



20 YEARS

Building tomorrow's prosperity.
TOGETHER.

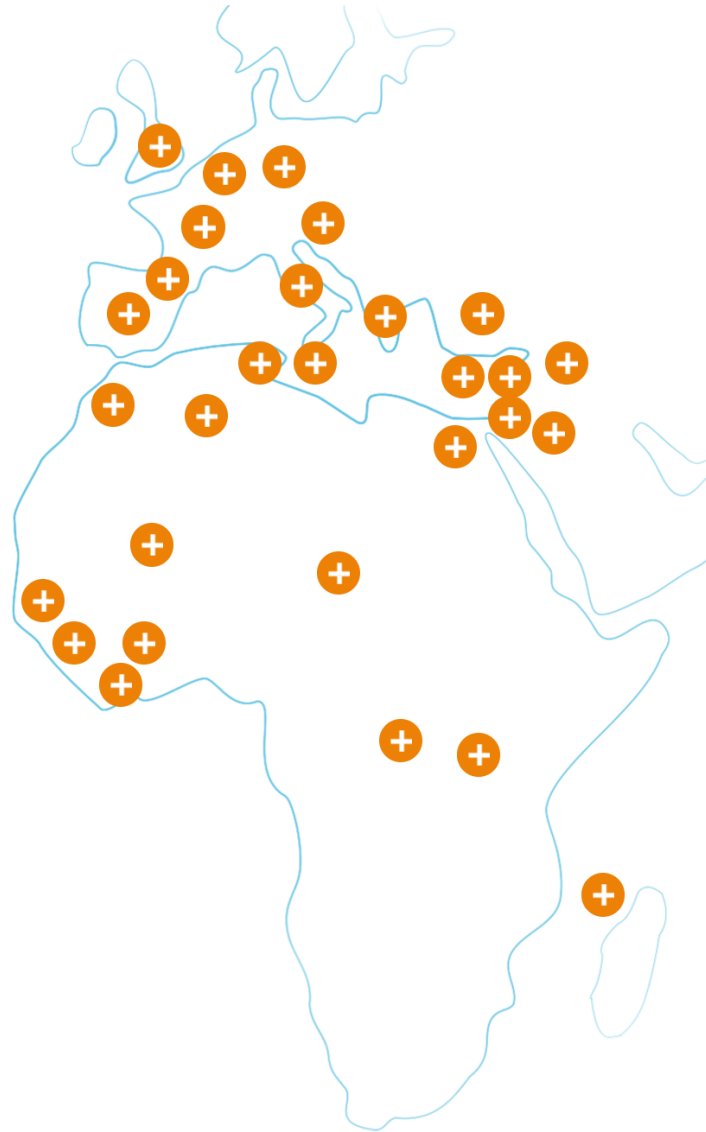
Program and partnerships

Who is ANIMA

A Do-Tank

An association, combining a **multilateral cooperation organisation** and a **public interest consultancy agency**, working for economic development in Europe, the Middle East and Africa.

ANMA aims at **improving the performance of policies and institutions** supporting the private sector and promoting companies that **create value for society**.



A gateway to the EMEA region

A large international network gathering **70 business and investment support organisations** and **400 experts** from **20 countries** in Europe, Middle East and Africa: national and international institutions, business associations, industrial and investment networks.

ANMA acts as a **gateway to the EMEA**, engaging countries in **cooperations aimed at transforming their economies** and promoting their attractiveness.

A spinoff of the Barcelona process / Euromed Partnership

Established in 2006 at the initiative of the European Commission and the investment promotion agencies from Euromed countries, with a head office in Marseille, France and offices opening in Mediterranean countries.

ANIMA contributes to **mobilise the private sector and the innovation communities** on **challenges of common interest** for the sustainable development of the region.

