resorts, converted ksours & kasbah...); competitive seaside offer ("Azur 2020" plan) ; entertainment, sports and leisure; domestic tourism ("Biladi" plan). Authorities are successfully taking action to diversify target markets and absorb the decline related to the drop in Western tourism, especially French, after 2011. The number of Chinese tourists has thus been multiplied by 6 in 2016, to reach 100,000 visitors, following the removal of visa for nationals of the Middle Kingdom. The ambition to attract one million tourists from emerging countries by 2030 seems more realistic than ever.

Tourism thus constitutes the 3rd most attractive sector for foreign investors. "Vision 2020" already counted in 2010 on 200,000 additional beds in 10 years. Several international chains are already present and 31 hotels were under construction in 2015, including on the entry-level segment, which yet remains underdeveloped.

Numerous opportunities are to be found as well in the field of ecotourism, cultural and religious tourism, sport tourism (Morocco has won the World Golf Awards Organisation's prize of best African destination for golf in 2015), medical tourism or even getaway stays in the cities of Fez, Marrakesh, Rabat...

THEY INVESTED IN MOROCCO...

Carlson Rezidor (Belgium). 2016. The group to launch its first Moroccan Radisson Blu Hotel in Marrakesh (€30 m).

Al Tazaj (Saudi Arabia). 2015. The food chain to open 3 restaurants in Casablanca and to announce 11 other openings in Mohammedia, Temara, Rabat, Salé, Kénitra and Fès (€5.5 m).

Pickalbatros (Egypt). 2015. Egyptian investor Kamel Abou Aly to take over a 5-star hotel in Marrakesh and ink management contract with Fairmont Raffles's Savoy brand (€110 m).

Kuwait Investment Authority (Kuwait). 2015. Affiliate Al Ajial holding to refurbish the Eddahbi Mansour hotel, and sign management contract with Mövenpick (€64 m).

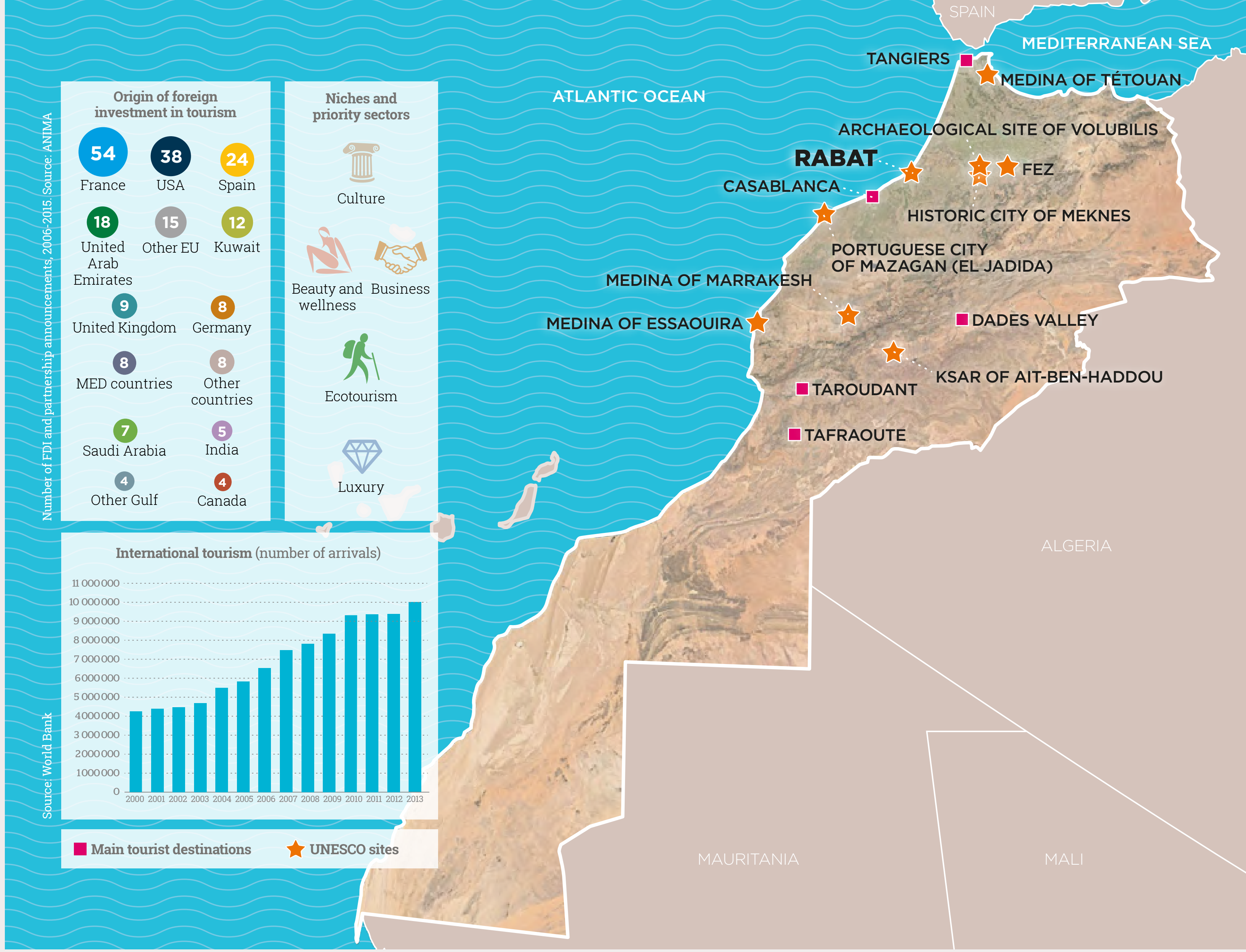
TUI (Germany). 2014. The tourism giant to open a new hotel in Marrakesh with an in-house water park (€6 m).

FLAGSHIP EVENTS

Tanger Expo: Annual international tourism and culture trade fair in Tangiers. More than 200 exhibitors and 60 countries during the 2nd edition (3-6 May 2017).

Marocotel: Semi-annual international exhibition of professional equipment for hotels, restaurants, catering professions, wellness and leisure, in Casablanca. 250 exhibitors expected during the 15th edition (14-17 March 2018).

Africa Medical Tourism Expo: 250 exhibitors during the 2nd edition (22-24 March 2017).



NATIONAL STRATEGY

"Vision 2020" (2010). Objectives: doubling of the sector's economic weight in 10 years, doubling of the number of international arrivals and tripling of domestic travels. Definition of a planning and development strategy for each of Morocco's 8 touristic territories. Available on the Ministry of Tourism website - www.tourisme.gov.ma.

USEFUL CONTACTS

Invest in Morocco: www.invest.gov.ma

SMIT - Moroccan Company for Tourism Engineering: www.smit.gov.ma

National portal of tourism: www.visitmorocco.com

Professional federations:
National Confederation of Tourism (CNT): www.cnt.ma
National Federation of Hotel Industry: www.fnih.ma
National Federation of Morocco's Travel Agencies: +212 522 260 300

TOURISM IN PALESTINE

A VITAL SECTOR IN RAPID TRANSFORMATION

Travelling to Palestine brings you to meet a welcoming people and a millennial history to be discovered throughout cities with splendid heritage, fields of olive trees, monasteries lost in the desert and wonderful oases.

The accession to UNESCO in 2011 as full member has enabled comforting the tourist appeal of Palestine, despite existing constraints (visits only possible from Israel or Jordan, and Gaza strip inaccessible to tourists).

More than half a million visitors thus went to the West Bank in 2014: a figure that compares to the annual potential estimated at 1 million visitors by the World Bank. Tourism in fact represented 14% of Palestinian GDP in 2014, including spill-overs. Whereas in the early 2000s, visits were limited to a trip to Bethlehem for a few hours, the duration of stays is increasing and trails are broadening. The number of nights has reached 1.4 million in 2010 (in the West Bank and East Jerusalem, including domestic stays), then 1.5 million in 2013.

Both public and private stakeholders take action to encourage such development and diversify the offer of religious, cultural and open air tourism. Authorities have notably improved bus connections between major cities. Bethlehem University's first class of community trekking guides has graduated in 2016, while hiking trails now allow travelling the territory and resort to an offer of homestay accommodation or camping facilitated by various associations.

The Alternative Tourism Group (ATG) also offers stays around the olive harvest and meetings with civil society. Cities are active as well, such as Battir, listed as UNESCO World Heritage Site since 2014, which has set up a development plan "Battir 2020" and plans to build a restaurant and a hotel to reach the level of Jericho and Bethlehem.

300 million dollars have in fact been invested in private operators to renovate or expand hotel accommodation between 2000 and 2009, and a first foreign chain, Mövenpick, has opened a hotel in Ramallah in 2010.

Other investments should follow for this very young country, cradle of humanity, to be able to welcome tourists in the best conditions, whether in the hotel sector or restaurants, leisure and transport services.

THEY INVESTED IN PALESTINE...

Ant Ventures (Lebanon). 2014. The group to open a Casper & Gambini's restaurant in Ramallah in June 2014 and 2 'Falafel & More' outlets by the end of 2014.

Arcmed (Switzerland). 2011. The group to sign a management contract for al-Mashtal, a five star hotel with 270 rooms in Gaza, opened in July 2011.

Emaar Properties (United Arab Emirates). 2005. Emaar has decided to establish a new company - Emaar Palestine - in the Palestinian Authority.

