



D3.1.1 TECHNICAL REPORT FOR MATCHMAKING LOCAL WORKSHOP IN TUNISIA



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Summary CallmeBLUE Project

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The role of maritime clusters is increasingly important in the process of connecting public and private entities working in all transversal sectors related to blue economy at both national and Mediterranean level. Maritime clusters are indeed crucial facilitators of networking, technology transfer, internationalization and innovation between SMEs, large companies, research centers, universities etc., and they act as key actors to promote sustainable investments of the blue economy.

CALLMEBLUE aims to strengthen existing clusters alliances in the Mediterranean area in order to accelerate north-south regional cooperation processes towards the emerging of strategic maritime clusters in North Africa area (south-south cooperation). CALLMEBLUE will aim to create a strategic vision and transferable models of interregional cooperation.

In particular, CALLMEBLUE will aim to implement concrete actions at both local and regional level in order to raise awareness on the relevance of Maritime clusters as key actors for a sustainable blue economy policy. The project will indeed promote exchange of best practices and knowledge transfer between north and southern area, including piloting learning activities aimed at offering a transferable training “Toolkit” , addressed to future maritime clusters in the southern area in order to be prepared on the legal, structural, administrative and management aspects for a concrete creation of future maritime clusters.

CALLMEBLUE ambition is to set-up and strengthen maritime clusters alliances (North-South cooperation) – particularly targeting southern Mediterranean countries (South-South cooperation) but also allowing to enhance regional dialogue and more advanced services offered to Cluster Mediterranean ecosystem. At this aim, CALLMEBLUE offers its role as an accelerator for the policy goals set by relevant regional initiatives such as the UfM Ministerial Declaration for sustainable blue economy and the WestMED Initiative.



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1. Executive Summary

This deliverable, “Matchmaking local workshop” clearly describes the results of the organization of local workshop in the reference area, including stakeholder engagement, recommendations and future action to take for promoting the blue economy sector in the area.

In this way, an approach to the state of the blue economy in the region, then in the Mediterranean area, and finally in the country where these events will take place is presented highlighting the need for creating synergies and developing clusters in this area.

The document presents the following structure:

1. The concept of the Blue Economy in Tunisia and its background, including the relevance of the local matchmaking workshop.
2. The methodology highlighting the main elements such objectives, KPIs, target groups and the communication strategy.
3. General and detailed description per workshop (agenda, content, etc.)
4. Results and outcomes
5. Final working tools

This workshop resulted in a collaborative effort that laid the groundwork for future partnerships and identified investment opportunities in the maritime sector.

2. Background and concept

The Blue Economy concept was promoted at the Rio+20 Conference in 2012, which emphasized the need to establish sustainable management of the oceans and seas, based on the premise that healthy ocean ecosystems are essential for a sustainable resource-based economy. At the same conference, the foundations were laid for the 2030 Agenda for Sustainable Development, adopted by the UN in 2015, which includes 17 Sustainable Development Goals (SDGs), which in turn provide an opportunity to address various social, educational, climate change and environmental issues. One of these is key to the issue of Blue Growth: SDG 14, "Conserve and sustainably use the oceans, seas and marine resources".

The so-called Blue Growth for Europe is the contribution of the Integrated Marine Policy to the 'EUROPE 2020 Strategy: A strategy for smart, sustainable and inclusive growth', European Commission (Brussels, 3.3.2010), COM (2010) 2020 final, which European maritime representatives supported in 2012 by contributing to it with a strong maritime content through the Informal Conference of IMP Ministers, Cyprus 7/8 October 2012 - Limassol Declaration. Thanks to this, the Blue Economy was put on the agenda of Europe and its member states.

Since 2008, the European Commission has committed its policies to the creation and promotion of clusters of excellence through various declarations: "Towards global clusters in the European Union: Implementing an extended innovation strategy" (17 October 2008), "An Integrated Industrial Policy in the age of globalization" of 28 October 2010, and "For a European Industrial Renaissance" (COM/2014/014 final).

On the other hand, the Union for the Mediterranean (UfM) is an intergovernmental organization made up of a total of 43 member states from Europe and the Mediterranean basin. It includes the 27 EU Member States, and the 15 Mediterranean partner countries of the Middle East, Southeast Europe, and North Africa, including Mauritania, Tunisia, and Algeria. This organization is working on a unique instrument to accelerate investment in the blue economy.

2.1. Tunisia

Tunisia occupies a pivotal position within the MENA region due to its strategic location in the southern Mediterranean. With a coastline stretching 2300 KM and a population of 12 million, it presents promising



opportunities for investment in a blue economy, crucial for enhancing the country's economic growth. The livelihoods of Tunisians are directly tied to the utilization of coastal and marine resources.

Tunisia recognized the need to address maritime sector challenges to overcome pandemic repercussions, aiming to boost economic contribution through an integrated, sustainable strategy.

The World Bank identifies key challenges in Tunisia's Blue Economy, including wealth creation, natural capital preservation, and climate change mitigation (The World Bank, 2022). These challenges will be faced through three strategic objectives fostering maritime activity growth, promoting social inclusion and gender equality, and ensuring natural resource sustainability.

To achieve these objectives, Tunisia has identified six strategic axes:

1. Establishment of institutional governance through the involvement of all stakeholders.
2. Coordination of policymaking, strategies, and plans or programs.
3. Promotion of resources and financing mechanisms for projects of the Blue Economy.
4. Creation of jobs that alleviate poverty, involve vulnerable groups and promote gender inclusion.
5. Training on marine and coastal capital.
6. Adaptation to climate change through legal measures.

These strategic axes constitute strategic frameworks for the development of a blue economy strategy in Tunisia, which has not yet been elaborated. It is also worth noting that, despite these guidelines, Tunisia has a national climate strategy for 2030 - 2050, which includes certain vulnerable sectors such as fishing and aquaculture, the coastline, and tourism. A map of coastal vulnerability to sea-level rise due to climate change has been drawn up, showing that 44% of coasts are vulnerable to very high levels of vulnerability, 24% to medium levels of vulnerability, and 32% to low levels of vulnerability (UNDP-TUNISIA).

Tunisia can also reach these objectives with the help of maritime clusters such as the “Tunisian National Maritime Cluster” (CMT), which was launched in 2019. CMT seeks to protect all maritime activities of the Mediterranean Sea in Tunisia, and, during the WestMED initiative, they declared that it “also aims to re-establish international relations, create blue economy lobbying

and chart a sustainable strategy in all maritime sectors by strengthening links between the North and the South of the Mediterranean” (WestMED Blue Economy Initiative, 2024).

The Cluster Maritime Tunisien also involves young people and women in the dynamic process of promoting Tunisia's blue economy and offers them a framework for mentoring and networking. Beyond this, the Cluster Maritime Tunisien is working to create a Maghreb and Arab maritime cluster that will open up wider strategic and economic horizons for the region. This ambitious project aims to unite the forces of the Maghreb and Arab countries around common issues related to the sea, thus strengthening regional cooperation.

Maritime clusters throw massive opportunities that can boost the Blue Economy of Tunisia. These clusters offer numerous advantages, including job creation, the exchange of innovative ideas and best practices for improving logistical operations, reducing environmental footprints, enhancing product quality and performance, and increasing production levels. Yet, they face challenges such as high export duties, low marketing engagement with foreign markets, and quality standards. These challenges will likely reduce its impact on the CMT if stakeholders are involved and cooperate with the cluster to establish measures, policies, and initiatives for the maritime sector.

2.2. Relevance of the matchmaking local workshop

Considering geographic factors such as coastlines and extensive areas where blue sectors operate, along with demographic aspects like the population dependent on coastal activities, and the economic significance of the blue economy sectors for various countries, cooperation among Northern and Southern Mediterranean regions, as well as among local, regional, and international stakeholders, is essential. The most effective way to promote the development of the blue economy in the North African Mediterranean area is by establishing Maritime Clusters and forming agreements between the Maghreb countries. This can be achieved by organizing the workshops of the CallmeBLUE project based on the prior needs analysis, aiming to address these needs through stakeholder participation and networking.

The local workshops held in Algeria, Mauritania, and Tunisia aim to foster stakeholder engagement, thereby boosting the cooperation between the northern and southern maritime clusters of the Mediterranean area to build relationships and address needs and gaps in the maritime sector, focusing on cluster creation to respond to these issues.



