



2021

ANNUAL REPORT

YOUR PARTNERS IN EUROPE
MIDDLE EAST AND AFRICA

ANIMA
INVESTMENT  NETWORK

ANIMA Investment Network

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ANIMA Investment Network



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ANIMA Investment Network

INTRODUCTION

I would like to thank all the members of our network, on behalf of myself and the members of the Board of Directors, for electing us to steer the association's strategy over the next three years.

The period we have just experienced, and particularly the health crisis, has shown how much the public and private sectors need each other, and can work together to overcome the major challenges facing our societies. Businesses have shown their resilience during this crisis, demonstrating innovation and agility, working together to serve the needs of people in this period, and also seizing new market opportunities that were emerging. At the same time, the administrations, each within their means, have been able in most countries to show responsiveness in order to stand by the companies and safeguard activities and jobs.

ANIMA has embodied this public-private dialogue and collaboration for more than 16 years, and puts the expertise of its network and its team at the service of this cooperation. In a world that is experiencing a succession of crises, it is more necessary than ever to join forces between countries and organisations to understand the issues at stake and to invent concrete solutions to meet them together.

This is the mission of ANIMA, which strives to act at all levels, macro and micro, for the development of trade and investment for a sustainable and inclusive development. We are very pleased to present our recent achievements in this 2021 activity report, and thank all the partners who have taken part.

Tarak Chérif, President

THE MEMBERS OF THE NETWORK

Algeria



ANDI - National Agency of Investment Development in Algeria

Andorra



Andorra Business - Andorran Investment Development Agency

Belgium



AWEX - Wallonia Foreign Trade and Investment Agency
EBAN - European Business Angel Network
EBN - European Business and Innovation Centre Network
EURADA - European Association of Development Agencies

Cyprus



INVEST CYPRUS - Cyprus Investment Promotion Agency

Egypt



FBI - Federation of Egyptian Industries
GAFI - General Authority for Investment and Free Zones

Spain



ACCIO - Agency for Business Competitiveness of Catalonia
AFAEMME - Association of Organisations of Mediterranean Businesswomen
AMEC - Industrial Exporters Association

France



AFD - French Development Agency
APIM - Association for the information in the Mediterranean
Rising SUD - Regional Agency for Innovation and Internationalisation of Companies Business France - National Agency for International Development of the French economy
CCIFM - Chamber of Commerce Franco Italian in Marseille
CIHEAM-IAMM - Mediterranean Agronomic Institute of Montpellier
Club du XXIème Siècle - Promoter of Young Mediterranean Leaders (YML)

Euromed Capital Forum - Association for the Euro-Mediterranean Dialogue on the Private Equity

FEMISE - Euro-Mediterranean Forum of Institutes of Economic Sciences

FPUL - Lyon University Foundation

IEP Aix-en-Provence - Political Studies Institutes of Aix en Provence

IPEMED - Mediterranean world Economic Foresight Institute

IRD - Institut de Recherche pour le Développement

KEDGE Business School - Kedge Group of Business Schools

Marseille Innovation - European Community Business and Innovation of the SUD region

Métropole AMP - Aix Marseille Provence Métropolis

PROVENCE PROMOTION - Regional economic development agency in Bouches-du-Rhône

Région SUD - Provence-Alpes-Côte d'Azur Region

RMEI - Mediterranean Network of engineering schools

City of Marseille

Greece



Enterprise Greece - Investment and Trade Promotion Agency of Greece

Italy



CEIPIEMONTE - Piemonte Agency for Investments, Export and Tourism

Euromed Group Srl - Euro-Mediterranean International Trade Consortium

INSME - International Network for Small and Medium Enterprises

PROMOS - Special Agency of the Milan Chamber of Commerce for the promotion of international activities

Jordan



JIC - Jordan Investment Commission

Lebanon



Berytech - Business Innovation & Incubation Center
CCIAZ - Chamber of Commerce, Industry and Agriculture of Zahle and la Bekaa

Malta



Malta Enterprise- Agency for the promotion of foreign investment and industrial development in Malta

Morocco



Agence de l'Oriental - Oriental Regional Development Agency
AMDIE - Moroccan Investment Development Agency

CRI Fes-Meknes - Regional Investment Centre of Fes-Meknes

CRI Guelmim Oued Noun- Regional Investment Centre of Guelmim Oued Noun

CRI Souss Massa Draa - Regional Investment Centre of Souss Massa Draa

SMIT - Moroccan Agency for Tourism Development

StartupMaroc - Business Incubator

Palestine



HCIE - Higher Council for Innovation & Excellence
PICTI - Palestine Information and Communications Technology Incubator
PIPA - Palestinian Investment Promotion Agency
UCAS TI - University College of Applied Sciences - Technology Incubator