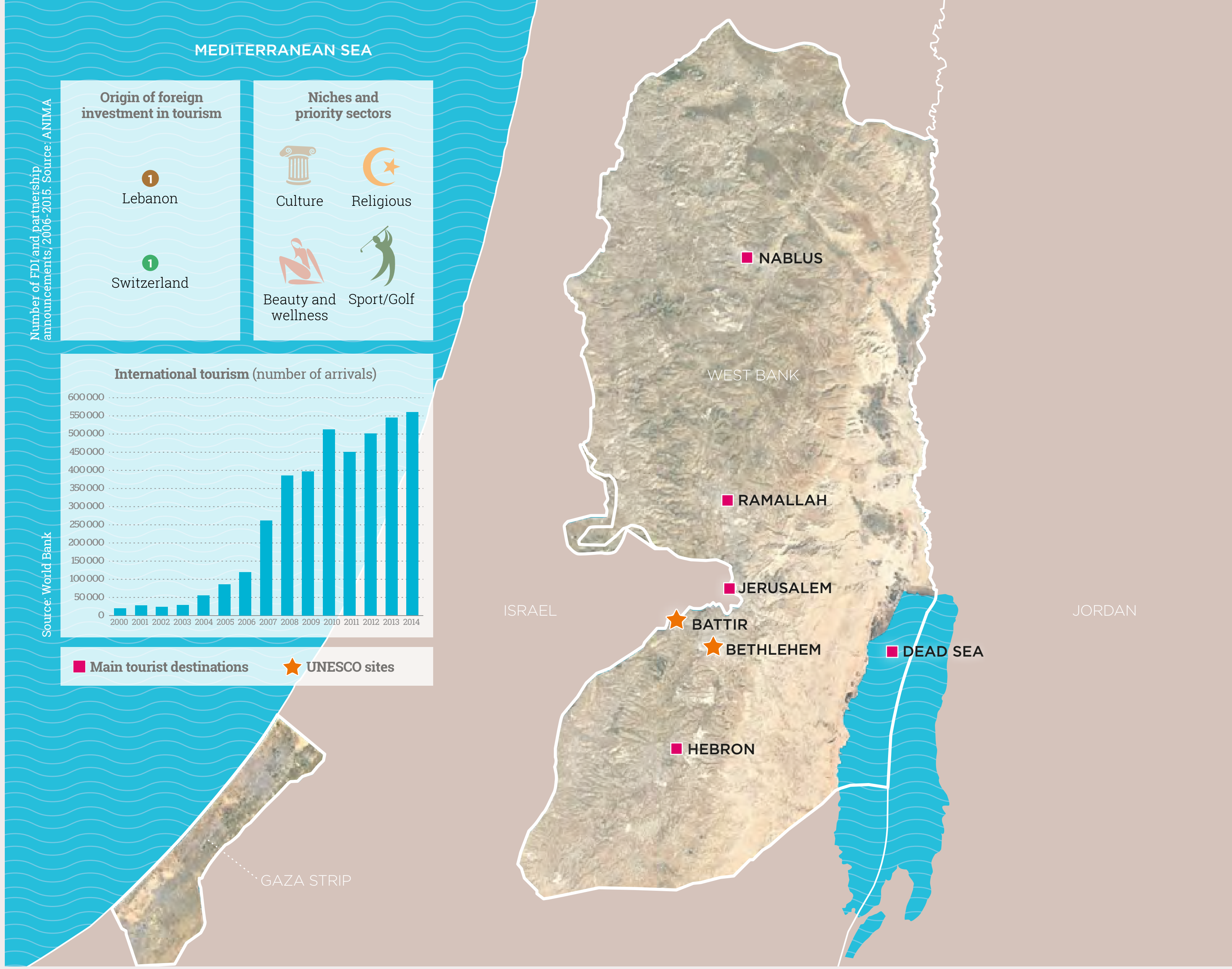
Mövenpick (Switzerland). 2005. The hotel chain to sign a management contract for a hotel in Ramallah, the first one in the country.

FLAGSHIP EVENT

Promotion of tourism in Palestine in international fairs (no fair specifically dedicated to tourism in Palestine).

NATIONAL STRATEGY

2014-2018 National export strategy for the tourism sector, available on the Palestine Trade Centre (Paltrade) website: www.paltrade.org



USEFUL CONTACTS

Palestinian Investment Promotion Agency (PIPA):
www.pipa.ps

Official portal of the Ministry of Tourism:
www.travelpalestine.ps.

Professional federations and associations:
Holy Land Incoming Tour Operators Association (HLITOA): www.holylandoperators.com
Network of Experiential Palestinian Tour Operators (NEPTO): www.nepto.ps
Arab Hotel Association: www.palestinehotels.com
Holy Land Handicraft Cooperative Society: www.hlhcs.org

TOURISM IN TUNISIA

ON THE ROAD TO RECOVERY!

Beaches, archaeological sites, medinas, desert, hospitality and Nobel Peace Prize 2015 to applaud the ongoing democratic process: so many assets for the Tunisian tourism sector! The latter constitutes one of the economy's main drivers: it represents about 7% of GDP and employs 12% of the labour force.

After having been severely hit by attacks in 2015, tourism has recovered as soon as 2016: arrivals far higher in number of Algerian, Libyan and Russian nationals have well compensated for the European drop. Authorities thus hope to welcome 7 million tourists in 2017 and target new markets: Russia, Algeria, China, Gulf countries, Africa but also local tourism.

To encourage such development, Tunisia is working on all fronts: international promotion campaigns, strengthened security measures including for example the "Security check" certificate attributed to the most secure hotels by the Cristal International Standards certification institution, "open sky" agreement of opening to European airlines (for all airports but Tunis), continuation of the upgrading of hotels as well as diversification of the offer of stays. Indeed, the 3+1 Vision defined in 2014 particularly targets Saharan tourism, thalassotherapy, golf and cultural visits.

Such efforts are paying off: more than 5.7 million foreign visitors went to Tunisia in 2016; restriction guidelines issued by Western chancelleries are progressively lifted and travel agencies are back at programming stays in 2017, including Thomas Cook, TUI and MSC Cruises.

As luxury accommodation expands, with the opening of 3 hotels in Greater Tunis in 2017 (Laico, Four Seasons and Golden Tulip), Tunisia also wishes to attract hotels on both budget and mid-range segments, such as the first Ibis, Mercure and Novotel established in Tunis and Sfax by AccorHotels.

The sector offers significant potential in several niches including ecotourism, health tourism and Saharan tourism. The Tunisian South could then become "Tunisia's Nevada: getaway, entertainment, golf, international events..." according to the President of the Tunisian Hotel Federation, which is by the way preparing the integration of guest houses into the Tunisian hotel network.

THEY INVESTED IN TUNISIA...

Hilton (USA). 2015. The hospitality chain to ink three management contracts to launch a Hilton in Gammarth and two Double Tree hotels in Tunis and Djerba.

Knowledge Hotel (Luxembourg). 2014. The upscale hotel group to restore the former residence of the Grand Mufti in order to open the Bayram palace, its first hotel in Tunis (€4.4 m).

DAPHNE Hotels (Turkey). 2014. The hotel chain to open three hotels in Monastir, Yasmine Hammamet and El Kantaoui, others to come (€1.5 m).

Accor (France). 2014. The group to sign a partnership agreement with the Arab International Bank of Tunisia to build and manage an Ibis hotel in Sfax, slated for 2016 (€13.3 m)..

Lafico (Libya). 2013. The sovereign fund to build a 5-star resort in Tunis on the site currently occupied by the Hotel du Lac (acquired in 2011), set to open in 2016 (€68 m).

FLAGSHIP EVENTS

International Tourism Market (MIT): Annual event in Tunis. 100 exhibitors during the 23rd edition (5-8 April 2017).

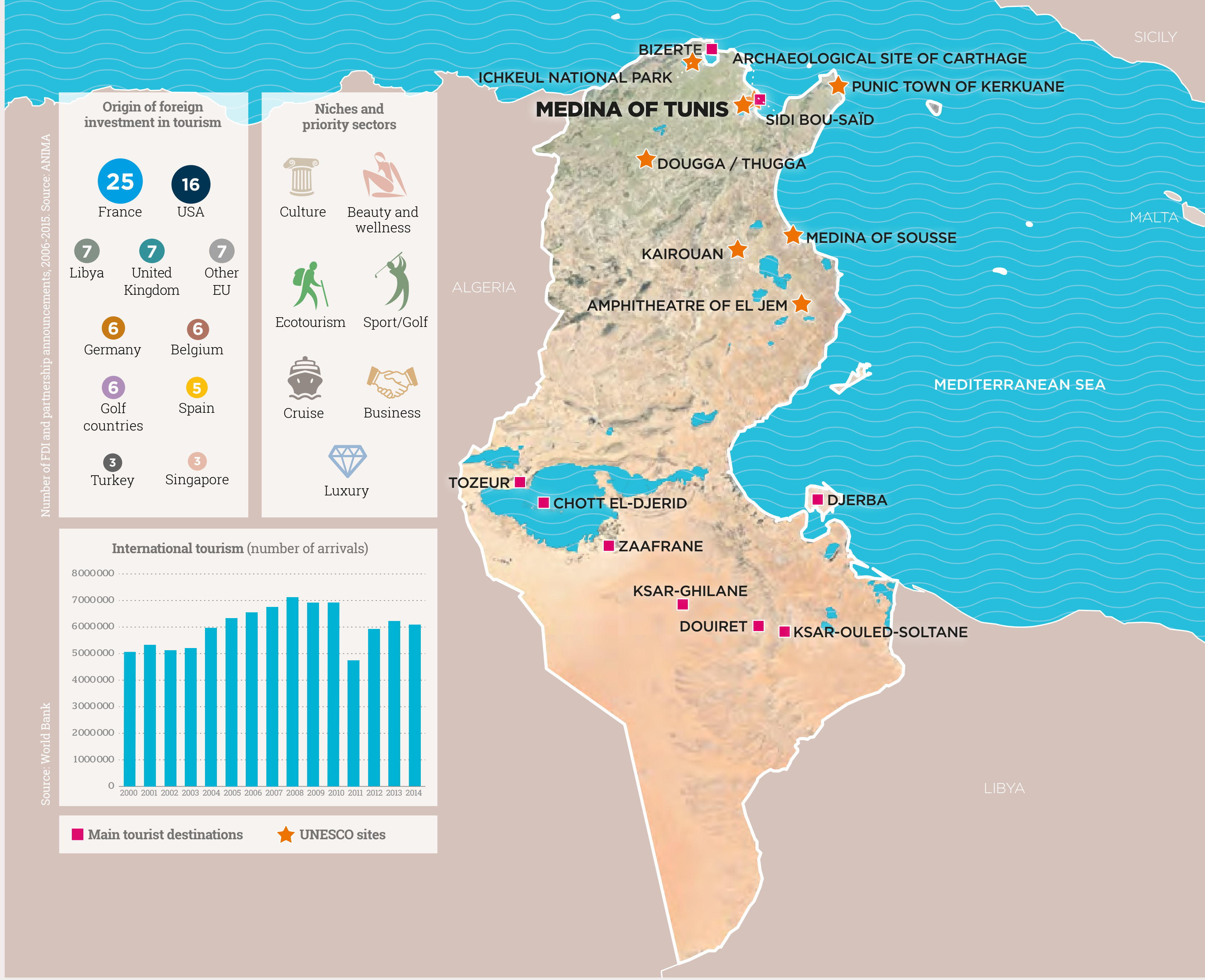
Simultaneous organisation with 4 other trade fairs: Horeca Expo (equipment and services for hotels and restaurants), Spa Expo (thermalism, thalassotherapy and spa), Boat Show (boating and nautical activities) and Golf Show.