3. Methodology

3.1. Objective of the workshop

The Matchmaking Workshop, held in Tunisia on October 14, 2024, aims to strengthen the role of the Tunisian Maritime Cluster as a national hub for the blue economy. This event will address the challenges encountered by the CMT and develop recommendations in key sectors highlighted by the WP2 study. The main themes include fisheries and aquaculture, sustainable maritime transport, responsible tourism, seawater desalination, renewable energy, development of "Blue Skills" and "Soft Skills," digitalization, and marine waste management.

The workshop also provides a unique platform to create partnership opportunities between the public and private sectors, fostering inclusive and sustainable blue growth. The discussions aim to establish strategic collaborations to address the challenges of Tunisia's blue economy and maximize socio-economic and environmental benefits at the national level.

3.2. KPIs

- At least 1 workshop organized at the local level.
- At least 34 blue economy stakeholders in total participating in the workshops / 15 actors each partner to make sure to reach the KPIs.
- At least 3 young entrepreneurs and 4 active women active in the blue economy sectors.

3.3. Target group & Participation

The target group of the local matchmaking workshops is the stakeholders that have been already identified in the previous field analysis of CallmeBLUE.

For Tunisia, this workshop brought together 34 participants from both the public sector (75%) and the private sector (25%). The public sector was represented by Ms. Asma Shiri, Secretary General for Maritime Affairs, along with representatives from the Ministry of Transport, the Ministry of Environment, the Ministry of Tourism, and researchers from the National Institute of Marine Science and Technology (INSTM).

On the private sector side, key participants included GENMAR (a logistics company), VIRTUALDEV (a Tunisian software company), ASCO (a maritime transport company), and the professional group CMR Tunisia Ship Repairs, representing the nautical industries and CONECT (employers' and citizens' organization that federates Tunisian and foreign SMEs operating in several

sectors). Young participants also actively contributed to the discussions, enriching the exchange.

The different categories consist in the following actors:

Policymakers	Sectoral Bodies	Business organizations	Research centres & Universities
- Ministries representative - UE - WestMED Tunisia	- Public administration (Transport) - Environment - Tourism - General secretariat of maritime affairs)	- Big companies - SMEs - Startups - Pôle Mer Méditerranée - Federazione del Mare	- Experts - Professors - Researchers

Figure 1 - Target Group

3.4. Awareness of the matchmaking local workshop

The general methodology to be followed will be based on the stakeholders that have been involved in the previous needs analysis and the specific thematic.

Furthermore, the selection of the stakeholders to be invited to the workshop will depend on:

- The most promising BuE sectors found through the previous research “Maritime Clusters Blue Economy Reporting” (Tedesco & Martin, 2024), are:
 1. fisheries and aquaculture
 2. sustainable maritime transport
 3. responsible tourism
 4. desalination,
 5. renewable energy
 6. development of "Blue Skills" and "Soft Skills"
 7. digitalization

The Tunisian Maritime Cluster has created an Excel file inviting each member representing a specific theme to identify and invite at least seven active stakeholders in their respective fields. This initiative aims to diversify perspectives and enrich the discussions around the cluster's themes. Each

member is encouraged to leverage their network to ensure diverse and expert representation on each topic covered.

In addition, discussions have been initiated with WESTMED at the national level to explore the possibility of organizing a joint event that, by respecting each specific focus, would create a common framework to promote knowledge exchange and synergy among the various fields of interest within the maritime and coastal national economy.

3.5. Communication and dissemination

The communication strategy for the event was developed in accordance with the guidelines of the WP5 communication unit. CMT disseminated essential information about the workshop's organization not only on CallmeBLUE's social media platforms but also through our own network to maximize reach and engagement.

To enhance the event's visibility, it has been designed and printed a roll-up banner as a physical communication tool. Furthermore, CMT enlisted a well-known national radio journalist, recognized for his economic programs, to act as the moderator and promote the event on his shows. To highlight this collaboration, it has been also created and shared digital content featuring the moderator's profile, introducing him to our audience and generating interest in the workshop. This comprehensive communication approach aimed to reach a broad audience and strengthen the event's presence across multiple channels.

Furthermore, CMT drafted a press release to formally announce the event and ensure optimal media coverage. This release was sent to journalists and strategic partners to draw attention to the workshop and highlight its importance.

To capture and showcase the key moments of the event, CMT also hired a professional photographer to provide comprehensive photographic and video coverage. These visual materials were carefully selected to illustrate the discussions, interventions, and atmosphere of the workshop. After the event, these photos and videos were shared on our social media platforms, extending the event's impact, sharing key moments with our community, and further promoting our initiatives. This approach helped create engaging and attractive visual content, thereby enhancing the event's visibility and reinforcing its objectives.



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289 abonnés
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Unlocking the Future of the Blue Economy!

We're thrilled to announce a series of local workshops taking place in Algeria, Tunisia, and Mauritania as part of our CallMEBlue Project mission to accelerate regional cooperation towards the emergence of strategic maritime clusters.

The **Cluster maritime Tunisie** is proud to host the Matchmaking Workshop: Maritime Clusters as Catalyst for Blue Economy Development just ahead of COP 29 for the Climate.

This essential event will shine a spotlight on the strategic role maritime clusters play in ... plus

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ATELIER DE MATCHMAKING SUR « LES CLUSTERS MARITIMES, CATALYSEURS DE DÉVELOPPEMENT POUR L'ÉCONOMIE BLEUE »

14 Octobre 2024, Tunis
(Hôtel El Mouradi Gammarth)

MODÉRÉ PAR : ANIS MORAI
Animateur et producteur à Mosaïque Fm



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Spotlight on Tunisia's Blue Economy: Matchmaking Event Highlights!

We're excited to share a video capturing the energy and impact of the matchmaking event held in Tunisia! 🌍 This gathering brought together diverse stakeholders to foster innovation, collaboration, and opportunities in the blue economy.

Let's continue working together to shape a thriving and sustainable maritime future! 🌊🌟

Consortium Partners:

ForMare - Polo Nazionale per lo Shipping | Cluster BIG - Blue Italian Growth | Federazione del Mare | Fórum Oceano | Leanovator (Leancubator) | Strategis - Maritime ICT Cluster | Clúster Marítimo-Marino de Andalucía (CMMA) | Cluster maritime Tunisien | Pôle Mer Méditerranée | ANIMA Investment Network

Associated Partners:

BUSINESSMED - Union of Mediterranean Confederations of Enterprises | UNIMED - Mediterranean Universities Union | CLÚSTER MARÍTIMO DE LES ILLES BALEARS

#callmeblue #BlueEconomy #BlueGrowth #maritimecluster #cluster #mediterranean



LinkedIn: https://www.linkedin.com/posts/callmeblue-cluster-alliance-med-blue_callmeblue-blueeconomy-bluegrowth-activity-7266752482834362369-zJdn?utm_source=share&utm_medium=member_desktop





LinkedIn: https://www.linkedin.com/posts/callmeblue-cluster-alliance-med-blue-westmed-callmeblue-blueeconomy-activity-7259142387824840704-uwBB?utm_source=share&utm_medium=member_desktop

4. Programme

Atelier de Matchmaking sur

«Les clusters maritimes, catalyseurs de développement pour l'économie bleue»

14 Octobre 2024, Tunis (Hotel El Mouradi Gammarth)

14 Octobre	Description
9:00 - 9:30	Enregistrement des participants (es)
9:30 - 10:15	<p>Accueil & Mot de Bienvenue</p> <ul style="list-style-type: none"> ○ Présentation du Cluster Maritime Tunisien: un cadre de développement d'opportunité et de mise en œuvre stratégique de l'économie bleue, Mr Ezzedine Kacem Président du CMT ○ Présentation du rôle du secrétariat général des affaires maritimes dans la promotion de l'économie bleue, Mme Asma Shirt Labidi Glingy, secrétaire Général de la Mer ○ Présentation de la feuille de route de l'économie bleue en Tunisie (Ministère de l'Environnement) ○ Présentation du rôle de l'Union européenne dans la promotion de l'économie bleu & des initiatives de clustérisation en Afrique du Nord, Monsieur Stephane Brossard, Délégation de l'UE en Tunis ○ Présentation des priorités de Westmed national: Assistance aux Clusters maritimes dans la promotion de l'économie Bleue : Mr Salem Miladi, représentant Westmed National ○ Présentation du projet Callmeblue's (enjeux & perspectives): Mme Martin, SC Federazione del Mare (FDM) <p>Photo de groupe</p>
10:15 – 11:00 Questions/Réponses	Session 1, «Les clusters maritimes, Hubs nationaux de développement d'opportunités et de mise en œuvre de l'économie bleue »

