ANIMA Strategy 2025-2027

13 June 2025

Author: ANIMA members contributions compiled by Emmanuel Noutary, General Delegate

ANALYSE

Context and process

Objective of this document

This synthetic document presents the objectives, strategic guidelines and priorities elaborated by the 70 members of the ANIMA Investment Network, from 20 countries, for the period 2025-2027. It represents a platform of ideas and propositions to feed the collaboration of ANIMA with its partners and donors.

About ANIMA

ANIMA Investment Network is a non-for-profit association created in 2006 in the context of the Barcelona Process. It gathers 70 business support organisations (BSO) from 22 countries based in Europe, Middle East, and Africa. Its aim is to work in the general interest for the economic development of the Europe - Middle East - Africa regions, in line with the challenges of social and environmental responsibility.

The Association's activities target all players from the economic sphere and engages them in cooperative initiatives that support the transformation of their economies and contribute to the territorial cohesion and resilience among the countries in this region.

The governance of the network is international, and associates organisations elected by the members to take part in a Board of directors, which is the steering body of the organisation. This Board currently associates 12 organisations from 11 countries: Aix-Marseille-Provence Métropole, AMDIE (Morocco), AMEC (Spain), Berytech (Lebanon), Business France, CONECT Tunisia, Enterprise Greece, FIPA (Tunisia), GAFI (Egypt), Invest Cyprus, Malta Enterprise, SEBC (Syria). It is chaired by Tarak Cherif (CONECT). ANIMA has offices in Marseille (France), Rabat (Morocco) and is currently opening offices in other Mediterranean countries in collaboration with their local authorities.

ANIMA acts as a cooperation agency for organizations in charge of economic development issues. Its activity consists of making diagnoses, identifying issues and opportunities, and designing and implementing projects to address the needs identified, mobilizing international cooperation resources and empowering local partners to implement projects in the various territories.

The impact of ANIMA's intervention covers all levels: macro (regulation frameworks for the business and investment environment), mezzo (business and investor support institutions), micro (SMEs, start-ups, and entrepreneurs).

Since its creation, the ANIMA network has been a major player in the European Union's neighbourhood policy in the field of economic development. Between 2008 and 2025, the association implemented 40 cooperation projects financed by the European Commission, representing a cumulative budget of €60 million.

Strategy making process

The strategy of the association is reviewed every three years, in conjunction with the election of the Board of directors. The current strategy has been elaborated with all members of the association during the following process:

- **April 7, 2025 - Collective intelligence workshop with network members - online**
  Outputs:
  - Definition of the strategic axis.
  - Recommendations for fostering the collaboration among BSO.
  - Recommendations for fostering the impact and influence of the network.
- **May 20-22, 2025 - Board of Directors seminar – Barcelona, Spain**

  Based on proposals of the members, the 12 Board members worked to refine and enrich the strategic axis and to identify the scope of the activities and partners to contribute to these axes.
- **May 23- June 12, 2025 – Drafting of the strategy by the Team and the Board**
- **June 20, 2025 – Adoption of the Strategy by the members of ANIMA during the General Assembly Meeting**

Strategy 2025-2027

Economic integration, resilience, and cohesion

The ANIMA members community insisted to pursue the efforts towards economic integration and convergence between Europe, MENA, and Africa, by fostering multi-country collaborations in key domains contributing to the resilience of the associated countries.

Specific objectives

- Coordinate a dialogue between business support organisations and public national and international institutions on regional challenges for the resilience of the private sector.
- Bridge Europe-Middle East-Africa countries by leveraging on Mashrek connections in the Arab peninsula and North African connections in Africa.
- Advocate donors to channel more financing directly to the private sector.
- Raise the capacity and organise the exchange of knowhow for public agencies in charge of investment and trade.
- Organise the matchmaking between business and investment support organisations in the region, as well as the connection with institutional investors.
- Contribute to promote investment opportunities emerging from Euromed countries.

Action lines

- Regional capacity building programme for investment promotion institutions and business support organisations
- Matchmaking events for BSOs from all countries
- Euromed taskforces on economic integration and resilience associating public and private sectors and involving Africa and the Gulf
- Connecting clusters to create business to business and technology linkages
- Develop collaborations with development banks and export promotion banks.

- Promote investment opportunities during ANIMA events and towards the diaspora.