NATIONAL STRATEGY

3+1 strategic vision (2014). 4 pillars: Diversification of offer (by taking into account the specificities of each region); quality and training; branding and modernisation.

Investment incentives specific to the tourism sector:
See the "Guide for investors in the tourism sector", available on the Ministry of Tourism website: www.tourisme.gov.tn.

Hotel Upgrading Programme (PMNH): www.pmnt.tn



USEFUL CONTACTS

Invest in Tunisia: www.investintunisia.tn

National Board of Tunisian Tourism (ONTT): www.discovertunisia.com

Professional federations:
Inter-professional Federation of Tunisian Tourism (FITT): www.fit-tunisie.org
Tunisian Hotel Federation (FTH): www.facebook.com/FTH.Tunisie
Tunisian Federation of Travel Agencies (FTAV): www.ftav.org

TOURISM

AGRIFOOD

TRANSPORT AND LOGISTICS

CULTURAL AND CREATIVE INDUSTRIES

RENEWABLE ENERGY

BUSINESS GUIDE

GROWTH OPPORTUNITIES IN THE MEDITERRANEAN

Project funded by the EUROPEAN UNION

EUROMED INVEST

Union for the Mediterranean
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الإتحاد من أجل المتوسط

List of abbreviations

3PL: Third-party logistics
BOT: build, operate, transfer
sqm: square metre
CO_2: carbon dioxide
Ha: hectares
LPI: Logistics Performance Index
m: million
bn: billion
OECD: Organisation for Economic Co-operation and Development
PPP: Public–Private Partnership
RFID: Radio Frequency Identification
ICT: Information and Communication Technologies

Cartography

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The delimitation of frontiers is in compliance with Map No. 3584 Rev. 2 UNITED NATIONS January 2004 - Department of Peacekeeping Operations Cartographic Section; Map No. 4204 Rev. 3 UNITED NATIONS April 2012 - Department of Field Support Cartographic Section; Map No. 3795 Rev. 3 UNITED NATIONS March 2012 - Department of Field Support Cartographic Section.

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BUSINESS GUIDE

GROWTH OPPORTUNITIES IN THE MEDITERRANEAN

TRANSPORT AND LOGISTICS

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Project funded by the EUROPEAN UNION

EUROMED INVEST

Union for the Mediterranean
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الإتحاد من أجل المتوسط

GROWTH OPPORTUNITIES IN THE MEDITERRANEAN

This guide is intended for transport and logistics businesses wishing to know southern Mediterranean countries better. Overview of business opportunities, examples of projects implemented by foreign operators, main business events in Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia... all the information needed to speed up your prospecting!

INVEST IN THE TRANSPORT AND LOGISTICS SECTOR IN THE MEDITERRANEAN: WHY?

MED countries are located on the main global transport routes, in between Europe, Africa, the Middle East and Asia via the Suez Canal. They offer operators transport and logistics markets with strong growth potential due to their national dynamics of economic diversification, export increase and domestic demand growth, as well as their competitive and skilled human resources. Most of them are indeed among the 45 emerging countries singled out by the 2016 Agility Emerging Markets Logistics Index: Morocco and Egypt rank 20th and 22nd, followed by Algeria, Jordan, Tunisia, Libya and Lebanon (the absence of Palestine comes from restrictions on free movement on its territory, whereas Israel is not listed among emerging economies).

MED countries have thus adopted strategies aiming at positioning their territory within this region set to become a global trade and transhipment hub. They take part in initiatives destined to harmonise customs procedures and remove trade barriers, implement reforms to modernise and liberalise the transport sector and invest in the upgrading of their infrastructure.

Business opportunities to be seized are first and foremost related to large projects initiated by authorities: modernisation and construction of new ports, airports, dry ports, improvement of road and rail connections, creation of logistics zones... generating tenders for public private partnership contracts as well as construction services, equipment supply and expertise management and transfer.

Equally strategic perspectives for MED countries otherwise lie in the improvement of transport and logistics services, a key factor of economic integration and competitiveness for the Mediterranean. Significant markets are to be developed in all segments: physical distribution activities involving all modes of transportation and their intermodality, as well as operations conducted in warehouses and logistics centres, little developed yet.

NICHES AND PRIORITY SECTORS

Infrastructure and transport services: Sectors under construction in the Mediterranean

Public and local authorities in MED countries thoroughly rely on foreign expertise, especially European, for the design and implementation of their transport plans. Billions of euros have been invested in upgrading the sector, be it for passenger transport or freight, and the pipeline is as full as ever: railway and light rail network projects (urban and suburban trams, metro lines), sea motorways with their ports and attached free zones (such as Tangiers and Aqaba), airports... with the goal of establishing intermodal nodes and efficient traffic management systems.

Logistics: Intermodality, ICTs and green technologies

The logistics offer, still very fragmented and in competition with the informal sector, is going upmarket thanks to the emergence of local operators and the establishment of international stakeholders. The expectations of manufacturers and their end customers are high in terms of cost optimisation and integrated offer development. Third-Party Logistics (3PL), i.e. the subcontracting of logistics operations to third-parties, implies a variety of services: transport, storage, order picking, labelling, co-packing and forwarding (which

pools flows of goods). Courier and express parcel delivery services as well as cold chain logistics also constitute markets with strong annual growth.

Beyond the development of multimodality, the sector's growth relies on the introduction of ICTs (Information and Communications Technology): real-time communication, digitisation and radio frequency identification technologies (RFID), allowing to better manage flows of goods all the while optimising costs and processes. There is also growing interest in reducing the environmental footprint of transport, which translates into various opportunities ranging from technological advances (cleaner vehicles) to operational measures (eco-driving training...).

TRANSPORT AND LOGISTICS IN ALGERIA

A MARKET OF 40 MILLION INHABITANTS TO BE DEVELOPED!

The development of transport and logistics services is a priority to support economic diversification in Algeria and reduce the additional costs of imports, currently estimated at several billion dollars each year. Significant public investments have thus been allocated to the development of infrastructure.

Several weaknesses however remain in the logistics chain: they make Algeria one of the MED countries where transport of goods is the most expensive, with an average forwarding cost estimated at 30 or even 35% of the total price of a product, twice the world average.

Nearly all of the country's international trade is done by sea. Authorities have implemented a policy of modernisation and privatisation of part of the ports infrastructure, which notably led the management of the port of Bejaia to be given to Singapore's Protek in 2006, and that of Algiers and Djen Djen to Dubai Port World in 2009.

Nevertheless, such initiatives have not enabled achieving expected results due to aging norms to be complied with: shallow depth allowing only small-scale vessels, absence of modern port tooling and operation within urban areas.

Algeria has also invested a lot in developing its rail and road networks to break the isolation of certain regions, improve public transport and ensure the integration of the different modes of transport. This has earned Algeria the 3rd strongest progression out of 45 countries assessed by the 2016 Agility Emerging Markets Logistics Index.

Yet purely logistical infrastructure and operators remain little developed, resulting in large Algerian producers and distributors often giving up on outsourcing the transport of their goods. Several large projects have nonetheless been announced by authorities, such as the construction of a cargo area destined for African countries in the airport of Tamanrasset, the construction of a major commercial port in Cherchell, and the creation of 30 logistics zones throughout the country.

"Everything thus remains to be done in the sector of logistics" to use the words of the director of French group APRC, which started operating in Algeria in 2006 and has partnered in 2015 with national operator SNTR to establish a national network of logistics and distribution platforms.

Opportunities notably include improving the connectivity of ports with their hinterland, organising multimodal transport, providing reliable logistics equipment and services allowing to ensure traceability, building logistics platforms and of course consulting and training. Many contracts also concern public transport services.

THEY INVESTED IN ALGERIA...

APRC (France). 2015. The group to team up with Société Nationale Algérienne des Transports Routiers to set up a joint-venture, SNTR-Logistics, to deliver distribution of goods services throughout the country.

Oxford Aviation Academy (United Kingdom). 2015. The flight school network to establish a 49/51 joint venture to set up a national school for Algerian student pilots.

SNCF (France). 2015. The group to ink a partnership agreement with its Algerian counterpart SNTF to run training, rail engineering and logistics activities.

Kapsch (Austria). 2015. The group to set up a joint enterprise with local SNTF to equip the railway network with a GSM-rail digital communication system.

Abraaj Capital (United Arab Emirates). 2014. The private equity fund to acquire stakes in Flèche bleue algérienne (FBA), a Skikda-based leading firm in transportation and logistics services.