	<p>Modérateur : Questions / réponses</p> <p>Panel 1: Pêche & Aquaculture, Transport Maritime durable, Tourisme durable (25MN)</p> <ul style="list-style-type: none"> • Mr Ezzedine Kacem Le transport maritime durable face aux nouveaux défis, président du Cluster Maritime Tunisien • Maître Lotfi Chemii; Aspect juridique de la Pêche et de l'aquaculture dans une approche de lutte contre les changements climatiques, Avocat en Droit Maritime & enseignant universitaire • Mr Bécher Bélaoul: Co-Evolve 4BG: Une stratégie pour le développement durable du tourisme côtier/maritime en MED ingénieur en hydraulique de l'École Nationale d'Ingénieurs de Tunis & chercheur à l'Institut National des Sciences et Technologies Mer • Mr Mansour Chaabane: Défis & perspectives du tourisme de plaisance, Consultant Ports de Plaisance et Tourisme Nautique <p>Discussion plénière Photo de groupe</p>
<p>11:00 – 11:20</p>	<p>PAUSE - Café</p>
<p>11:20 – 12:15 Questions/Réponses</p>	<p>Panel 2: Déchets marins/Energie renouvelable - Blue Skills/Soft Skills - Digitalization</p> <ul style="list-style-type: none"> • Mme Lobna Boudaya: Clusters maritimes : accélérateurs de nouveaux métiers dans l'économie bleue. Maître de conférences à la Faculté des Sciences de Sfax • Mr Noureddine Zaaboub: Les déchets marins et leur place dans une économie circulaire, Maître de conférences à l'Institut national des sciences et technologies de la mer & spécialiste en biogéochimie marine) • Mr Sam Mokranl - immersion Professionnelle des Jeunes dans le Secteur de la Logistique Maritime Plant Manager Business Development Manager GENMAR LOGISTICS

	<ul style="list-style-type: none"> Mr Bassem Thabti - La digitalisation comme levier de transformation de l'économie bleue, CEO de Virtual Dev & Expert en transformation numérique et innovation technologique <p>Discussion plénière Photo de groupe</p>
12:15 – 13:15 Workshop	<p>Session 2: «Développer et renforcer nos clusters comme outil d'impulsion stratégique»</p> <ul style="list-style-type: none"> Mme Fanny Moutin «Comment créer les conditions de collaboration entre recherche, industrie maritime et jeunes: l'exemple de la démarche du Pole Méditerranée» Cheffe de projet international Pole Mer Méditerranée (en ligne) Travaux de groupes <p>- Identifier les défis actuels rencontrés par les clusters maritimes dans la promotion des filières de l'économie bleue - Proposer des mesures stratégiques pour renforcer les clusters maritimes et améliorer leur efficacité dans la promotion de l'économie bleue.</p> <p>Restitution des travaux de groupes</p>
13:15 – 13:30	Survey en ligne
13:30 – 14:00	Déjeuner & Réseautage

English version available in Annexes

5. Procedure

The workshop, held on October 14, 2024, began with opening speeches delivered by several key figures, including the Secretary General of Maritime Affairs, the national focal point of WESTMED, the EU representative in Tunisia, and the representative of Federazione Del Mare, the project leader of CallmeBLUE. These interventions set the stage for the discussions and emphasized the strategic importance of the blue economy and maritime clusters in the development of the maritime sector in Tunisia.

The workshop continued with two sessions focused on in-depth discussions of key topics for the development of maritime clusters in Tunisia. The first session, titled "Maritime Clusters as National Hubs for Developing Opportunities and Implementing the Blue Economy," highlighted the central role of clusters in creating economic opportunities and in the practical implementation of the blue economy at the national level. Two panels were organized in a Davos-style format to explore these discussions further.

The second session, "Developing and Strengthening Our Clusters as Tools for Strategic Revitalization," focused on strategies for optimizing and strengthening these clusters as essential tools for revitalizing the maritime sector. It emphasized the importance of stimulating innovation, enhancing collaboration among sector stakeholders, and fostering a collective discussion to address current challenges.

The first session was composed of two panels, each followed by a series of Q&A sessions moderated by the facilitator. These exchanges provided valuable insights and concrete feedback from participants. In conclusion, the discussions led to several recommendations and action points aimed at strengthening the role of maritime clusters in Tunisia, particularly in terms of governance, partnerships, and financing, to maximize the impact of the blue economy in the country.

Questions of Panel 1 and 2 have been asked to the experts of the sectors as follows:

PANEL 1

1st Round: Questions related to the sector and challenges faced

1. What are the main challenges faced by the sustainable maritime transport sector today, particularly in Tunisia?

2. How does the current legal framework in Tunisia address the challenges of fishing and aquaculture in the context of climate change?
3. What are the main actions of the Co-Evolve4BG strategy to promote sustainable coastal and maritime tourism in the Mediterranean?
4. What are the main obstacles to the development of recreational boating tourism in Tunisia, and what opportunities exist for the sector in the future?

2nd Round: Questions on the role of maritime clusters in the development of the blue economy

1. In your opinion, how can maritime clusters contribute to the development of sustainable maritime transport? What is the role of the Tunisian Maritime Cluster in this field?
2. How can a maritime cluster act as a lever to strengthen the legal framework and policies related to fishing and aquaculture in the face of climate change in Tunisia? What motivated you to join this cluster, and how do you envision its role in promoting the sector?
3. How can maritime clusters get involved in the implementation of the Co-Evolve4BG strategy for sustainable coastal tourism in the Mediterranean? What motivated you to join this cluster, and how do you envision its role in promoting coastal maritime tourism?
4. As a member of the Tunisian Maritime Cluster, how do you see the role of maritime clusters in the development of recreational boating tourism?

PANEL 2

1st Round: Questions on the emerging trends and challenges in the blue economy

1. What new professions are emerging in the blue economy today?
2. What is the current situation of marine waste in Tunisia, and what challenges does it pose for integrating it into a circular economy?
3. What are the main challenges faced by young people when trying to immerse themselves in the maritime logistics sector?
4. What are the current trends in digitalization within the blue economy, and how do these trends influence the development of the maritime sector in Tunisia?

2nd Round: Questions on the role of maritime clusters in the development of the blue economy



1. As a member of the Tunisian Maritime Cluster, how do you see the role of maritime clusters in promoting and accelerating new professions in the blue economy?
2. What motivated you to join this cluster today, and how do you envision its role in promoting a marine circular economy?
3. As a member of the Tunisian Maritime Cluster, how do you see the role of maritime clusters in creating professional immersion programs for young people in the maritime logistics sector, and what collaborations would be beneficial?
4. How can maritime clusters support technological innovation in the blue economy sector?

6. Main insights and results

6.1. Workshop Outcomes

6.1.1. Main findings and results

The workshop highlighted several strategic recommendations to strengthen the blue economy sector in Tunisia:

- **Develop a draft legal text on the status of clusters in Tunisia** with a view to facilitating exchanges with international clusters and place ourselves in the institutional landscape with public actors. Efforts are currently being negotiated with CONECT.
- **Regulatory Support and Legal Awareness in Blue Economy Sectors**
It is crucial to assist stakeholders in the various blue economy sectors, particularly maritime transport, in understanding and adapting to current regulations. This includes creating mechanisms for regulatory monitoring and simplifying legal content to facilitate access to and application of laws by professionals.
- **Professional Immersion Program for Youth**
The blue economy sector offers numerous employment opportunities for young people. To raise awareness of the sector's professions and provide practical experience, a professional immersion program is proposed. This initiative would allow young people to learn about the specifics of each sector (fishing, maritime tourism, maritime transport, etc.) and develop technical skills.
- **Awareness Events on the Role of Women in the Blue Economy**
Although women remain underrepresented in blue economy professions, they play a fundamental role in various subsectors. Regular events should be organized to promote their contributions

and raise awareness within communities about the benefits of greater inclusion of women in these industries. These actions will contribute to gender equality and offer new career perspectives for women in the blue economy.