People behind ANIMA

EXECUTIVE DIRECTORS



Emmanuel Noutary
General Delegate



Clémentine Brisson Lesage
Director Finance and
Administration



Andy Ramorasata
Director Development and
Consultancy



Lydie Cornand
Director
Information Systems



Virginie Ruyer
Communications manager

BOARD OF DIRECTORS



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CONECT
Tunisia
President



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Berytech Foundation
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France
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Nathalie Faruggia
Malta Enterprise
Malta
Administrator



Jalel Tebib
FIPA
Tunisia
Administrator



Yasmine Soufiani
AMDIE
Morocco
Administrator



Marios Tannousis
Invest Cyprus
Cyprus
Administrator



Sonia Fernandez
AMEC
Spain
Administrator



Vincent Languille
Métropole Aix-Marseille-Provence
France
Administrator

ANIMA values

ANIMA has always been committed to telling the truth in economic and political terms, in order to **contribute to the necessary debate** on the reasons that can explain the lack of commitment of national or international investors, or the lack of effectiveness of certain policies to support the development of the private sector.

All members of ANIMA network are treated equally, whether they come from a governmental, territorial, public or private organisation, from a country in the North or the South. In addition, ANIMA is always committed to **support existing organisations** with its expertise and funding rather than substituting their action.

Speak the truth

Move from diagnosis to concrete action

The network has always strived to go beyond diagnosis and advocacy, and not to limit itself to incantation, by striving to **implement its recommendations**, when they are within its reach, through projects and initiatives.

Subsidiarity and collaboration

Innovation and pioneer attitude

ANIMA's experts and collaborators are in a privileged position to **identify, develop and disseminate new ideas**. It is thanks to this, to ANIMA's light structure and its flexible governance that the network has always been able to **stay one step ahead**, which gives it part of its relevance and added value.

Achievements after 20 years

ANIMA has raised €60m to implement 40 projects in collaboration with major international institutions and sponsors, mobilising hundreds of business and investment support organisations, thousands of companies as well as governmental bodies. These initiatives led to multiple outcomes and impacts at different levels.

Research, studies, mappings, publications

Outputs

- 400+ experts involved
- 100 publications
- 20 advocacy papers
- 10 technical assistance to governments

Public private dialogue and policy advocacy

Strategic outcomes

- Drafting of the 1st investment law in Syria
- Contribution to the creation of Invest Cyprus
- R&D incentive policy for SMEs in Morocco
- Intellectual property reform in 5 Lebanese universities
- Soft landing package for startups in Marseille

Support to innovation by industries and start-ups

Impact

- 350+ start-ups supported
- 90 Technology partnerships Europe - MENA
- 40 research based startups created
- Creation of 8 clusters in Egypt, Greece, Italy, Lebanon, Tunisia
- Creation of the first business angel networks in Jordan, Morocco, Tunisia

International networking for economic actors

Impact

- Organisation of matchmaking: Business to Business, Business to Investor, Business to Government, Investor to Investor.
- 4 500 business agreements between Euro-Med-African companies.
- €12m raised by startups
- 65 international cooperation project engineered.

Investment promotion

Outputs

- Organisation of international business forum: Semaine Economique de la Méditerranée, JNDA BRIDGE AFRICA. >10 000 cumulated participants.
- Organisation of international promotional roadshows.
- Creation of a FDI Academy: >5 000 training participants

« ANIMA is a unique organization, which combines the passion and drive of start-ups with the discipline, knowledge, and rigor of a most professional NGO »

**Candace Johnson, Honorary President of EBAN
(European early stage investors network)**

20th anniversary Program

1st semester 2026

INTERNATIONAL SYMPOSIUM

Mediterranean 2036: Future Proofing Economic Prosperity

22 – 24 April 2026, Athens (Greece)

Co-organised by Enterprise Greece and ANIMA

On the occasion of the 20th Anniversary of ANIMA, a prospective conference hosted by the Greek authorities mobilising business and investment communities and experts to reflect on the economic future of the Mediterranean region in relation with its neighbourhoods bridging three continents.

Objectives

- **Imagine common roadmaps:** Analyse prospective trends and anticipate disruptions to adapt economic cooperation and synergies between Europe – MENA and Africa
- **Strengthen value chains:** Identify growth sectors and identify common roadmaps to create value and secure a shared and sustainable economic development for the Euro-MENA region.
- **Unite leaders:** Create a platform for dialogue between policymakers, economic leaders, investors, innovators and remobilise the international cooperation community on the private sector challenges
- **Capitalise success and good practices:** Celebrate successful economic cooperation and promote good practices and initiatives generating innovation, skills, value creation and associating countries for the Euro-MENA-African area.