Target groups

- Investment promotion, trade, and economic development agencies
- Business support organisations (BSO), Business associations, Clusters
- Development and Financing Institutions
- Other economic networks in the Europe-Middle East-Africa zone.
- Multilateral institutions: Union for the Mediterranean, European Union, Africa Union, GCC

Green and sustainable transition

The Mediterranean being at the forefront of the impact of climate change, the ANIMA network wishes to support the private sector to take its part in the mitigation and the adaptation to this growing crisis. Considering the specific climate in the South, these countries represent a sandbox for innovations which could inspire the rest of the world, and particularly the South of Europe, when the climate crisis evolves.

Specific objectives

- Support the green transition and decarbonation of the private sector, notably in Textile, Blue Economy, Agri-food, Energy.
- Promote positive impact of the private sector for youth and women.
- Contribute to align the agendas of the Euromed countries in Green transition.

Action lines

- Identify and disseminate the Mediterranean best practices.
- Connect private sector with service providers in the green transitions.
- Promote women and young people inclusion by mobilising the private sector.
- Promote the Green investment toolkit developed by ANIMA and GAFI as well as the Investment Impact Rating methodology developed by ANIMA.
- Euromed Green transition taskforce associating the private sector to exchange best practices and align methodologies and advocacy.

Target groups

- Investment promotion, trade, and economic development agencies
- Business support organisations, Business associations, Clusters
- Enterprises
- Experts

Digital transformation and artificial intelligence

Digital technologies have irrigated the EMEA region and energized its entrepreneurial scene. Fintech, Agritech, Healthtech, Edtech, digital technology is not only a vector of innovation and productivity, a link between territories, but also a vector of inclusion, as companies are in such demand for talent in this sector. Industry 4.0, Industry 5.0 and Artificial intelligence are also key drivers which are disrupting the production in every sector.

Specific objectives

- Support the digital transition of the private sector, notably in the industry, cultural and creative sectors.
- Raise the capacities of enterprises and BSOs in digital transition, promote and circulate best practices.

- Participate in the debate on Artificial Intelligence.
- Contribute to a Euromed Alliance and joint multi-country projects on Artificial Intelligence

Action lines

- Identify and disseminate best practices in digital transition
- Identify experts and connect them with SMEs and BSOs
- Euromed AI taskforce: best practice exchange, support the creation of joint projects
- Organise benchmarking visits in Europe to favour exchanges in the domain of e-administration, digital and tech ecosystems.

Target groups

- Investment promotion, trade, and economic development agencies
- Business support organisations, Business associations, Clusters
- Enterprises
- Experts
- Public administrations

Innovation and R&D

In the global competition, the capacity of the South Mediterranean private sector to move upmarket is key for developing regional value chains and respond to the demand of competitiveness of European importers and foreign investors today mostly positioned in other regions.

Specific objectives

- Upscaling of existing sectors: develop technology and competitiveness
- Facilitate the collaboration and transfer along the innovation value chain: research, start-ups, industry, clusters
- Foster the financing of innovation

Action lines

- Identify, support, and promote start-ups in key sectors for the Mediterranean
- Reinforce clusters
- Partner with large tech events in the Euromed
- Facilitate collaboration between researchers and the private sector

Target groups

- SMEs
- Start-ups
- Universities/ Research labs
- Clusters
- Technoparks
- Incubators / Accelerators

Successful implementation of the strategy

Specific objectives

- Adopt strong and flexible business models for the activities that can support our work overtime and sustain the outcomes.

- Strengthen the interconnection between the axes of the strategy —economic integration, green transition, digital transformation, and innovation— will be key to amplifying their collective impact and fostering cross-sectoral synergies.
- Expand and enriching our community of members, both in size and capabilities, by increasing our geographic reach and attracting new partners.
- Transform this strategy into concrete yearly action plans, with clear KPIs and measurable outcomes, to ensure accountability and monitor progress.

Action lines

- Diversify the revenue model of the activities and services implemented by ANIMA by mobilising public and private sources of funding.
- Develop added value services with autonomous revenue model, such as marketplaces.
- Invite new categories of members to join ANIMA, which could bring value to the network in implementing its strategy, such as clusters, research centers, export and development banks, development and financing institutions.
- Present yearly action plans and annual reports in relation to this strategy.