- **Creation of a Data Platform on Best Practices and Studies in the Blue Economy Sectors**

Establishing a centralized digital platform would gather and share essential information, such as best practices, case studies, and relevant reports for the various blue economy sectors. This platform would facilitate knowledge transfer among stakeholders, promoting the exchange of effective practices for sustainable and coherent development.

- **Training Ambassadors on the Blue Economy**

To strengthen the promotion and advocacy of the blue economy internationally, a dedicated training program for Ministry of Foreign Affairs ambassadors is proposed. This program will enable diplomats to better understand blue economy issues and effectively promote Tunisia's interests in this field during international forums.

- **Raising Awareness Among Journalists on Blue Economy Issues**

Journalists play a critical role in disseminating information and raising public awareness. Engaging a network of journalists specializing in the blue economy and offering them training on this theme will contribute to better media coverage and increased public awareness of the opportunities and challenges of the blue economy.

- **Upgrading and Supporting Maritime and Port Transport Professionals**

A skills enhancement program for professionals in the maritime and port transport sector, including continuous training and support, is proposed. This program would focus on strengthening competencies by integrating cutting-edge technologies, increasing quality and performance, and encouraging sustainable investments in the sector.

- **Creating a Joint Working Group for Monitoring the Maritime Transport Sector**

To promote close collaboration between the administration and private operators, a joint working group is proposed. This group would be dedicated to regular consultations, the exchange of best practices, and rigorous monitoring of ongoing projects to ensure effective implementation of initiatives and quickly identify any obstacles to their success.

- **Feasibility Study for Establishing a Maritime Transport Academy**
Finally, a feasibility study to establish a maritime transport academy, inspired by the Naval Academy, has been suggested. This academy would offer various training programs in maritime transport professions (navigation, port management, logistics, etc.) and be established in partnership with public and private institutions. It would train future generations of sector professionals, ensuring a pool of local skills that meet international standards.
- **Strengthening Collaboration Between the CMT and Other Clusters**
Strengthen collaboration between the Tunisian Maritime Cluster (CMT) and other clusters by activating partnership agreements, launching networking initiatives, and developing twinning activities. These actions will facilitate knowledge sharing, promote sectoral synergies, and encourage joint projects for increased impact within the blue economy sector.

6.1.2. Interaction between stakeholders

The active participation of key public authorities, research institutes and young people fostered a fruitful interaction between the various stakeholders in the blue economy sector. This dynamic was particularly evident during the panel dedicated to new interdisciplinary skills, especially in soft skills and digitalization. The discussions allowed for the cross-fertilization of perspectives and the identification of concrete collaboration opportunities to strengthen the integration of these skills within the sector. The involvement of these stakeholders contributed to the emergence of innovative ideas, thus reinforcing the collective commitment to the challenges and opportunities offered by the blue economy. For example, young participants, interested in emerging careers in the blue economy, engaged in discussions with professionals from maritime logistics and sustainable transport. This led to the idea of a mentorship program where young people could develop project management and logistics skills, while being supported by mentors with direct experience in these sectors.

6.1.3. Target audience engagement

The engagement of the target audience was strengthened by the presence of the project's international partners, namely the European Union Delegation in Tunisia, the Federazione Del Mare, and Pôle Mer Méditerranée. These partners provided valuable political and technical support to the event, giving the matchmaking workshop a strategic and influential dimension. Their presence helped connect local challenges with



international perspectives and resources, fostering enhanced cooperation among the various stakeholders in the blue economy sector.

Their involvement created an environment conducive to constructive exchanges and synergies, offering participants a unique opportunity to connect with key players and explore new collaboration opportunities. Acting as catalysts for this dynamic, these partners contributed to positioning the workshop as a true pivot for the development of the blue economy, facilitating the emergence of innovative projects and strategic partnerships.

It is also important to highlight the intervention of Pôle Mer Méditerranée, which emphasized the crucial importance of the connection between research and industry in the development of the blue economy. Their intervention demonstrated how close collaboration between researchers and industry players can accelerate innovation and the implementation of technological solutions, while addressing the environmental and economic challenges of the sector. By fostering bridges between the academic world and businesses, Pôle Mer Méditerranée highlighted the importance of creating innovation ecosystems that support both applied research and sustainable industrial development, thus contributing to the growth of a more competitive and resilient blue economy.

6.1.4. Strategic plans

In the context of the discussions held between the Tunisian Maritime Cluster (CMT) and the General Secretariat of Maritime Affairs, it was agreed to develop a roadmap for the 2025-2027 period. This roadmap will be structured around three strategic axes aligned with the core mission of the CMT, including notably the support for promoting regional and international dynamics between Northern and Southern Clusters.

6.1.5. Alliances

As part of the matchmaking workshop, strategic alliances were established to enhance innovation and digitalization in the blue economy sector. A collaboration was initiated with the National Institute of Marine Sciences and Technologies (INSTM) to organize a hackathon with start-ups focused on generating innovative ideas for the development of the "Fish Museum." This initiative aims to combine technology, culture, and the blue economy to enhance the visibility and value of marine resources.

Additionally, another alliance was formed with Virtual Dev, a start-up specialized in digitalization within the blue economy sector. This collaboration will develop digital solutions to optimize marine resource

management, improve connectivity, and facilitate the integration of new technologies into maritime activities. These partnerships are designed to stimulate innovation, encourage cross-sector collaboration, and create tangible opportunities for blue economy stakeholders while incorporating technological advancements into sustainable and innovative solutions.

6.2. Survey

The survey will collect insights from the stakeholders participating in each of the workshops and it aims to gather insights on the following aspects:

1. The current level of synergy between northern and southern Mediterranean regions.
2. Potential Blue Economy sectors of focus for the country/region.
3. Actions to enhance cooperation and synergies between local stakeholders.
4. Actions to enhance cooperation and synergies within the northern and southern Mediterranean countries.
5. The role maritime clusters play in the development of the Blue Economy.
6. Challenges related to management, administrative, structural, and legal aspects when establishing a maritime cluster.
7. Interest in participating in training on cluster management, administration, legal and structural aspects.

The survey has a version in French and English. A QR code has been prepared for both versions to be displayed on the screen at the end of the workshop (approximately for 5-10 minutes) to facilitate the collection of survey responses. The QR images are provided below:



Figure 2 - English Survey



Figure 3 - French Survey

Once you ensure all participants have completed the survey, you may conclude the session and proceed with the closing.

6.3. The Results of the Survey

The first two questions include name, surname and gender. Therefore, this paragraph started from question n° 3.

3. In what sector of the Blue Economy (BuE) is your organization involved?

The analysis of the sectors of involvement of the participants in the workshop, based on the questionnaire above, shows a diversity of interests and expertise within the blue economy, reflecting its multidimensional and interconnected nature. The participants are involved in key sectors such as:

1. Maritime Transport and Port Activities: a significant number of participants, representing private sector companies (such as maritime transport companies and port activities), highlights the importance of sustainable maritime transport and port infrastructure for the development of the blue economy. These sectors play a crucial role in maritime trade and international connectivity, while also being linked to environmental issues and innovations in green infrastructure.
2. Fishing and Aquaculture: These sectors are also strongly represented, indicating a strong commitment to sustainable fishing and aquaculture practices. Aquaculture, in particular, is seen as a key sector to meet food needs while contributing to the blue economy in a sustainable manner, focusing on innovative techniques and responsible management of marine resources.
3. Coastal and Maritime Tourism: This sector is a pillar of the sustainable development of the blue economy, with a focus on responsible and eco-friendly tourism that supports the preservation of marine ecosystems while generating local economic benefits.
4. Marine Biotechnology and Renewable Marine Energy: Involvement in these fields highlights the growing importance of technological innovation within the blue economy. Marine biotechnology and renewable marine energy, such as wind and wave energy, are seen as promising solutions to diversify energy sources while preserving the marine environment.
5. R&D&I (Research, Development, and Innovation): Research and innovation are key drivers for the development of the blue economy. The emphasis on R&D&I demonstrates the importance of technological innovation to address the challenges of sustainability and competitiveness across various sectors of the blue economy.
6. Consulting and Training: Some participants, particularly in the consulting and training field, focus on supporting other sector actors

in developing sustainable solutions, implementing innovation strategies, and enhancing technical skills within the blue economy.