FLAGSHIP EVENTS

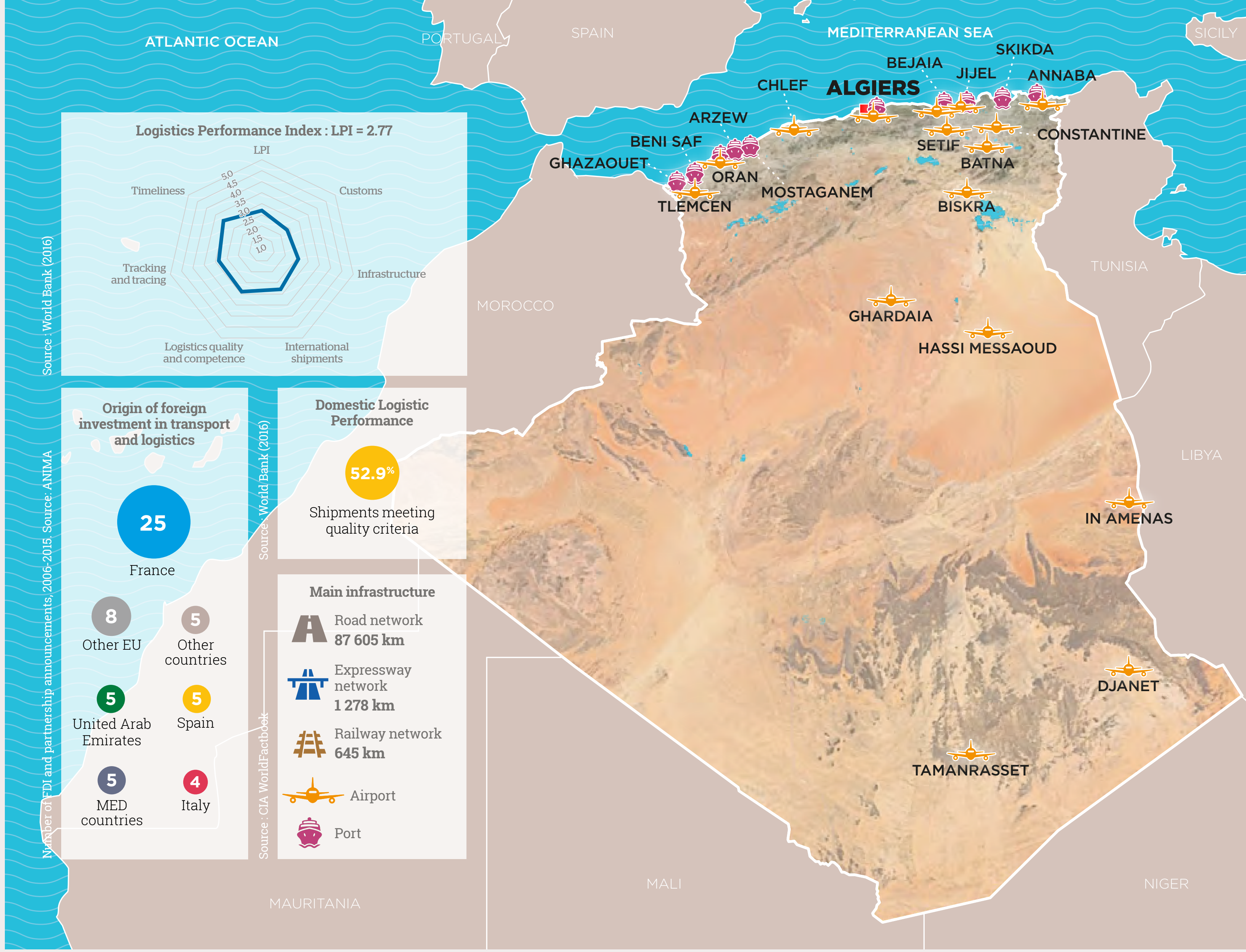
Algeria Infrastructure: international fair of transports, logistics and mobility, in Algiers. More than 200 exhibitors for the 5th edition (12-14 February 2018).

Logistical: exhibition dedicated to transport, freight and goods logistics, in Algiers. More than 2,000 professional visitors for the 2nd edition (13-16 November 2017).

NATIONAL STRATEGY

Governmental policy in the field of transport (2015): objectives for 2019 in the maritime, port, air, rail, logistics, public transport and road safety sectors. Available on www.premier-ministre.gov.dz.

National logistics plan under development: objective of reducing the cost of logistics to 5% (down from 35% currently) and building of 30 logistics zones to support the development of exports.



USEFUL CONTACTS

National Agency of Investment Development (ANDI): www.andi.dz

Ministry of Public Works and Transport: www.mtp.gov.dz

Professional associations:
National federation of passenger and freight transport (FNTV), affiliated with the General Union of Algerian Traders and Craftsmen (UGCAA) - www.facebook.com/ugcaa.sg
National Association of Algerian Exporters (ANEXAL) - anexal_export@yahoo.fr

TRANSPORT AND LOGISTICS IN EGYPT

THE GATEWAY TO AFRICA AND THE MIDDLE EAST IN SEARCH FOR INVESTORS

Egypt offers exceptional economic potential: the size of its market (140 million inhabitants in 2050), its geographic position and its bilateral and regional agreements make it an ideal "hub" to trade with the Middle East and a fair share of the African continent. Its status of maritime gateway to the Far East for the northern hemisphere was consolidated by the doubling of the Suez Canal, inaugurated in 2015.

Authorities indeed expect a doubling of traffic: the number of ships transiting the Canal every day should go from 49 currently to 97 in 2023. Egypt, which has invested a lot to upgrade its port infrastructure, is among the top-three best connected African countries according to UNCTAD's index of maritime transport connectivity, along with Morocco and South Africa. The country also scores the best level of logistics performance in the Mediterranean region (aside from Israel) according to the World Bank's 2016 ranking.

Egyptian authorities are not stopping there: they have relaunched in 2015 the preparation of huge projects aiming at reducing road congestion, continuing the modernisation of ports, improving rail transport and expanding the terminals of several airports, for which private sector participation modalities remain to be defined.

A major conference, entitled "2030 Mega Projects", will be held in Cairo in November 2017 to mobilise private operators and international donors.

Therefore, short and medium-term opportunities are plenty. First, Egypt foresees a new expansion of the Suez Canal in line with the development of a logistics hub composed of 4 industrial zones and 6 ports, for which 8 billion dollars have been mobilised during the March 2015 economic development Conference.

Several other projects are under development, which will translate into contracts for construction and supply of equipment and expertise, especially in the fields of rail (Cairo metro, upgrade of the Egyptian National Railways' locomotive fleet, etc.), ports (construction or extension of ports, development of dry ports, construction of warehouses and logistics terminals), airports and roads.

Concerning pure logistics, Egypt has only attracted a small number of global operators despite its assets. Hence the existence of a significant market for stakeholders of the sector.

THEY INVESTED IN EGYPT...

Dubai World (United Arab Emirates). 2015. Dubai Ports International to develop a new station for liquid gas ships in Ain Sokhna port (€148 m).

DHL (Germany). 2015. The group to inaugurate a new office in Cairo International Airport with investments worth 500 million Egyptian pounds (€58 m).

Aramex (United Arab Emirates). 2014. The company to continue expanding in Egypt by opening a 14,000 sqm facility in the industrial complex of 6th of October City (€4.9 m).

Vodafone (United Kingdom). 2013. Vodafone Ventures to take a 22% stake in Agzakhana.com, the country's first pharmaceutical logistics platform.

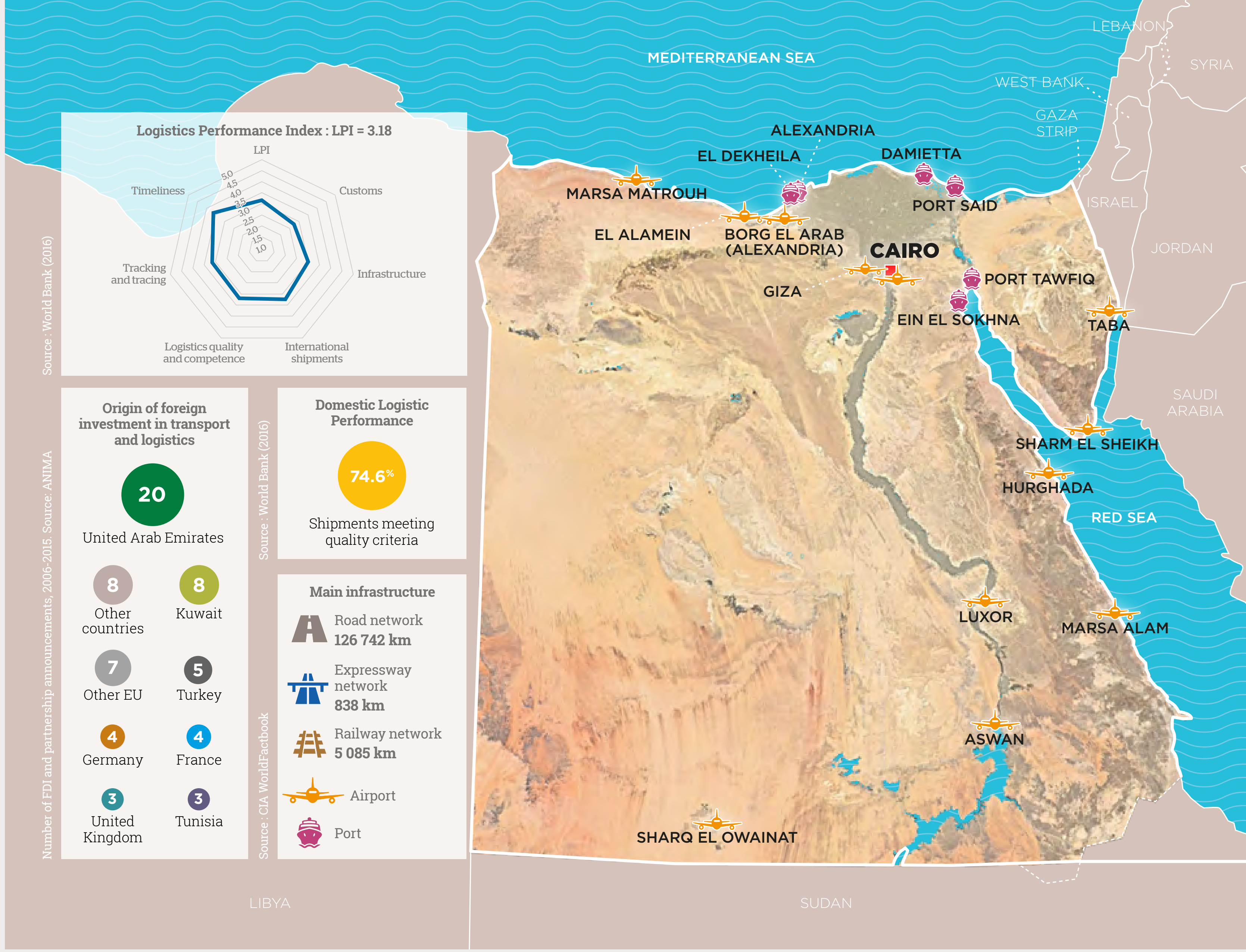
Aramex (United Arab Emirates). 2013. The logistics services company to open a new 15,000 square meter distribution and warehousing facility in Borg El Arab (€4.9 m).