INVESTMENT SUMMIT

Connecting regions, stimulating growth: Europe-MENA investment partnerships summit

15 – 17 June 2026, Nicosia (Cyprus)

Co-organised by Invest Cyprus and ANIMA

As Cyprus assumes the Presidency of the Council of the European Union in 2026, Invest Cyprus proposes the organization of a high-level Regional Investment Forum that will bring together public and private sector leaders from across **Europe, the Mediterranean, and Africa**, to catalyse partnerships and common roadmaps. Partners involved: WAIPA, WAPPP, Euromed Clusters Forward, Leaders International.

Objectives

- **Promote opportunities and solutions:** Countries and companies will be offered to present their opportunities, offers and innovations in strategic domains: **Green transition, Defense, ICT, Financial services.**
- **Inspire economic and investment players:** The summit will organize best practice exchange and experience sharing in **investment promotion, public private partnership, green and digital regulations.**
- **Activate value chains:** business matchmaking will be organized between industries, clusters and research centers by the Euromed Clusters forward project.

2nd semester 2026

CAPITALISATION CONFERENCE

Power Euromed Boosting innovation and industrial value chains

October 2026, Marseille (France)

Organised by ANIMA

Capitalising on the “Future Proofing” symposium organised in April, this conference invites European and MENA countries to share their experiences and reflect together on the structuration of the innovation and industrial ecosystems, a strategic issue for the sovereignty of both Europe and MENA. EU institutions, MENA policy makers, industries, clusters and business networks involved in the implementation of the Euromed Clusters Forward initiative for the last five years will participate to present their progress and feed the reflection for future initiatives.

Objectives

- **Capitalise success:** Promote successful industrial upscaling initiatives and clustering dynamics and promote good practices and replicable processes boosting industrial innovation and Euromed value chains.
- **Design future cooperation initiatives:** Identify the areas of progress and the means, resources, partnerships to be mobilized to pursue a joint industrial upscaling and shared value chains between Europe and MENA, particularly in the green and digital sectors.
- **Strengthen the industry and cluster Euromed community:** Gather the cluster managers, policy makers, financing institutions and international institutions involved in research valorisation, clustering, industry upscaling.

INVESTMENT FORUM

Catalyst Morocco – Europe MENA economic transitions Forum (*provisional name*)

2 – 4 December 2026, Rabat (Morocco)

Co-organised by AMDIE and ANIMA

Closing conference of the 20th Anniversary and final Tech Days industry - matchmaking of the Euromed Clusters Forward project, the Forum aims at promoting investment opportunities and partnerships to boost key sectors for the economic transition in the Euromed region, in particular digital and environmental transitions. Tech Days (matchmaking between industry, clusters and research) will be organised by the Euromed Clusters forward project.

Objectives

- **Promote opportunities and solutions:** Moroccan stakeholder and companies and ANIMA partner countries will present their opportunities, offers and innovations in strategic domains for the economic transition : **Green transition, Agrifood, Industry 4.0, Automotive.**
- **Inspire economic and investment players:** The Forum will propose best practice exchange and experience sharing in **investment promotion, territorial marketing, diaspora engagement, green and digital regulations.**
- **Activate value chains:** business matchmaking will be organized between industries, clusters and research centers by the Euromed Clusters forward project.

Communication plan

Communication plan per event

- Promotional newsletters
- Social network campaign
- Press release
- Event programme
- On site signage: backdrop scene banners, rollups
- Aftermovie

Communication plan for the 20th Anniversary

- 20th anniversary brochure
- Promotional newsletters
- Social network campaign
 - 20th anniversary movie
 - Podcasts
 - Events
 - Brochure
- Press pack and campaign (editorials)

20th Anniversary video

The film is structured around four key milestones:

- The genesis of the network in the wake of the Barcelona Process,
- The transformation of vision into public policies and operational mechanisms,
- The network's human and entrepreneurial impact
- The outlook for the next 20 years.

Duration: 3-5 min. Video in English



Podcast: “Voices of the Mediterranean”

Interviews with key leaders involved in the economic cooperation within ANIMA communities to share insights gathered from their experiences with ANIMA, and to share their strategic vision for the economic development and cooperation in the EMEA region.

The podcast positions itself as a tool of influence and credibility, complementing ANIMA's videos and events, and as a platform for forward-looking reflection for its community (institutional, entrepreneurial, and academic).