4. How would you describe the current level of synergy and cooperation between local Blue Economy actors?

The majority of participants gave a score of 3, indicating a moderate level of synergy and cooperation among local actors in the blue economy. This suggests that while exchanges and collaborations exist, they are not yet fully optimized. Actors seem to work together on certain initiatives, but coordination across different sectors remains insufficient to generate maximum synergy at the local and national levels.

Some participants rated the cooperation as high (4), indicating that they perceive strong and effective strategic partnerships, particularly between port authorities, private companies, and industry networks. However, these cases remain relatively limited, and additional efforts are needed to expand this type of collaboration.

A few participants rated the synergy as low (2), revealing challenges in cooperation in certain sectors, likely due to differences in interests, lack of coordination mechanisms, or absence of collaboration between public and private actors.

In conclusion, while progress has been made in creating synergies, cooperation is still moderate overall. Strengthening collaboration and coordination mechanisms is crucial to fostering a more integrated and connected blue economy.

5. In your opinion, which sectors of the maritime economy have real potential for development in your country/region?

The analysis of the sectors identified by participants as having real development potential in the maritime economy shows a strong concentration on several key areas. The most frequently mentioned sectors include:

- **Maritime Transport:** This sector is widely seen as a key pillar of the blue economy due to its strategic role in international trade and connectivity. It is considered crucial for sustainable development, especially with the transition to more eco-friendly maritime transport and the optimization of port infrastructure.
- **Shipbuilding and Repair:** This sector is also prominently mentioned, highlighting its importance in supporting national maritime capacities, fleet maintenance, and the creation of new infrastructure.

suitable for a sustainable blue economy. Shipbuilding, particularly for environmentally friendly vessels, is seen as having growing potential.

- **Aquaculture:** Several responses emphasize aquaculture as a growing sector, particularly due to the increasing demand for marine products and the need to develop sustainable practices. Sustainable aquaculture is seen as a solution to food security challenges while supporting the blue economy.
- **Marine Renewable Energy:** This sector frequently appears as having significant potential, especially with the rise of green technologies such as offshore wind and wave energy. These marine renewable energy sources can play a major role in the region's energy transition.
- **Coastal and Maritime Tourism:** This sector is also frequently mentioned for its crucial role in local economic growth, particularly in coastal areas. Responsible and sustainable tourism is seen as a driver of development for coastal communities while promoting the preservation of marine ecosystems.
- **R&D&I (Research, Development, and Innovation):** Research and innovation are seen as key drivers for the development of the blue economy, particularly in new maritime technologies, sustainable resource management, and optimizing industrial practices. The focus is on innovation to address environmental challenges and improve the competitiveness of the maritime sector.
- **Marine Biotechnology:** Although this sector is mentioned by a relatively smaller number of participants, it is considered promising for the discovery of new products, particularly in pharmaceuticals and food, as well as in bioremediation.
- **Desalination of Seawater:** Desalination is seen as a solution to address water management challenges in coastal regions. This sector is viewed as an important means to ensure a reliable supply of drinking water while integrating environmentally friendly technologies.

6. What **ACTIONS** can local actors participate in, to improve cooperation in the maritime economy ecosystem?

The analysis of the responses make evidence that the actions most frequently mentioned can be considered as the main priorities for improving cooperation in the maritime economy ecosystem. Here is a proposed hierarchy based on apparent importance, according to the frequency of mentions:

- Establish partnerships and collaboration networks – The frequent mention of this action suggests that intersectoral and interregional

cooperation is seen as a strategic priority for the development of the blue economy.

- Facilitate dialogue and knowledge exchange – This action is crucial for establishing effective partnerships and disseminating best practices, placing it second in importance.
- Support capacity building and skills development – The development of skills is key to ensuring the success of projects and initiatives, especially at the local level, making it an essential action for the effectiveness of other actions.
- Provide financing and technical assistance – Financing and technical assistance are considered necessary supports, but they are often viewed as levers for implementing other actions rather than direct cooperation actions themselves.
- Promote research and innovation initiatives – While very important for the advancement of the blue economy, this aspect is more related to technological innovation and addressing specific challenges, making it a secondary priority compared to actions more directly related to cooperation.
- Advocate for policy harmonization and alignment – Although this action is essential for effective cooperation at a large scale, it is sometimes seen as a more strategic and institutional step that comes after more practical cooperation and capacity-building actions.
- Address climate change and ocean governance issues – Although this is a crucial global issue, it is often viewed as a governance challenge requiring international coordination, but it can be integrated across other actions.

7. How would you describe the current level of synergy and cooperation between the Northern and Southern Mediterranean regions in the Blue Economy?

The level of synergy and cooperation between the North and South of the Mediterranean in the blue economy is generally perceived as moderate, with a strong willingness to improve collaboration but also obstacles to overcome. The majority of responses (rating 3) show that progress has been made, but there are still challenges to address in order to strengthen this cooperation in a more sustained and strategic way. Additional initiatives, better policy harmonization, and capacity-building efforts could foster more effective cooperation.

8. What ACTIONS can organizations take to improve cooperation between the countries of the North and South of the Mediterranean?

The most frequently mentioned actions to improve cooperation between the Northern and Southern Mediterranean countries in the blue economy are as follows:

1. **Establish partnerships and collaborative networks:** This action is frequently mentioned, highlighting the importance of strengthening interregional relationships through strategic partnerships and cooperative networks. This fosters the exchange of information, sharing of best practices, and the implementation of joint projects.
2. **Facilitate dialogue and knowledge exchange:** Many responses emphasize the need to create spaces for communication and the exchange of expertise. These interactions are essential to bridge knowledge gaps and promote mutual understanding of local, regional, and global challenges.
3. **Provide funding and technical assistance:** Funding and technical assistance are seen as essential levers for supporting cooperative projects. This includes not only financial aid but also technical support for implementing specific initiatives within the blue economy framework.
4. **Encourage investments and sustainable financing mechanisms:** This action is frequently mentioned as it ensures that projects are not only well-funded but also sustainable in the long term through sustainable financing mechanisms, including public-private partnerships and responsible investments.
5. **Advocate for policy harmonization and alignment:** While less mentioned than other actions, this is still crucial. It concerns the alignment of policies between Northern and Southern countries, thereby promoting common approaches to sustainable development and blue economy governance.
6. **Address issues related to climate change and ocean and marine governance:** Although more specific, this action has also been highlighted, indicating that cooperation must necessarily take into account global environmental issues, such as climate change and the management of marine resources.
7. **Promote research and innovation initiatives:** This point appears several times, emphasizing that research and innovation are key drivers of progress in the blue economy. It is essential to promote collaborative research projects between different regions.

8. **Organize regular regional forums:** This action is particularly relevant for interregional exchanges. Forums allow decision-makers from both sides of the Mediterranean to discuss common challenges and opportunities, contributing to the strengthening of strategic cooperation.
9. **How can the creation of maritime clusters contribute to the development of the Blue Economy?**

The most repeated actions, such as promoting innovation, facilitating partnerships, and developing infrastructure, highlight the importance of integrating the private, public, and academic sectors within maritime clusters. These actions foster intersectoral cooperation and the creation of synergies to advance the blue economy.

Encouraging sustainable marine practices and developing skills are also priorities to ensure the long-term sustainability of the blue economy and to prepare the future workforce for the challenges of the maritime sector.

Finally, the creation of jobs and economic growth, as well as the suggestion of appropriate public policies, demonstrate that these clusters are not only a lever for innovation but also a catalyst for real economic transformation, enhancing the social and environmental impact of the blue economy.

10. **How can a maritime cluster contribute to investment in the blue economy at the local level?**

The analysis of the repeated responses on how a maritime cluster can contribute to investment in the blue economy at the local level reveals several key themes:

- Attracting private investments in local blue economy sectors: this action is mentioned repeatedly and appears to be a fundamental factor for the development of the blue economy. Attracting private investments in local sectors such as fishing, maritime transport, and marine resource management helps stimulate local economic growth by bringing in the necessary funds to develop long-term projects.
- Improving infrastructure to attract investors: The need to improve local infrastructure, such as ports, logistics, and marine technology, is also frequently mentioned. Modern and efficient infrastructure is essential to support maritime economic activities and attract both

private and public investments. It facilitates trade and the integration of local businesses into global value chains.