FLAGSHIP EVENT

Pharos: international fair of transport and logistics, in Cairo. 500 exhibitors for the 2nd edition (11-13 October 2017).

NATIONAL STRATEGY

Vision 2030 (2015): National development strategy. Several projects in the field of transport and logistics: finalisation of 16 new roads and construction of strategic roads in South Sinai, completion of Cairo metro's line 3 and launch of line 4, development of the Suez Canal, construction of logistics infrastructure notably dedicated to the agrifood and mining sectors. Available on www.sdsegypt2030.com.



USEFUL CONTACTS

General Authority for Investment (GAFI): www.gafi.gov.eg

Ministry of Transports (ONT): www.mot.gov.eg

Professional association:
Transport department of the Federation of Egyptian Industries (FEI) - www.fei.org.eg

TRANSPORT AND LOGISTICS IN ISRAEL

LARGE PROJECTS... AND START-UPS!

Israel has a well-developed road and rail network as well as modern port and airport infrastructure. Significant investments have indeed been made since the 1990s, notably through concession contracts (BOT) combining Israeli and foreign businesses, be it in the field of roads (with for instance the Trans-Israel Highway, inaugurated in 2009 and currently being extended), rail (Tel Aviv is now linked to most major cities, from Nahariya in the north to Dimona in the Neguev) and ports (due to low trade with its neighbouring countries, Israel resorts to maritime transport for the transit of almost all its exports, from the ports of Haifa, Ashdod and Eilat).

Nevertheless, the growth of the transport sector, superior to that of the rest of the economy for the past ten years, has not achieved all expected progress, faced with sustained demographic growth: Israel indeed displays the highest traffic density per road kilometre among OECD countries.

The government therefore continues its investments while seeking to strengthen competition and encourage private investment. Concerning land transport, priority is given to the extension of the road network, the development of public transport and sustainable mobility solutions; the first "electric road" that charges vehicles using it was for example installed in 2016 in Tel Aviv by the start-up company ElectRoad.

Rail is not left behind: Israel Railways has presented in July 2017 a 2040 strategic plan that foresees linking the country's 4 largest cities at a speed of 250 km/h and tripling freight by train, for an amount of about 30 billion euros.

In the cities, light-rail vehicles are developing: Jerusalem's second line and Tel Aviv's first line are in the making, and other projects are expected by 2023. Two new ports are eventually going to complement existing infrastructure in Ashdod and Haifa, which should be privatised; and a new airport will be inaugurated in Eilat in 2018.

Plenty of opportunities thus result from these large projects, for both national and foreign operators. Furthermore, Israel offers interesting partnership perspectives with its start-ups specialised in transport and logistics services.

Fundraisings of several million euros were led in 2017 for the benefit of Bringg, which has developed a customer-driven logistics platform for businesses, and Freightos, which online freight market has already convinced 10,000 users including the 20 world-leading forwarders. Israel is also advanced on technologies which will shape tomorrow's transport: computer vision, navigation, but also "socially responsible" carpooling or electric, connected... and driverless cars!

THEY INVESTED IN ISRAEL...

Volkswagen (Germany). 2016. The group to heavily invest in Uber rival Gett in new ride-sharing partnership (€272 m).

SNCF (France). 2015. The group to ink a strategic partnership with "Smart Transportation", an Israeli incubator launched by Tel-Aviv University.

ICV Capital Partners (USA). 2015. The fund to take part in a Series B funding round for online freight network Freightos, along with fellow American fund Annox Capital (€12.5 m).

Olive Tree Capital (Jordan). 2015. The fund to invest in FanZone, a social networking platform which allows to share transport to sports events and live music concerts (€4.5 m).

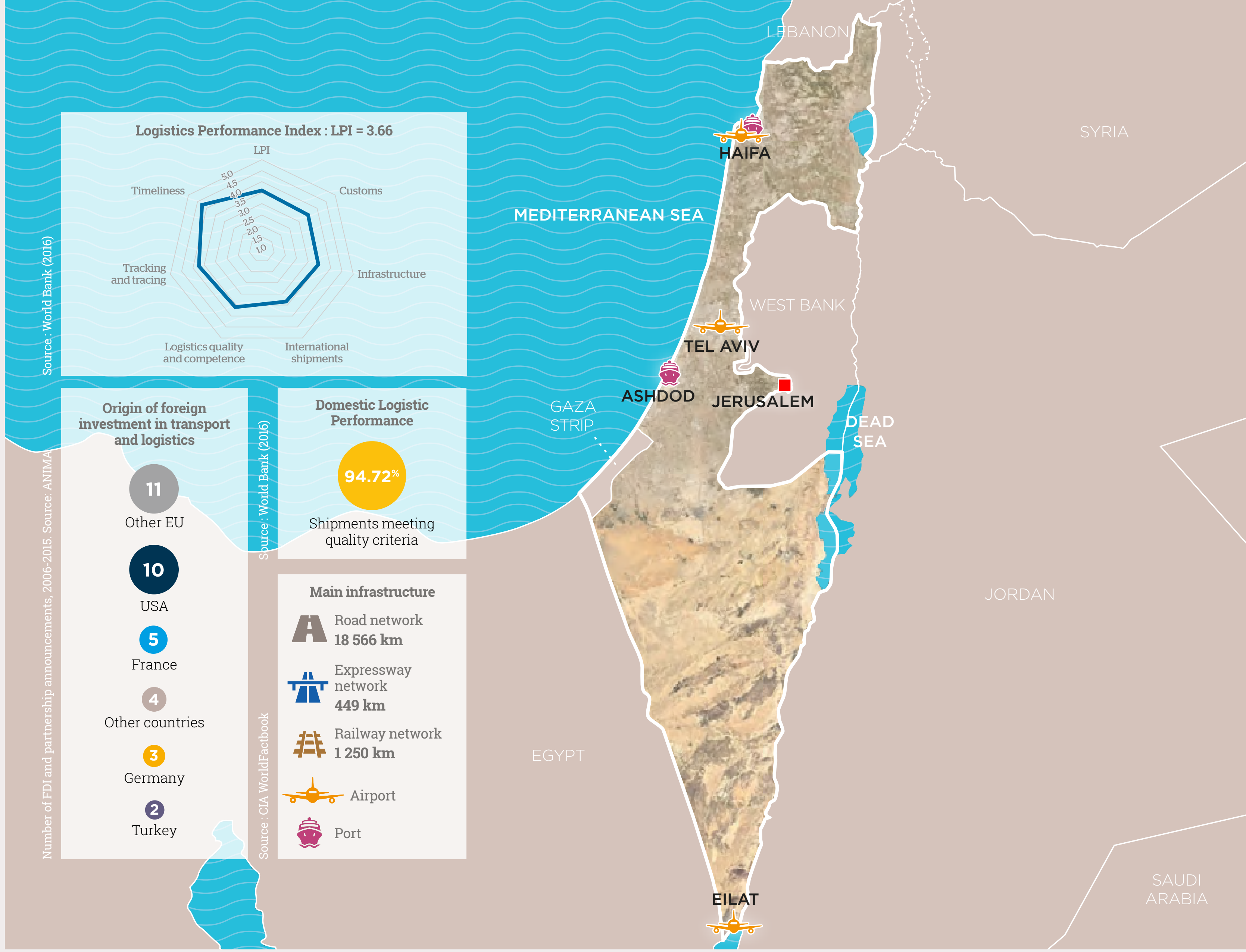
Hearst Corporation (USA). 2015. The fund to team up with Roman Abramovich and take part in a Series B funding to accelerate growth of new shared taxi company Via (€24 m).

FLAGSHIP EVENT

No event specific to the sector but an annual summit in Tel Aviv dedicated to mobility upon initiative of the Prime Minister: **The Fuel Choices & Smart Mobility Initiative Summit.** 1,500 participants and 30 countries for the 2017 edition (31st October – 1st November).

NATIONAL STRATEGY

No recent strategy but sector guidelines are available on Ministry of Transport and Road Safety website: www.en.mot.gov.il.



USEFUL CONTACTS

Invest in Israel: www.investinisrael.gov.il

Platform for linking with Israeli start-ups: finder.startupnationcentral.org/startups

Directory of main enterprises and authorities in charge of transport: www.en.mot.gov.il/corporations.

TRANSPORT AND LOGISTICS IN JORDAN

SEVERAL INFRASTRUCTURE PROJECTS IN THE PIPELINE

As the most stable State of the region, Jordan constitutes a crossroads of transit and commercial trade between Europe, Asia and Africa. The port of Aqaba, on the Red Sea, is an important destination for the export and re-export of goods, and the future opening of the border with Iraq suggests new perspectives.

The country is actively working on the modernisation and liberalisation of its transport sector, with the support of international organisations. Recent achievements include the extension of Queen Alia airport (jointly conducted by AIG, an international consortium that won in 2007 a 25-year concession contract, and French ADP, which holds the corresponding management contract), Aqaba port (implemented by Jordanian-Dutch joint-venture ACT, which 25-year BOT contract was signed in 2006), and the high service level bus project in Amman, under development, which aims at reducing road congestion affecting the capital.

Jordan has detailed its transport development strategy in the Jordan Economic Growth Plan 2018-2022 (JEGP). It includes several investment projects, which all constitute short and medium-term opportunities for foreign businesses, whether as operators or service providers.

The Kingdom first intends to directly finance public transport projects (renovation of infrastructure, strengthening of connections, development of intelligent systems) and road freight transport projects (training, fleet renovation and equipment destined to drivers).

The country then plans to rely on the private sector, first through concession contracts (BOT) to renovate 2 airports (Marka in Amman and King Hussein in Aqaba, for respective investments of 80 and 60 million dollars - $m) and build the Southern Shuna one in the Jordan valley, dedicated to passenger and agricultural goods transport ($321 m). Resorting to private investors is also planned to create an Amman-Zarqa high service level bus line ($110 m of which $24 m brought by the Gulf Cooperation Council).

Last priority, strengthening intermodality will be based on a 942-km rail freight connection linking industrial cities and logistics centres of the country to bridge Europe and the Gulf (an investment of more than 2 billion dollars), and the creation of two dry ports and logistics centres: in Amman ("Madounah" project) and in Ma'an (near the governorate's industrial park, the future rail connection and main roads serving Saudi Arabia, Iraq and Aqaba).