Shooting will take place throughout the year during the various events. 2-30 minutes per interview.

Distribution channels: Deezer/Spotify/Apple Podcast to be defined and a shorter version (10 minutes) for YouTube

Distribution: social media & email marketing



PODCAST

Mediterranean 2036: Future Proofing Economic Prosperity

International Symposium

Wed 22 April | Thematic workshops

- Euromed Clusters Forward Academy for industrial clusters
- Board meeting

VIP Dinner

Thu 23 April | International Symposium

Keynote presentations and co-development workshops will cover the following topics:

- Economic development and the future of Mediterranean value chains
- Mediterranean climate change: threats and opportunities
- Human capital: employability and talent mobility
- The risks and opportunities of digital sovereignty and data security

Official evening reception and Mediterranean Leaders Awards

Fri 24 April | Side activities

Morning

Clusters Forward Academy for industrial

- Euromed clusters
- Workshops

Afternoon

- Benchmarking visits of the Greek industrial ecosystem



Details

Location: Athens, Greece

Host:  **ENTERPRISE GREECE**
INVEST & TRADE

Co-organisers: ANIMA, Berytech

Audience: 100 high level participants

- Government representatives
- Economists and prospectivists
- Business and investment support org.
- International cooperation and finance org
- Business and investment leaders
- Innovation and industry leaders
- Media

EUROMED DAYS

Investment conference

Mon. 15 June | Connecting regions, stimulating growth: Europe-MENA investment partnerships summit

Opening Ceremony: Featuring EU Presidency, EC officials, ANIMA & WAIPA heads.

High-Level Roundtables:

- Ministers and senior officials on regional investment strategy.
- CEOs and investors on sector-specific transformation.

Sectoral Panels:

- ICT & Digital Infrastructure
- Fintech & Green Finance
- Energy & Interconnectivity
- Tourism & Blue Economy

Innovation Showcases:

- Startup exhibitions and live pitching.
- Matchmaking sessions between investors and regional SMEs.

Official evening reception and Mediterranean Leaders Awards

Tue. 16 June | ANIMA, WAIPA and WAPP joint workshops

Tech Days by Euromed Clusters Forward

Thematic workshops

- Public Private Partnership
- After Care
- Digitalisation of FDI promotion

Wed. 17 June | ANIMA General Assembly Meeting



Details

Location: Nicosia, Cyprus

Host: invest
Cyprus

Co-organisers: ANIMA, Leaders Intl, WAIPA, WAPP

Audience: 250 participants

- Government representatives
- Business and investment support org.
- International cooperation and finance org
- Business and investment leaders
- Innovation and industry leaders
- Industry clusters
- Media

Power Euromed

Boosting innovation and industrial value chains

Capitalisation conference

Day 1 | MENA Industrial and Innovation Policies Developments

- Policy benchmark panels on financing and non financing policies in relation to research valorisation, R&D incentives, start-up supports, cluster development, support to value chain integration
- Co-development workshops to prepare new initiatives

Official evening reception and Mediterranean Leaders Awards

Day 2 | Clusters development roadmaps for strengthening Euromed value chains

- Panels discussing successful experiences of technology partnerships and industrial collaborations
- Panels presenting clustering success stories in key sectors in the region: mecatronic, textile, green tech, water, energy
- Networking meetings
- Co-development workshops to design future collaboration frameworks

Day 3 | Benchmarking visits



Details

Location: Marseille, France

Host: ANIMA
YOUR PARTNERS IN EUROPE MIDDLE EAST AFRICA

Co-organisers: Femise, Berytech,
Euromed Clusters forward

Audience: 100 participants

- Policy makers
- Innovation and industry leaders
- Industry clusters
- Business and investment support org.
- European institutions
- International cooperation and finance org

Catalyst Morocco

Europe – MENA transitions Forum

Investment Forum

Wed 2nd December | Thematic workshops

- Partner thematic and best practice exchange workshops
- ANIMA General Assembly Meeting

Networking evening for the ANIMA network and partners

Thu 3rd December | Investment Forum

High-Level Roundtables:

- Ministers and senior officials on regional investment strategy.
- CEOs and investors on sector-specific transformation.