- Facilitating access to public financing for blue economy initiatives: Access to public financing is a priority, particularly to support local projects contributing to the blue economy. Grants, low-interest loans, and funding programs can help bridge the gap between financing needs and local entrepreneurs' ability to attract private investors.
- Promoting partnerships between local businesses and global investors: Partnerships are another key point, emphasizing the need to connect local businesses with international investors. These partnerships encourage the flow of capital, the transfer of know-how, and innovation, while strengthening the competitiveness of local businesses globally.
- Creating a favorable business environment for startups: The focus on creating a conducive environment for blue economy startups highlights the importance of fostering innovation on a small scale. This could translate into support measures such as incubators, tax relief, and access to resources for emerging entrepreneurs in the maritime sector.
- Improving the visibility of local projects to attract international investments: The visibility of local blue economy projects plays a key role in attracting external funding. Promoting these projects through appropriate channels, such as trade shows, conferences, or digital platforms, is crucial for attracting international investors and building a support network around these initiatives.
- Supporting the development of financial incentives for investors: Financial incentives, such as tax breaks or subsidies, are mentioned several times as a way to encourage investment in the blue economy. These incentives can help offset perceived risks and make projects more attractive to investors, particularly in an emerging sector like the blue economy.

11. **When establishing a maritime cluster, list the main challenges you might encounter in terms of management, structural, administrative and legal aspects.**

The recurring challenges in establishing a maritime cluster mainly revolve around the internal management of the cluster (governance, leadership, stakeholder coordination), legal and regulatory aspects (inadequate legal frameworks, insufficient regulatory support), administrative burdens, and bureaucratic processes.

The analysis of repeated responses highlights several major challenges that may arise when establishing a maritime cluster :

1. **Limited capacity for cluster management and governance**
The management and governance of a maritime cluster are recurring challenges. It is essential to establish clear organizational structures and strengthen the capacities of those in charge to manage various stakeholders and coordinate actions. Governance also requires strong leadership and project management skills to ensure smooth cluster activities.
2. **Unfavorable legal and regulatory frameworks**
An inadequate legal framework is a recurring difficulty. Laws and regulations must align with the objectives of the cluster to support maritime development initiatives. The lack of sufficient regulatory support and appropriate public policies hinders the development of maritime clusters. Compliance with international standards and respect for intellectual property rights and technology transfer laws are also concerns.
3. **Difficulty coordinating stakeholders and aligning interests**
The lack of coordination among the various stakeholders in the cluster (public, private, academic sectors) is a major challenge. Divergent interests among actors, competition, and managing priorities can complicate the implementation of collective initiatives. The success of a cluster heavily depends on the ability to align these interests.
4. **Lack of clear organizational structures and leadership**
Clarifying roles, responsibilities, and hierarchy within the cluster is essential. A lack of visible leadership and organizational structures can make it difficult to implement actions, make quick decisions, and engage stakeholders. Having competent leaders is crucial to guide the development of the maritime cluster.
5. **Administrative burdens and bureaucratic processes**
Heavy administrative burdens and bureaucratic processes complicate the establishment and development of clusters. Complex administrative procedures slow down decision-making, project implementation, and investment attraction. It is important to streamline these processes to facilitate the functioning of clusters.
6. **Lack of awareness and understanding of cluster concepts**
A frequently mentioned challenge is the low awareness and understanding of the benefits of maritime clusters. There is a gap in

communication about the collective benefits these structures can bring, particularly in terms of innovation, economic growth, and intersectoral collaboration. This lack of understanding can limit the participation and engagement of local and regional stakeholders.

7. Insufficient access to legal expertise and advisory services

The lack of specialized legal expertise and access to suitable advisory services is also a significant challenge. Maritime clusters need legal advice to navigate challenges related to intellectual property rights, contracts, regulatory compliance, and financing issues. The absence of these resources can slow down the process of innovation and partnership.

8. In your opinion, what are the main actions to be taken at the national level to promote investment plans in the Blue sector?

To promote investments in the blue economy sector at the national level, based on the recommendations proposed by participants, it is essential to establish an enabling regulatory and fiscal framework, including legal reforms and tax incentives to support initiatives and attract investments in this area. Access to financing should also be facilitated by involving the local banking sector and mobilizing bilateral and multilateral partnerships to strengthen the resources available for blue economy projects. Awareness-raising remains a key pillar: information campaigns for decision-makers and the public will help increase understanding of the benefits and challenges of the blue economy, thereby strengthening stakeholders' engagement.

Developing public-private partnerships and cross-sectoral synergies is necessary to encourage innovation and support collaborative projects in the maritime domain. Investing in specialized training is also crucial, equipping stakeholders with the technical skills needed while promoting sustainable practices, particularly in the blue tourism sector. Entrepreneurship should be actively supported: the Marine Blue Accelerator, a specialized incubator in the blue economy, plays a key role in creating startups and stimulating innovation in maritime technologies and services, with a particular focus on youth and women. Finally, integrating digital solutions to increase efficiency and traceability of maritime processes will contribute to the sector's sustainable and responsible growth.

7. Conclusion

The Matchmaking workshop on October 14, 2024, served as a dynamic platform for connecting public and private sector actors, highlighting the strategic role of the Tunisian Maritime Cluster, established in 2019. It encourages intersectoral cooperation and foster joint initiatives between various stakeholders in the blue economy, both national and international. The event showcased the importance of this cluster as a catalyst for innovation and sustainable development in the blue economy, offering a conducive space for dialogue and collaboration among different actors for north-south and south south cooperation.

The presence of renowned international partners and Eu Clusters, such as the European Union delegation in Tunisia, the Federazione del Mare, and the Pôle Mer Méditerranée, significantly enriched the exchanges. Their participation helped strengthen bilateral and multilateral relations in the maritime sector while providing a European and Mediterranean perspective on the sector's challenges and opportunities. These actors contributed by sharing their expertise and experiences on best practices, supportive public policies, and innovative technological solutions to support the development of projects in the blue economy.

This workshop not only laid the foundations for future collaborations but also highlighted investment opportunities and collaborative projects where Tunisia can play a relevant role as south regional leader in the Mediterranean Sea Basin. In this sense, the event reinforced the role of the Tunisian Maritime Cluster as a key player in supporting a sustainable and competitive blue economy in the southern area, capable of addressing current challenges and new opportunities for innovation and regional cooperation.



References

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Annexes

1. Event Agenda (EN Version)

Matchmaking Workshop on “Maritime clusters, catalysts for development of the blue economy”.

October 14, 2024, Tunis (El Mouradi Gammarth Hotel).

October 14	Description
9:00 H – 9:30 H	Registration of participants
9:30 H – 10:15 H	<p>Welcome</p> <ul style="list-style-type: none"> - Presentation of the Tunisian Maritime Cluster: a framework for the development of opportunity and strategic implementation of the blue economy, Mr Ezzedine Kacem President of the CMT - Presentation of the role of the General Secretariat of Maritime Affairs in promoting the blue economy, Ms. Asma Shiri Labidi, Secretary General of the Sea - Presentation of the roadmap for the blue economy in Tunisia, Mr Hédi Chbili, Ministry of the Environment - Presentation of the role of the European Union in promoting the blue economy & clustering initiatives in North Africa, Mr. Stéphane Brossard, EU Delegation in Tunisia - Presentation of Westmed National priorities: Assistance to maritime clusters in promoting the Blue economy: Mr Salem Miladi, Westmed National representative - Presentation of the Callmeblue´s project (issues & perspectives): Ms. Laurence Martin, SG Federation of the Sea (FDM) <p>Group Photo</p>
10:15H - 11:00H Questions/Answers	<p>Session 1: "Maritime clusters, national hubs for developing opportunities and implementing the blue economy »</p> <p>Moderator: Questions / Answers</p> <p>Panel 1: Fisheries & Aquaculture, Sustainable Maritime Transport, Sustainable Tourism</p> <ul style="list-style-type: none"> • Mr Ezzedine Kacem: Sustainable maritime transport facing new challenges, president of the Tunisian Maritime Cluster • Master Lotfi Chemli: Legal aspect of fishing and aquaculture in an approach to combating climate change, Maritime Law Lawyer & university lecturer) • Mr Béchir Béjaoui: Co-Evolve4BG: A strategy for the sustainable development of coastal/maritime tourism in the MED hydraulic engineer from the National School of Engineers of Tunis & researcher at the National Institute of Sciences and Technologies (Mer) • Mr Mansour Chaabane: Challenges & perspectives of pleasure tourism, consultant for pleasure ports and nautical tourism <p>Plenary discussion Group photo</p>
Coffee break (11:00 a.m. – 11:20 a.m.)	