THEY INVESTED IN JORDAN…

Air Arabia (United Arab Emirates). 2015. The low cost carrier to buy 49% of Petra Airlines from its original founder the RUM group, and to rename the company Air Arabia Jordan.

CMA-CGM (France). 2012. The group to launch Rex 2, a direct service between Aqaba and China (3900 TEU), under a Vessel Sharing Agreement with Chinese Hanjin, CSCL and Yang Ming.

Air Arabia (United Arab Emirates). 2011. The airline carrier to open a fourth hub in Jordan, after those of Sharjah, Casablanca and Alexandria.

Air Arabia (United Arab Emirates). 2010. The low-cost carrier to establish a joint-venture with local Tantash group to set up Air Arabia Jordan, the first low-cost airline in the country (€18 m).

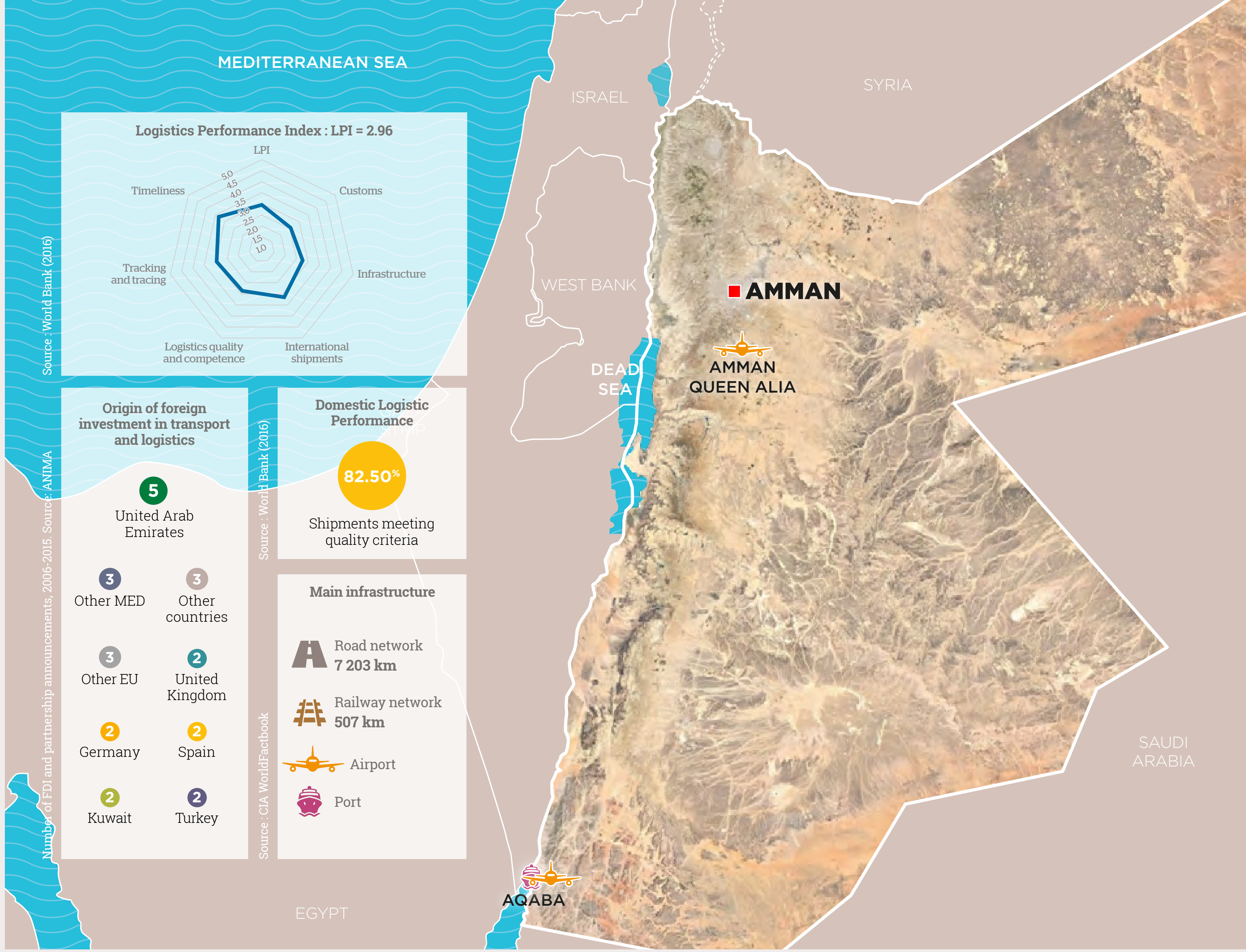
City Group (Kuwait). 2010. Kuwait's public transportation company to acquire a 51% stake in Autobus (Comprehensive Multiple Transport Company) of Amman (€15 m).

FLAGSHIP EVENT

15th TRANS Middle East: event with regional reach (Middle East) dedicated to maritime transport. 400 professionals for the 2018 edition in Jordan, in Aqaba (24-25 October).

NATIONAL STRATEGY

Jordan Economic Growth Plan 2018-2022 (2017): priority to the "set-up of an efficient and sustainable transport system" with the objective of making the country a "competitive regional hub for maritime, air, rail, land and logistics transport". Available on www.egp.jo.



USEFUL CONTACTS

Jordan Investment Commission: jic.gov.jo/portal

Ministry of Transport: www.mot.gov.jo

Aqaba Special Economic Zone Authority: www.aseza.jo

Professional association:
Jordanian Logistics Association (JLA) - www.jla.jo

TRANSPORT AND LOGISTICS IN LEBANON

PRIORITY TO LAND TRANSPORT AND INTERMODALITY

Lebanon constitutes an attractive destination for transport operators, due to its role of regional trade platform (foreign trade generates more than a quarter of national GDP), its capital with regional economic and cultural influence, and its largely liberalised economy.

State role is indeed limited to the upgrading of infrastructure, improvement of regulation and implementation of private sector incentives. Several large projects were implemented over the past two decades but a lot remains to be done: funding needs of the transport infrastructure sector amount to 2 billion dollars and essentially concern land transport and intermodality.

The country currently offers quick and effective access to the rest of the region by air and sea. The ports of Beirut and Tripoli are managed by the private sector through concession contracts. The Beirut port, one of the largest in the Eastern Mediterranean, has been expanded and notably hosts the transhipment centres of MSC and CMA-CGM, world 2nd and 3rd companies of container transport.

In Tripoli, works are ongoing after the construction of a new container terminal in order to triple storage capacity. The last phase of works, for which the government is seeking an estimated 40 M$ funding, will allow connecting the port to the closest rail and road infrastructure. Lastly, a new port was built in Saida: tenders are underway to complete equipment (gantry cranes).

Land transport now constitutes the priority of authorities. In the field of rail first, feasibility studies are to validate the project of future coastal connection linking the northern border to Beirut via Tripoli, which will be implemented by the private sector under supervision from the Railway and Public Bus Transport Authority (RPTA).

The Lebanese government also continues improving and rehabilitating the road network, with the support of the World Bank: tenders are being prepared at the Council for Development and Reconstruction (CDR).

Another major challenge, the development of public transport should allow reducing congestion issues that paralyse Beirut. Last, Lebanon is contemplating the opportunity to build a dry port serving as a logistics platform, to facilitate intermodality and accelerate customs clearance.

THEY INVESTED IN LEBANON...

Germania (Germany). 2016. The airline carrier to launch a bi-weekly flight between Zurich and Beirut.

eCab (France). 2016. The startup founded by Paris and Europe taxi leader to team up with Lebanese Allo Taxi to launch its taxi booking app throughout the country.

United Arab Shipping Company (Kuwait) and Arkas Container Transport SA (Turkey). 2016. The two shipping companies to add a new service to the port of Tripoli.

Bollore (France). 2012. SDV, the group's affiliate specialised in transport and logistic, to acquire a minority stake in Lebanese Fast Mondial and Marine.

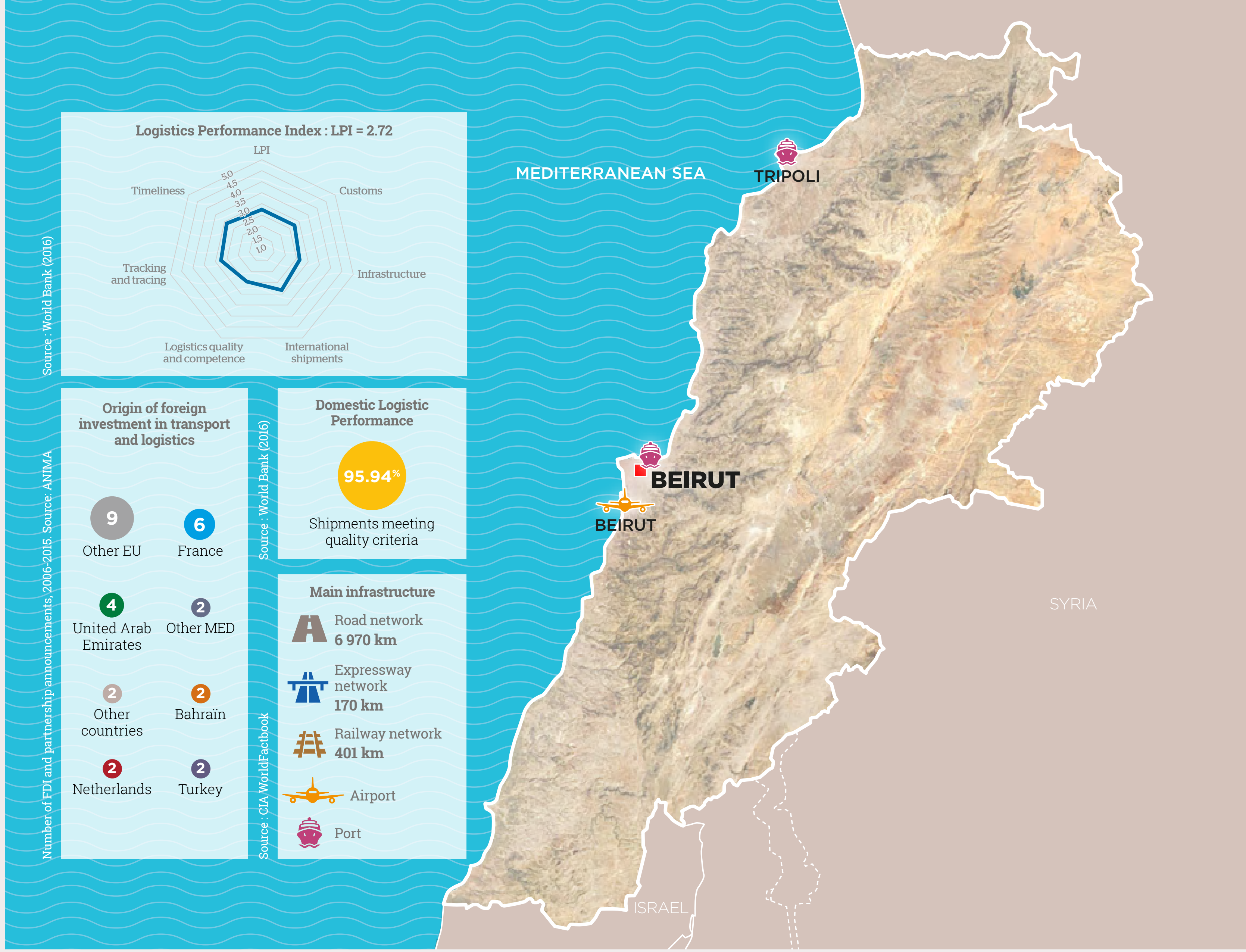
DHL (Germany). 2011. The company to launch an investment plan in Lebanon, its redistribution point for the Middle East, where it has been operating for 35 years (€3.2 m).

