

Highlights

The EDILE project: toward an optimisation of investments to the benefit of local economies

The EDILE initiative comes from an observation: private and public investment has strongly increased over the past 15 years in southern Mediterranean countries, however often not meeting expected results in terms of local spillovers.

This observation led to the EDILE project, which aims at fostering the inclusive development of local economies through a better evaluation of investment projects.

The project aims to provide assessment tools, including a methodological guide, and support the organisations responsible for the regulation and implementation of investment projects so that they can generate a maximum, positive local impact, particularly in terms of employment, subcontracting and respect for the environment.

EDILE is implemented by ANIMA Investment Network and 7 Euro-Mediterranean partners. Forty actions are planned over 2014 and 2015. It is co-financed up to 1.7 million Euros by the European Union via the ENPI CBC MED Programme.

The EDILE methodological guide will be tested on 15 pilot investment projects in Lebanon, Palestine and Tunisia before a final version is proposed. Training sessions for the actors of the different organisations involved in supporting investment projects are planned all along the project. This tool could play a crucial role in allowing to select the best public investment projects, negotiate with private investors and concentrate public support and funding mechanisms on projects which are the most likely to contribute to the inclusive development of territories: job creation, local subcontracting, training, respect for the environment, etc.

Partners and project associates

Coordination: ANIMA Investment Network

Partners: Chamber of Commerce, Industry and Agriculture of Beirut-Mount Lebanon (CCIA-BML, Lebanon), Palestinian Industrial Estate and Free Zone Authority (PIEFZA, Palestine), Agence de Promotion de l'Industrie et de l'Innovation (API, Tunisia), Office de coopération économique pour la Méditerranée et l'Orient (OCEMO, France), ClassM (France), Toscana Promozione (Italy), iesMed (Spain)

Strategic partners: BusinessMed, Ministère du Développement Régional et de la Planification (Tunisia), WWF (Italy), Région PACA (France), Agence des Villes et Territoires Méditerranéens Durables (France), Agence Française de Développement (France), Entreprise Greece (Greece), Finances Conseil Méditerranée (France), Caisse des Dépôts et Consignations (France)

Results of country missions in Lebanon, Palestine and Tunisia: existing practices and recommendations

Establish an assessment of existing evaluation practices: such was the objective of classM and ANIMA experts when visiting Beirut, Ramallah and Tunis in March 2014 in order to meet with a large scope of organisations involved at different stages of public, private, domestic and foreign investment project life cycle. CCIA BML (Lebanon), PIEFZA and PIPA (Palestine) and API (Tunisia) prepared packed meeting programmes: ministries and public agencies, local authorities, investment promotion agencies, public and private banks, investment and risk capital funds, business federations, incubators, industrial zones managers, as well as European Union delegations and local agencies of the AFD, associate partner of EDILE.

The three country reports subsequent to these missions address the general context of investment policies and the instruction procedures for public and private investments. The main lesson is that beyond evaluation as a public organisation practice, the EDILE guide should enable triggering an improvement process of the investment project, for the project developer of course, but also for the organisation in charge of supporting his project.

These missions have also allowed a first contact with local and national organisations that will participate in the project, as well as formulating recommendations on the implementation of several actions: actors and issues to target in priority, synergies with other initiatives, and first review of possible pilot investment projects.

Launch of the EDILE project on 14 and 15 April 2014, in Florence

EDILE partners and associates gathered on 14 and 15 April in Florence (Italy) for the official launch of the project. This meeting organised by Toscana Promozione allowed sharing the objectives of EDILE, exchanging on its principles and establishing work plan and procedures for 2014 and 2015. It has also been the opportunity for the Management Authority in charge of the ENPI CBC MED programme, under which the project is funded, to reaffirm its commitment and support to the EDILE initiative.