<p>11:20H – 12:15H</p> <p>Questions/Answers</p>	<p>Panel 2: Marine waste / Renewable energy – Blue Skills / Soft Skills – Digitalization</p> <ul style="list-style-type: none"> • Mrs. Lobna Boudaya: Maritime clusters: accelerators of new professions in the blue economy, Lecturer at the Faculty of Sciences of Sfax • Mr Nouredine Zaaboub: Marine waste and its place in a circular economy, Lecturer at the National Institute of Marine Science and Technology & specialist in marine bio-geochemistry) • Mr Slim Mokrani: Professional Immersion of Young People in the Maritime Logistics Sector, Plant Manager and Business Development Manager GENMAR LOGISTICS) • Mr Bassem Thabti, Digitalization as a lever for transforming the blue economy, CEO of Virtual Dev & Expert in digital transformation and technological innovation). <p>Plenary discussion Group photo</p>
<p>12:15 p.m. – 1:15 p.m.</p> <p>Workshop</p>	<p>Session 2: “Developing and strengthening our clusters as a strategic driving tool”</p> <ul style="list-style-type: none"> • Ms Fanny Moutin “How to create the conditions for collaboration between research, the maritime industry and young people: the example of the Pôle Méditerranée approach”, International Project Manager Pôle Mer Méditerranée (online) • Group work <p>- Identify the current challenges faced by maritime clusters in promoting blue economy sectors -Propose strategic measures to strengthen maritime clusters and improve their effectiveness in promoting the blue economy.</p> <p>Feedback from group work</p>
<p>1:15 p.m.: 1:30 p.m.</p>	<p>Online survey</p>
<p>Lunch & Networking (1:30 p.m. - 2:00 p.m.)</p>	

2. Table

Here below you can find the structure of the survey with all the answers provided for each respondent. For a deeper understanding of the survey, please refer to paragraphs 6.2 and 6.3.

Gender
Female
Male
Male
Male
Male
Female
Male
Male
Female
Male
Female
Male
In which sector of the blue economy is your organization involved?
Coastal and maritime tourism
Maritime transport, Port activities, Aquaculture, R&D&I (Research, Development and Innovation), IT, IS
Consulting
Fishing, Aquaculture, Coastal and maritime tourism, Marine biotechnology, R&D&I (Research, Development and Innovation)
Maritime transport, Shipbuilding/Repair, Port activities, Fishing, Aquaculture, Coastal and maritime tourism, Marine biotechnology, Marine renewable energies, R&D&I (Research, Development and Innovation), Blue economy
Maritime transport, Port activities
Shipbuilding/Repair
Coastal and maritime tourism
Maritime transport, Port activities
Maritime transport
Fishing, Aquaculture, Coastal and Maritime Tourism, R&D&I (Research, Development and Innovation)
R&D&I (Research, Development and Innovation), Consulting and training
What role do you play in the Blue Economy sector?
Port Authority
Industry - Small and medium-sized enterprises (SMEs)
Industry representative organization
Research institute (public and private)
Non-governmental organization (NGO)
Local/regional government

Industry - Cluster/Network
Other
Local/regional government
Non-governmental organization (NGO)
Other
Other
How would you describe the current level of synergy and cooperation between local Blue Economy actors?
4
2
1
4
3
3
3
4
3
4
3
2
In your opinion, which sectors of the maritime economy have REAL POTENTIAL for development in your country/region?
Maritime transport, Shipbuilding/repair, Port activities, Coastal and maritime tourism, Marine renewable energies
Maritime transport, Aquaculture, Marine renewable energies, R&D&I (Research, Development and Innovation)
Shipbuilding/Repair, Aquaculture, Marine Biotechnology, Marine Renewable Energy, Seawater Desalination, R&D&I (Research, Development and Innovation)
Maritime transport, Shipbuilding/Repair, Fishing, Aquaculture, Coastal and maritime tourism, R&D&I (Research, Development and Innovation)
Fishing, Aquaculture, Coastal and maritime tourism, Marine biotechnology
Maritime transport, Shipbuilding/repair, Port activities, Aquaculture, Coastal and maritime tourism, Marine renewable energies, Seawater desalination
Maritime transport, Aquaculture, Coastal and maritime tourism, Seawater desalination
Coastal and maritime tourism
Maritime transport, Shipbuilding/repair, Port activities, Marine renewable energies
Maritime transport, Shipbuilding/repair, Port activities, Fishing, Aquaculture, Coastal and maritime tourism, Marine biotechnology, Marine renewable energies
Fishing, coastal and maritime tourism, R&D&I (Research, Development and Innovation)
Maritime transport, Shipbuilding/Repair, Port activities, Coastal and maritime tourism, Marine biotechnology, Seawater desalination, R&D&I (Research, Development and Innovation), Vocational training
What ACTIONS can local actors participate in to improve cooperation in the maritime economy ecosystem?

Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Support capacity building and skills development, Encourage sustainable investment and financing mechanisms
Provide funding and technical assistance, Establish partnerships and collaborative networks, Advocate for policy harmonization and alignment, Promote research and innovation initiatives
Provide funding and technical assistance, Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Advocate for policy harmonization and alignment, Support capacity building and skills development, Promote research and innovation initiatives, Encourage sustainable investment and financing mechanisms, Address climate change and ocean governance issues
Establish partnerships and collaborative networks, Support capacity building and skills development, Encourage sustainable investment and financing mechanisms, Address climate change and ocean governance issues
Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Advocate for policy harmonization and alignment, Support capacity building and skills development, Promote research and innovation initiatives, Encourage sustainable investment and financing mechanisms, Address climate change and ocean governance issues
Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Support capacity building and skills development, Promote research and innovation initiatives, Encourage sustainable investment and financing mechanisms
Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Advocate for policy harmonization and alignment, Address climate change and ocean governance issues
Provide financing and technical assistance, Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Support capacity building and skills development, Encourage sustainable investment and financing mechanisms
Provide funding and technical assistance, Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Support capacity building and skills development
Provide funding and technical assistance, Facilitate dialogue and knowledge exchange, Support capacity building and skills development, Promote research and innovation initiatives
Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Advocate for policy harmonization and alignment, Support capacity building and skills development, Promote research and innovation initiatives, Address climate change and ocean governance issues
Provide financing and technical assistance, Establish partnerships and collaborative networks, Advocate for policy harmonization and alignment, Support capacity building and skills development, Promote research and innovation initiatives, Encourage sustainable investment and financing mechanisms
How would you describe the current level of synergy and cooperation between the Northern and Southern Mediterranean regions in the Blue Economy?
4
3
1
3
4
3
2
2
3
4



2
2
What ACTIONS can organisations take to improve cooperation between the countries of the North and South of the Mediterranean?
Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Advocate for policy harmonization and alignment, Support capacity building and skills development, Encourage sustainable investments and financing mechanisms
Provide funding and technical assistance, Advocate for policy harmonization and alignment, Promote research and innovation initiatives, Encourage sustainable investments and financing mechanisms
Provide financing and technical assistance, Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Advocate for policy harmonization and alignment, Support capacity building and skills development, Encourage sustainable investments and financing mechanisms
Establish partnerships and collaborative networks, Encourage sustainable investments and financing mechanisms, Address issues related to climate change and the governance of seas & oceans
Provide funding and technical assistance, Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Support capacity building and skills development, Promote research and innovation initiatives, Address issues related to climate change and ocean & sea governance
Provide funding and technical assistance, Establish partnerships and collaborative networks, Advocate for policy harmonization and alignment, Support capacity building and skills development, Promote research and innovation initiatives, Encourage sustainable investments and financing mechanisms, Address issues related to climate change and ocean & sea governance
Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Advocate for policy harmonization and alignment, Address issues related to climate change and ocean & sea governance
Provide financing and technical assistance, Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Support capacity building and skills development, Encourage sustainable investments and financing mechanisms, Address issues related to climate change and ocean & sea governance
Provide funding and technical assistance, Establish partnerships and collaborative networks, Support capacity building and skills development
Provide financing and technical assistance, Facilitate dialogue and knowledge exchange, Support capacity building and skills development, Promote research and innovation initiatives, Encourage sustainable investments and financing mechanisms
Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Advocate for policy harmonization and alignment, Support capacity building and skills development, Promote research and innovation initiatives, Encourage sustainable investments and financing mechanisms, Address issues related to climate change and ocean & sea governance, Organize regular regional forums for decision-makers from the North and the South to discuss common issues/Set up academic exchanges, scholarships and professional training programs focused on key skills
Facilitate dialogue and knowledge exchange, Establish partnerships and collaborative networks, Promote research and innovation initiatives
How can the creation of maritime clusters contribute to the development of the Blue Economy?
Encouraging sustainable marine practices, Facilitating partnerships and networking, Attracting investments and developing infrastructure, Suggestion and improvement of public policies for the blue economy