Sectoral Panels:

- Green transition
- Agrifood
- Industry 4.0
- Automotive

Official evening reception and Mediterranean Leaders Awards

Fri 4th December | Tech Days – Industrie & Innovation matchmaking

- Showcase of clusters success stories in Morocco
- Pitch sessions of MENA industrial delegations
- Matchmaking meetings



Details

Location: Rabat, Morocco

Host:  
INVEST AND EXPORT

Co-organisers: ANIMA

Audience: 500 participants

- Government representatives
- Business and investment leaders
- Innovation and industry leaders
- Industry clusters
- Business and investment support org.
- International cooperation and finance org
- Media

Mediterranean Leaders Awards

The **Mediterranean Leaders** Award honors individuals who, through their actions and leadership, inspire and contribute to **the excellence and influence** of Mediterranean countries, embody **dialogue and rapprochement** between Mediterranean countries, and contribute to **a mutually beneficial partnership** between countries in this region.

The Mediterranean Leaders Awards 2026 ceremony will take place in **Greece, Cyprus and Morocco**, during the official receptions of the 20th anniversary events.

Winners are awarded following the recommendation and approval of the Board of Directors of ANIMA.

Previous winners



Ms Lilia Hachem Naas
Ex. Director for MENA Region
International Trade Center



Ms Philo Meli
Ambassador of Malta to Algeria



Mr Philippe Yvergniaux
Ex. Director of international
cooperation
Business France



Mr Maroun Chammas
CEO of Berytech
General Manager MEDCO SAL



HE Anne Gueguen
Ambassador of France
in Tunisia



Mr Mehdi Houas
CEO of Talan



Mr Karim Beguir
CEO of Instadeep



Mr Badreddine Ouali
CEO of VERMEG

Partner packs

Associate your organisation to the 20th anniversary

OFFICIAL partner – 30 000€

You will be present and highlighted continuously throughout the year in our 4 events and in the communication campaign

Content

- Production of 1 podcast with the leader of your organisation
- Organisation of workshops on your thematic
- Speaking slots in the first plenary sessions

Networking

- Match making with ANIMA network and events participants
- Invitations to the VIP diners and official receptions (4 events)
- Delivering of 1 Award to one of the winners of Mediterranean Leader Awards

Visibility

- Logo on dedicated 20th Anniversary web page on ANIMA's website
- Logo in the outro of the 20th Anniversary movie
- Presentation in the Press releases
- 1 year of visibility in all digital campaign on 20th Anniversary (posts, emailings,)
- Presence in the intro and outro of our podcast (1 year)
- Advertisement in the brochure of the 20th anniversary
- Logo in the backdrop scene and signage of the events

GOLD partner – 20 000€

You are the top partner for one of the 20th anniversary events and influence its content

Content

- Organisation of 1 workshop on your thematic
- Speaking slot in the first plenary session

Networking

- Match making with ANIMA network and events participants
- Invitations to the VIP diners and official receptions (1 event)
- Delivering of 1 Award to one of the winners of Mediterranean Leader Awards

Visibility

- Logo on dedicated 20th Anniversary web page on ANIMA's website
- Presentation in the Press release
- 1 year of visibility in all digital campaign on 20th Anniversary (posts, emailings,)
- Advertisement in the brochure of the 20th anniversary
- Logo in the backdrop scene and signage of the event

SILVER partner – 10 000€

You are a key partner for one of the 20th anniversary events

Content

- Speaking slots in the plenary sessions

Networking

- Match making with ANIMA network and events participants
- Invitations to the VIP diners and official receptions (1 event)
- Delivering of 1 Award to one recipient of Mediterranean Leader Award

Visibility

- Logo on dedicated 20th Anniversary web page on ANIMA's website
- Presentation in the Press releases
- Advertisement in the brochure of the 20th anniversary
- Logo in the backdrop scene and signage of the event

BRONZE partner – 5 000€

You are a support partner for one of the 20th anniversary events

Networking

- Match making with ANIMA network and events participants
- Invitations to the VIP diners and official receptions (1 event)

Visibility

- Logo on dedicated 20th Anniversary web page on ANIMA's website
- Advertisement in the brochure of the 20th anniversary
- Logo in the backdrop scene and signage of the event

They are already committed !

CO-HOSTS



OFFICIAL



GOLD



VILLE DE
MARSEILLE

Joins us!



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