The public conference organised on 15 April 2014 gathered about fifty participants from various organisations and regions. The main issues addressed were:

- A focus on the example of Tuscany Region: “Foreign Direct Investment in Tuscany region and Relations with MED countries”. Interventions from Paolo Ernesto Tedeschi, Cabinet Director of the President of Tuscany Region, and Stefano Giovannelli, Director of Toscana Promozione.
- Input on “Inclusive development of local economies: the role of investment projects” (Emmanuel Noutary, General Delegate of ANIMA), and “Increasing local value creation through FDI: project evaluation” (Bénédict de Saint-Laurent, Economist, associate expert to the EDILE project).
- Discussions on “FDI, Human Capital, Corporate Social Responsibility, Social Economy and Local Development”: Monica Colom (Tuscany Region), François-Xavier d’Ornellas (ClassM), Giuseppe Lotti (University of Florence), Marina Gomei, (WWF - Mediterranean Programme Office), Noureddine Taktak (Director-General of the Agency for the Promotion of Industry and Innovation, Tunisia), Guillaume Thureau (iesMed) and Enrico Venturini (Next Technology - OTIR2020).

Focus

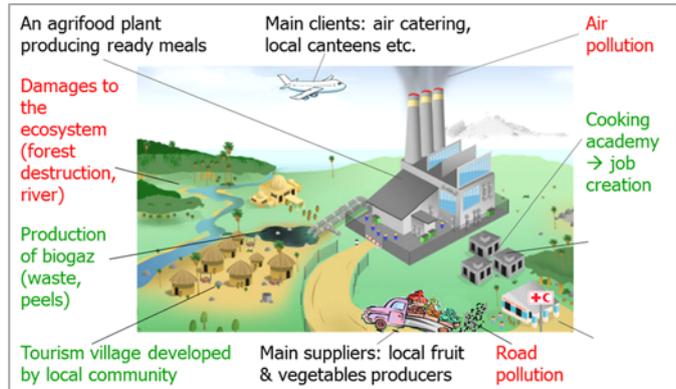
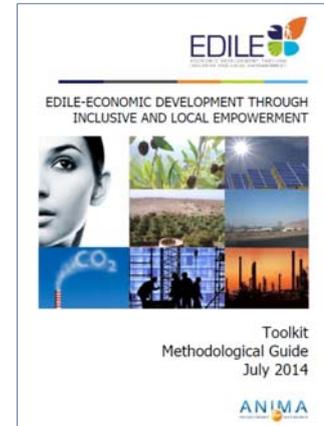
EDILE methodological guide: a first version to be tested in the evaluation of pilot projects

The EDILE guide is one of the project pillars: it will serve as a tool for the evaluation of pilot projects, training sessions and regional seminars. The first version of this methodological guide, presented during the validation seminar on 10 and 11 July 2014 in Marseille, has been shaped over 4 months of intense work, discussions and exchange between partners. It was prepared by Bénédict de Saint-Laurent, external expert hired in March 2014, and by the European partners of the project, with contributions from several strategic partners, especially AFD.

The methodology guide displays, in addition to a glossary:

- An overview of the main analysis and monitoring methods that are available to investors, project owners, project managers or administrations interested in assessing the effectiveness and impact of the project or improving its governance.
- The detailed description of 70 criteria or “dimensions” on which a project can be assessed. All are not obviously relevant to all projects. Only fifteen are truly essential (for example financial viability, economic impact, direct or indirect job creation, damage to the environment etc.). This referential for the assessment, optimisation and implementation of projects is, however, an essential resource for those who wish to achieve a complete investment project analysis.
- The presentation of a case study (the *EGOPIA* project, a fictitious project in agrifood) that serves as a thread all along the guide in order to understand, with mostly quantitative data, the meaning of different criteria and indicators.

This first version of the guide will be amended to take into account recommendations from the validation seminar, then improved all along the pilot projects evaluation process, so as to make it as operational, concrete and easy to use as possible.



Our partners in action

3rd Strategic Council and EDILE validation seminar organised by OCEMO, 10 and 11 July 2014 in Marseille

OCEMO and ANIMA gathered in Marseille, at Villa Valmer, on 10 and 11 July, around thirty associates and operational partners of the EDILE project as well as international donors. This seminar enabled validating the first version of the investment project evaluation guide and presenting a list of pilot projects which will be analysed with this new grid.