Promoting innovation and research, Developing skills and education, Facilitating partnerships and networking, Attracting investments and developing infrastructure, Suggestion and improvement of public policies for the blue economy
Promoting innovation and research, Developing skills and education, Facilitating partnerships and networking, Attracting investment and developing infrastructure
Job creation and economic growth, Promotion of innovation and research, Encouragement of sustainable marine practices
Promoting innovation and research, Encouraging sustainable marine practices, Developing skills and education, Facilitating partnerships and networking, Attracting investments and developing infrastructure, Suggestion and improvement of public policies for the blue economy
Promotion of innovation and research, Development of skills and education, Facilitation of partnerships and networking, Suggestion and improvement of public policies for the blue economy
Promotion of innovation and research, Encouragement of sustainable marine practices, Facilitation of partnerships and networking, Suggestion and improvement of public policies for the blue economy
Job creation and economic growth, Encouragement of sustainable marine practices, Development of skills and education, Facilitation of partnerships and networking
Promoting innovation and research, Facilitating partnerships and networking, Attracting investments and developing infrastructure, Suggestion and improvement of public policies for the blue economy
Job creation and economic growth, Promoting innovation and research, Encouraging sustainable marine practices, Developing skills and education, Facilitating partnerships and networking, Attracting investment and developing infrastructure
Job creation and economic growth, Promotion of innovation and research, Encouragement of sustainable marine practices, Development of skills and education, Facilitating partnerships and networking, Attracting investments and developing infrastructure, Suggestion and improvement of public policies for the blue economy
Promotion of innovation and research, Encouragement of sustainable marine practices, Facilitation of partnerships and networking, Suggestion and improvement of public policies for the blue economy
How can a maritime cluster contribute to investment in the blue economy at the local level?
By attracting private investment into local blue economy sectors, By facilitating access to public financing for blue economy initiatives, Improving infrastructure (e.g. ports, logistics, marine technology) to attract investors, Promoting partnerships between local businesses and global investors, Creating a favourable business environment for blue economy start-ups, Improving the visibility of local blue economy projects to attract international investment, Supporting the development of financial incentives (e.g. tax breaks, subsidies) for blue economy investors.
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Promote partnerships between local businesses and global investors, Improve the visibility of local blue economy projects to attract international investments
When establishing a maritime cluster, list the main challenges you might encounter in terms of management, structural, administrative and legal aspects.
Administrative burdens and bureaucratic processes, Legal frameworks not conducive to cluster development, Difficulty in coordinating stakeholders and aligning interests, Insufficient regulatory support for cluster initiatives, Problems in compliance with international standards and regulations, Lack of awareness and understanding of cluster concepts and benefits
Legal frameworks not conducive to cluster development, Insufficient regulatory support for cluster initiatives, Lack of awareness and understanding of cluster concepts and benefits
Limited capacity for cluster management and governance, Lack of clear organizational structures and leadership, Legal frameworks not conducive to cluster development, Difficulty in coordinating stakeholders and aligning interests, Insufficient regulatory support for cluster initiatives, Insufficient access to legal expertise and advisory services
Limited capacity for cluster management and governance, Insufficient regulatory support for cluster initiatives, Insufficient access to legal expertise and advisory services
Limited capacity for cluster management and governance, Legal frameworks not conducive to cluster development, Lack of awareness and understanding of cluster concepts and benefits
Limited capacity for cluster management and governance, Administrative burdens and bureaucratic processes, Legal frameworks not conducive to cluster development, Difficulty in coordinating stakeholders and aligning interests, Insufficient access to legal expertise and advisory services, Cultural and linguistic barriers affecting collaboration and communication, Lack of awareness and understanding of cluster concepts and benefits
Lack of clear organizational structures and leadership, Administrative burdens and bureaucratic processes, Difficulty in coordinating stakeholders and aligning interests, Insufficient regulatory support for cluster initiatives, Lack of awareness and understanding of cluster concepts and benefits

Lack of clear organizational structures and leadership, Difficulty in coordinating stakeholders and aligning interests, Lack of awareness and understanding of cluster concepts and benefits
Limited capacity for cluster management and governance, Legal frameworks not conducive to cluster development, Insufficient access to legal expertise and advisory services, Lack of awareness and understanding of cluster concepts and benefits
Limited capacity for cluster management and governance, Lack of clear organizational structures and leadership, Administrative burdens and bureaucratic processes, Difficulty in coordinating stakeholders and aligning interests, Insufficient regulatory support for cluster initiatives, Challenges related to intellectual property rights and technology transfer, Problems in compliance with international standards and regulations, Insufficient access to legal expertise and advisory services
Legal frameworks not conducive to cluster development, Difficulty in coordinating stakeholders and aligning interests, Insufficient regulatory support for cluster initiatives
Lack of clear organizational structures and leadership, Legal frameworks not conducive to cluster development, Insufficient regulatory support for cluster initiatives, Lack of awareness and understanding of cluster concepts and benefits
In your opinion, what are the main actions to be taken at the national level to promote investment plans in the Blue sector?
raise awareness among stakeholders, approach them, present the concept well and publicize it
To promote investments in the blue economy sector, it is essential to establish an incentive regulatory framework, foster public-private partnerships, and strengthen maritime clusters to stimulate innovation. Access to green financing and the promotion of specialized training are also crucial to attract investors. Furthermore, the integration of digital technologies to improve the efficiency and traceability of maritime processes is a strategic lever. Finally, increased awareness of the importance of the blue economy will help strengthen the commitment of economic and societal actors.
Identification and implementation of a pilot collaborative project
Strengthening synergy between stakeholders
Advocacy for the good cause and interests that can be immersed in the blue economy. Attract the attention of public opinion and decision-makers on the importance of the blue economy for the sustainability of our marine environment.
Consider the Blue sector as a priority sector by the STATE and grant its sector players privileges and fiscal and financial facilitations.
Raising awareness among policy makers of the importance of the BuE sector
To promote sustainable blue tourism, it is recommended to structure an integrated national strategy, including targeted financial incentives for eco-responsible projects and the development of green infrastructure, such as sustainable marinas. In addition, raising awareness and training local stakeholders in practices that respect the marine ecosystem are essential to strengthen the attractiveness of the sector while preserving coastal areas.
the establishment of a financing mechanism using the local banking sector, bilateral and multilateral cooperation.
encourage and support maritime clusters to properly develop and advance the BUE sector
Develop incubators and accelerators specialized in blue entrepreneurship to facilitate the creation of start-ups
First, we need to have investment strategies and plans Updating the legal and regulatory framework Fiscal and financial incentives Intra- and inter-governmental coordination and cooperation Inclusion and integration of the populations concerned ...
Would you be interested in participating in Learning Labs covering the legal, structural, administrative and management aspects necessary for the establishment and management of maritime clusters?
Yes
Yes

Yes
Yes
Yes
Yes
No
Yes
Yes
Yes
Yes
Yes
Yes

3. Pictures







4. TUNISIA Guideline

The Tunisia Guideline is an informative document for guests to make their stay in Tunisia as comfortable as possible. This guideline contains information about the workshop venue, the visa and required documents, instructions to get to the town of Gammarth, accommodation and other important logistic and organizational information.



Figure 4 – Tunisia guideline

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