FLAGSHIP EVENT

No dedicated event but the construction section of the transport sector is covered by Project Lebanon: Annual fair of construction trades, in Beirut. More than 300 exhibitors and 20 countries for the 23rd edition (26-29 June 2018).

NATIONAL STRATEGY

Economic and Social Reform Action Plan 2012-2015 (2012): identification of transport sector priorities. Funding needs estimated at 2 billion dollars. Available on www.pcm.gov.lb.



USEFUL CONTACTS

Invest in Lebanon (IDAL): investinlebanon.gov.lb

Ministry of Public Works and Transport: www.transportation.gov.lb

Professional association:
Association of Lebanese Industrialists (ALI) - www.ali.org.lb

TRANSPORT AND LOGISTICS IN MOROCCO

A BOOMING SECTOR

Given its privileged geographic position and aware of the sector's vital role for its global competitiveness, Morocco has since the 2000s engaged in an ambitious strategy to improve its transport and logistics infrastructure and services, which is now paying off.

The choice of the European Logistics Association, which organises in Morocco its annual Eurolog congress in 2018, is a great recognition of the role of commercial hub between Europe and West Africa now played by the Kingdom.

The upgrading of infrastructure, which has mobilised more than 12 billion euros over the 2010-2015 period, continues at sustained pace. Iconic projects include the Tanger Med deep water port project and the Casablanca-Tangiers high-speed train line (LGV), which should be ready for service in 2018.

The logistics offer is also strongly growing: the Moroccan Agency for Logistics Development (AMDL) estimates that the logistics platforms surface has nearly been multiplied by 7 in 6 years, allowing a considerable reduction in storage costs. The needs of the booming Moroccan industry are nonetheless far from covered: many markets remain to be explored despite the arrival of several global operators.

Morocco will continue to be full of opportunities for foreign businesses. Large infrastructure projects represent plenty of contracts in construction and related services: equipment supply, management, training and consulting.

In the road sector, the network managed by Autoroutes du Maroc is to be liberalised. For what concerns rail, the National Railways Office (ONCF) has a budget of more than 10 billion euros until 2035 for a Tangiers-Agadir connection via Rabat, Casablanca, Marrakesh and Essaouira (including a Casablanca-Marrakesh LGV), then Casablanca-Oujda via Meknes and Fes, as well as several modernisation works and possible urban tram lines that would complete the first achievements of Rabat and Casablanca.

In the air sector, the Moroccan Airports Authority (ONDA) is monitoring renovation and expansion projects aiming at supporting the development of tourism. In the maritime field lastly, new ports are planned. The logistics sector is not left behind, with opportunities in integral logistics services, quality transport activities and further development of logistics platforms.

THEY INVESTED IN MOROCCO...

Mory (France). 2016. The transport group to invest in a logistics platform in Midparc Casablanca industrial park, after launching offices in Tangiers and Casablanca.

UPS (USA). 2016. The package delivery company to inaugurate its new 1,300 sqm bonded warehouse at Casablanca Mohammed V international airport.

DHL (Germany). 2016. The logistics company to launch its second connection in Morocco and inaugurate a new direct daily flight between Ibn Battouta airport in Tangiers and its global hub in Leipzig.

Calsina Carre (Spain). 2015. The logistics and transportation group to double the size of the truck fleet for its Moroccan subsidiary in Tangiers (€1.8 m).

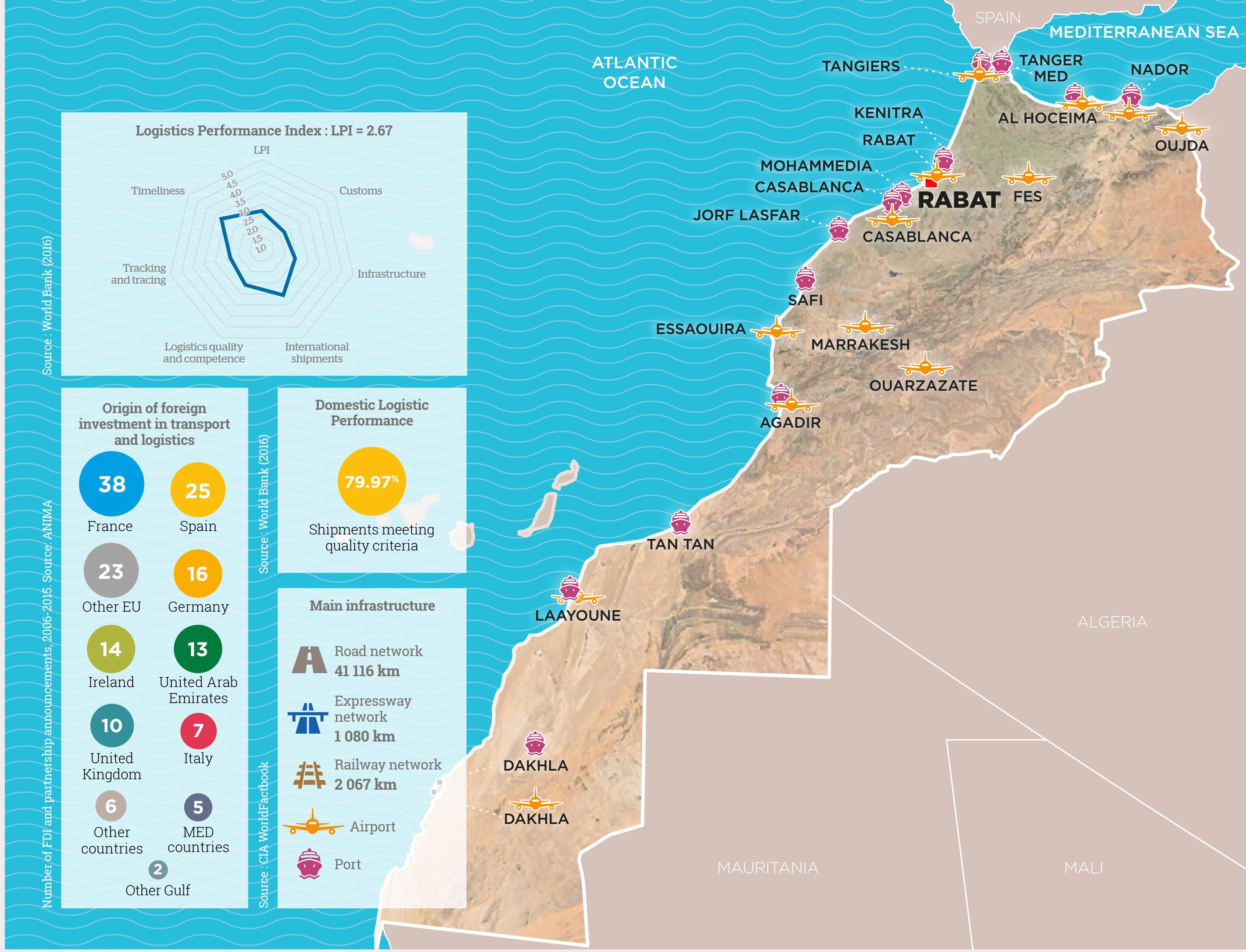
Rhenus Logistics/KOG (Germany). 2015. The group to set up a Rhenus Logistics subsidiary in Tangiers, with plans to open offices in Casablanca, Agadir, Marrakesh and Fes.

FLAGSHIP EVENT

Logismed: transport and logistics fair for Africa and the Mediterranean, annual event in Casablanca. 150 exhibitors and nearly 5,000 professional visitors for the 7th edition (May 2018).

NATIONAL STRATEGY

National Logistics Competitiveness Development Strategy (2014): development of logistics zones (3,300 hectares by 2030, up from 600 ha in 2016), optimisation of logistics chains, governance, skills development and emergence of effective logisticians. Available on www.amdl.gov.ma.



USEFUL CONTACTS

Invest in Morocco: www.invest.gov.ma

Moroccan Agency for Logistics Development (AMDL): www.amdl.gov.ma

Information portal on logistics in Morocco: www.ma-logistique.ma

Moroccan portal of public procurement: www.marchespublics.gov.ma

Professional associations:
Moroccan Association for Logistics (AMLOG) - www.amlog.ma
Logistics committees of the federations (automotive, agrifood, aeronautic, etc.) within the General Confederation of Moroccan Enterprises - www.cgem.ma
Logistics cluster of the Souss-Massa region - www.logipolesm.org.ma

TRANSPORT AND LOGISTICS IN PALESTINE

A DEVELOPMENT DEPENDENT ON THE PEACE PROCESS

The improvement of transport and logistics services in Palestine will not happen without a radical change in the country's relations with its neighbours, starting with Israel. Palestinian domestic and international trade is indeed largely managed by the Israeli State due to its control on borders, roads, railways, ports and airports.