A thorough guide... to be simplified

The different participants of the seminar share very close views on this guide. It is an extremely thorough document that needs to be simplified for users. For Filippo Giabbani, Executive Director for International Trade & Investment Promotion of Toscana Promozione, "it will be difficult to collect certain information from companies". He suggests creating, from the 70 criteria, a start level that includes some basic strategic criteria.



Manager of the CMI (Marseille Centre for Mediterranean Integration), Mourad Ezzine stresses the importance of project evaluation. He believes the guide to be very pedagogical, but its potential users need to be identified. Mourad Ezzine thinks NGOs and civil society "must be aware of these evaluation techniques to be able to use them for action in terms of environment protection".

Mongia Khemiri, executive director of evaluation at the Ministry of Regional Development and Evaluation of Tunisia, believes this guide fills in a gap. "EDILE comes at the right time for Tunisia. We are finally going to have the possibility to quantify, evaluate and monitor".

Convince financiers and companies

Once tested and validated, the EDILE evaluation guide cannot generate its expected effects unless public authorities and donors endorse it. François Xavier d'Ornellas (ClassM) proposes in this regard to "integrate big donors' demands the earliest possible, so that they appropriate the tool and integrate it in their own validation process". Another unanimous observation: the guide targets companies as well, which will then engage in a process of auto-evaluation and project improvement. Guillaume Thureau (iesMed) underlines the possible financial benefits, linked for example to a larger proportion of local purchases, which usually come along with positive local impacts.

Now remains validating this guide thanks to the evaluation of pilot projects...

The European Investment Bank (EIB) seeks a practical referential



EIB Vice-president, Philippe de Fontaine Vive expressed his interest in the tool developed by EDILE. "We are equipped for large projects, but we seek more and more to fund smaller-sized projects. We often have a problem regarding the quality of the presentation of these smaller projects. After going through the EDILE evaluation grid, they would turn much more complete. This first referential is impressive. The issue is now to obtain something more accessible for operators. The EIB also needs to spot civil society actors and other NGOs, to be able to evaluate

the degree of project acceptance among local populations. The EDILE referential could be useful in this purpose. It could additionally bring a lot in identifying real beneficiaries of evaluated operations, by quantifying spillover in terms of jobs, subcontracting, pollution... Last, I believe your tool could eventually become a label, a sustainable development good conduct patent. By acting as a filter, it would further reduce subsequent record treatment times by financiers and communities.

Next Steps

Evaluation of pilot projects: first ideas for the selection in Tunisia and Lebanon

EDILE partners and associates gathered during the validation seminar addressed the stakes and challenges of pilot projects evaluation, which first step is a selection in progress for API (Tunisia) and CCIA-BML (Lebanon).

Wajdi Neffati (API) detailed a list of potential projects ranging from the sectors of renewable energy (production of photovoltaic panels in Jendouba) to tourism (Korbous thermal station), agrifood (Sidi Bouzid central dairy), chemicals (phosphates in Gafsa) up unto infrastructure projects (Tunis Fast Train Network), not forgetting the Sousse Cluster, a competitiveness pole dedicated to electrical, mechanical, electronic and IT activities.

Shaden Beydoun (CCIA-BML) presented suggestions going from agrifood (Mount Lebanon, Bekaa) to environmental tourism (Shuf valley) or classic tourism (Beirut, Mount Lebanon), environment and plastic industry, with the priority given to target SMEs.

The idea is to pick a panel of projects representative in terms of nature (private, public, PPP), location (geographical coverage), activity sector (agrifood, industries, services), investment amount (as well as company size) and progress (to implement, implemented or in progress).

The methodology will consist in identifying relevant stakeholders within each pilot project, introducing them to the EDILE approach through the referential, then visits and interviews in order to collect the data necessary for the follow-up and optimisation of these projects.

Contact and information

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Download the [project brief](#)

www.edile.eu (online soon)

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