Restrictions to the free movement of goods and people are numerous: checkpoints, road closures, strong barriers on flows with the Gaza strip linked to the partial economic embargo. Trade between the West Bank and Gaza is operated by land, on roads depending on Israel as well.

As for Palestinian exporting businesses, they have 3 options: use Israeli ports and airports, which is the most competitive option despite security constraints; transit through Jordan, which is gaining attractiveness thanks to the equipment upgrading of Queen Alia airport and Aqaba port; and lastly send the products to Egypt via Israel, which constitutes the most expensive solution apart from when Egypt is the final destination.

Such situation strongly penalises local businesses by increasing their logistics costs, extending transit times and reducing their abilities to commit to deadlines. An improvement of this situation would be extremely profitable: about 85% of Palestinian GDP is based on commercial flows (20% export and 80% import). Many Palestinian businesses actually want to move towards export strategies, driven by a logic of both necessity and opportunity.

Palestine indeed has various real assets despite its current isolation: strategic location east of the Mediterranean, proximity with several efficient ports, direct borders with Jordan and Egypt, and trade agreements with the European Union, the United States, Jordan and Egypt as well as Arab League countries.

The reduction of checkpoints to ease the mobility of goods and people between Palestine and Israel would pave the way for a wide range of opportunities in the sector of transport and logistics services, and in fact in the entire Palestinian economy.

It unfortunately does not seem to be on the agenda, although there are talks about the creation of a port that would allow opening up Gaza by organising the transport of goods with the Turkish part of Cyprus or an artificial island.

THEY INVESTED IN PALESTINE...

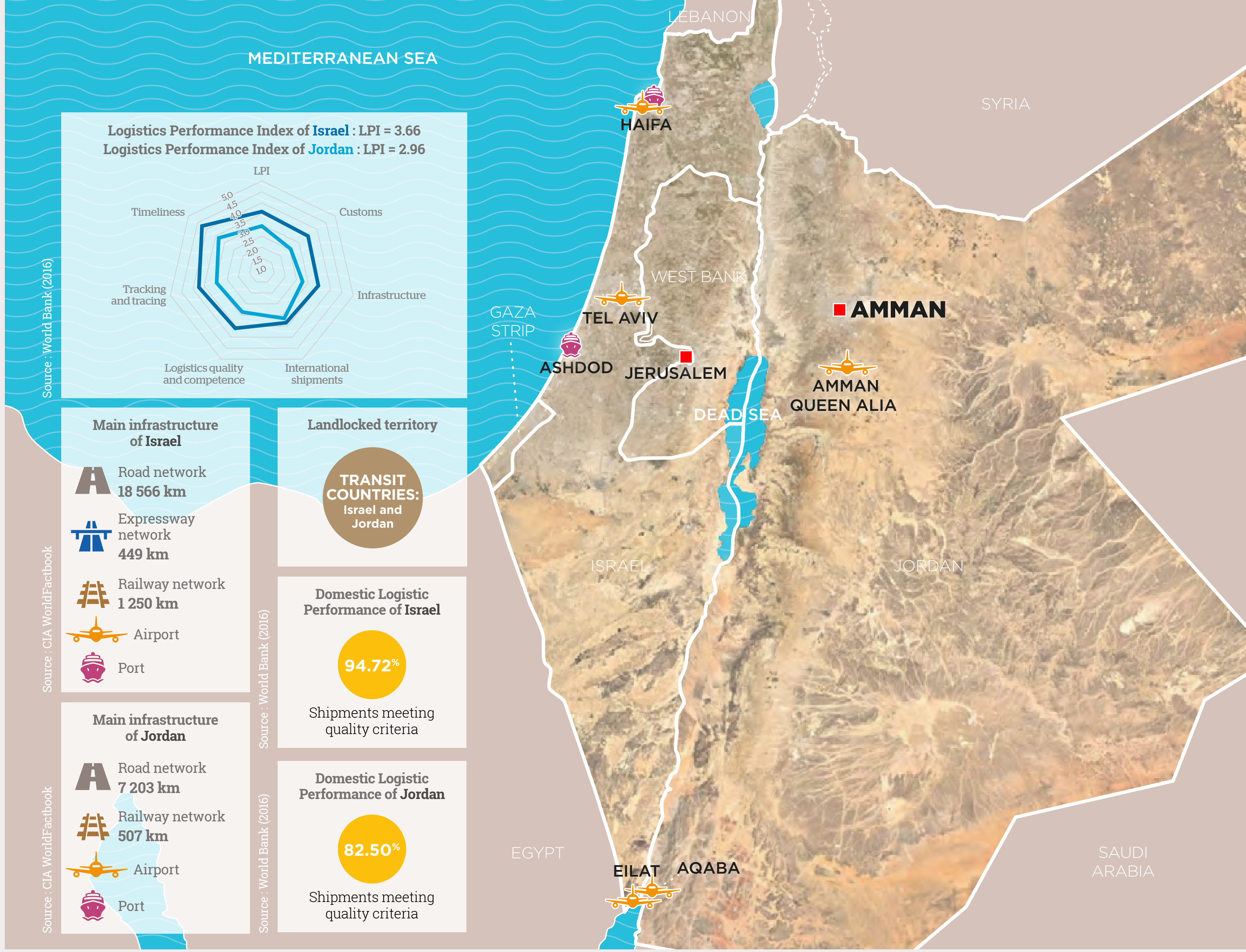
Careem (United Arab Emirates). 2017. The ride-hailing service to begin operations in Ramallah, with plans to expand into more cities in the near future.

FLAGSHIP EVENT

No major event in Palestine.

NATIONAL STRATEGY

National export strategy – Logistics and trade facilitation (2014-2018): 3 strategic objectives. 1. Capacity building of national institutions in charge of supporting exporting companies, 2. Improvement of access to information, 3. Improvement of export routes and processes thanks to the identification of new solutions and rationalisation of the existing. Available on www.paltrade.org.



USEFUL CONTACTS

Palestinian Investment Promotion Agency (PIPA): www.pipa.ps

Professional associations:
Palestinian Federation of Industries (PFI) - www.pfi.ps
Palestine Trade Centre (PalTrade, national association providing export support services) - www.paltrade.org.

TRANSPORT AND LOGISTICS IN TUNISIA

STRUCTURING PROJECTS CURRENTLY BEING IDENTIFIED

Tunisia is a substantially export-oriented country, based on an open economy. The sector of transport and logistics, which represented 7% of national GDP in 2015, is thus of crucial importance for the development and competitiveness of the country. Internal and international logistics flows increase twice faster on average than GDP and should double within the next 10 years.

Tunisia is the first country in the region to have designed structuring logistics projects, with the Enfidha deep water port and a national network of logistics platforms adjoining trade ports, airports and railways. However, several years of under-investment have led to a significant deterioration of infrastructure and a drop in the country's logistics performance.

The government has committed to tackle this issue with the 2016-2020 five-year plan, which estimates the sector's funding needs at 6 billion euros, of which more than a third is to come from foreign investments. To this end, the country is preparing a national logistics strategy and a National Transport Master Plan for 2040.

There are plenty of needs, especially for the development of public transport (rehabilitation and extension of networks, renewal of equipment and vehicles), the modernisation of maritime transport services and the development of freight by rail in particular. Some projects are already launched, such as the creation of the Tunis fast rail network (600 M€) and the rehabilitation and extension of the light metro network (tramway), in the capital as well.

Tunisia therefore offers a wide range of opportunities for foreign businesses, despite the modest size of its market. The effectiveness of local logistics has already convinced many foreign investors, which have established themselves in the country and contribute to the strengthening of know-how and the reduction of logistics costs, which are still high compared to those of major emerging powers.

Numerous tenders will be launched in the months and years to come. Large projects currently being identified particularly include the creation of 5 logistics zones of a total surface of 580 ha, in the framework of public-private partnerships, the creation of a regional logistics cluster in the region of Sfax (which notably enjoys the support of European project Logismed Soft), and the extension and modernisation of the Tunis-Carthage international airport, or the construction of a new airport, Airport City, serving Greater Tunis.

THEY INVESTED IN TUNISIA...

UPS (USA). 2016. The package delivery company to team up with Express Logistic to launch an air cargo company serving 51 African capital cities from Enfidha.

Rhenus Logistics (Germany). 2015. The logistics group to establish KOG Transport, a Tunisian subsidiary, through its Swiss affiliate KOG.

RATP/RATP DEV (France). 2015. The public company to ink a partnership with Société des Transports de Tunis to improve the efficiency of the Tunis public transportation network.

CMA-CGM (France). 2015. The ship owner to launch its dry ports development strategy in Tunisia by creating a land transport subsidiary, CMA-CGM Inland Services Tunisia.

Emirates Airline (United Arab Emirates). 2013. The airline carrier to set up in Tunis a branch of its DNata subsidiary, the world's fourth-ranking aviation services company.

FLAGSHIP EVENT

No dedicated event but the construction section of the transport sector is covered by Batimaghreb Expo: Annual construction fair, in Tunis. More than 60 exhibitors for 12th edition (25-26 October 2017).

NATIONAL STRATEGY

Tunisia 2020 Plan (2016): definition of transport and logistics sector objectives for 2020. Creation of 30,000 jobs, reduction of CO_2 emissions (-20% compared to 2010), development of the logistics sector (5.5% of GDP up from 4.5% in 2010), development of 580 ha of logistics zones (800 m€ of which 60% funded by the private sector). Available on www.tunisia2020.com.

National logistics plan under development: launch in 2017 of several tenders related to the development of benchmarks, performance indicators and the institutional and regulatory framework of the sector, available on the Ministry of Transport website www.transport.tn.

USEFUL CONTACTS

Agency for the Promotion of Industry and Innovation (APII):
www.tunisieindustrie.nat.tn

Professional associations:
National Federation of Transport, within the Tunisian Union of Industry, Trade and Handicrafts (UTICA) - www.utica.org.tn
Confederation of Tunisian Citizen Enterprises (CONECT) - www.conect.org.tn