United Kingdom



The Mowgli Foundation - Mowgli Mentoring

Switzerland



WAIPA - World Association of Investment Promotion Agencies

Syria



SEBC - Syrian Enterprise and Business Center

Tunisia



API Tunisie - Agency for the Promotion of Industry and Innovation
CAS - Sfax business center

CONNECT - Confederation of Corporate Citizens of Tunisia

FIPA Tunisia - Foreign Investment Promotion Agency of Tunisia

PAEB - Bizerta Economic Activities Park

ITA - Tunisia Investment Authority

International organisations

OECD - Organisation for Economic Co-operation and Development

ELECTED MEMBERS OF THE BOARD OF DIRECTORS



Tarak Cherif
CONNECT
Tunisia
President



Philippe Yvergniaux
Business France
France
Treasurer



Mohamed Shoaib
GAFI
Egypt
Vice president



Philomena Meli
Malta Enterprise
Malta
Vice president



Zied Lahbib
FIPA Tunisia
Tunisia
Vice president



Vasso Kyrkou
Enterprise Greece
Greece
Vice president



George Catinis
SEBC
Syria
Vice president



Yasmine Soufiani
AMDIE
Morocco
Administrator



Oscar Puig
AMEC
Spain
Administrator



Eric De Clercq
AWEX
Belgium
Administrator



Ramy Boujawdeh
Berytech
Lebanon
Administrator



Marios Tannousis
Invest Cyprus
Cyprus
Administrator



Ibrahim Abdalrahim
HCIE
Palestine
Administrator



Federico Maria Bega
PROMOS
Italy
Administrator



Bernard Kleynoff
Région Sud
France
Administrator





NETWORK LIFE

Context and institutional life

Major issues and achievements

The ANIMA network renewed its governance

The ANIMA network held its elective General Assembly on 25 November 2021 and elected its new Board of Directors for the period 2022-2024. 15 personalities representing organisations from 13 countries associated to the network were elected for the next mandate, and chose to renew Tarak Chérif, who had been acting as interim President since February 2021, as President of the ANIMA Investment Network Board.

Every day in 2021, two ANIMA events were held in parallel

ANIMA coordinated with its partners a particularly dense action plan during the year:

- 124 events that took place over 431 days. Thus, every working day, two ANIMA events were held;
- 22 studies and publications in particular on innovation ecosystems (THE NEXT SOCIETY project) and green industries (Interreg Med Green Growth project);
- 3600 people have benefited from ANIMA's activities in 2021, 66% of which in Africa and the Middle East.

An impact at micro as well as macro level

ANIMA's actions have led to improvements for enterprises, intermediary organisations, as well as on the legal and judicial framework for entrepreneurship, trade and investment.

- More than 150 jobs have been created by the start-ups supported by THE NEXT SOCIETY. 3 million in investment and signed 78 commercial contracts;
- The clusters and business associations supported by ANIMA have signed nearly 45 international partnership agreements;
- New strategies and legal frameworks are adopted to foster innovation, internationalisation or business financing in Egypt, Jordan, Lebanon, Morocco and Palestine.

The association diversified its portfolio of activities and partnerships

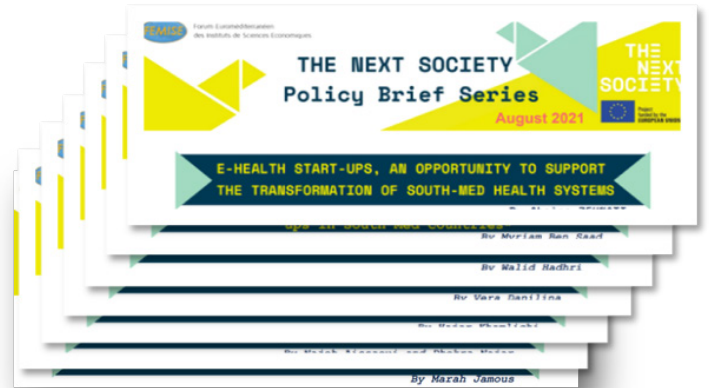
- Development of partnerships with GIZ and ENABEL with whom ANIMA will implement four new projects;
- Consolidation of relations with UNCTAD and the Mediterranean Centre for Integration and organisation of dialogue sessions between their economists and the members of the network;
- Renewal of the European Commission's confidence in ANIMA through a call for projects to continue the activities of THE NEXT SOCIETY. A new project proposed by ANIMA in support of Mediterranean technological and industrial ecosystems and value chains will start in 2023.

Publications and tools

Policy briefs

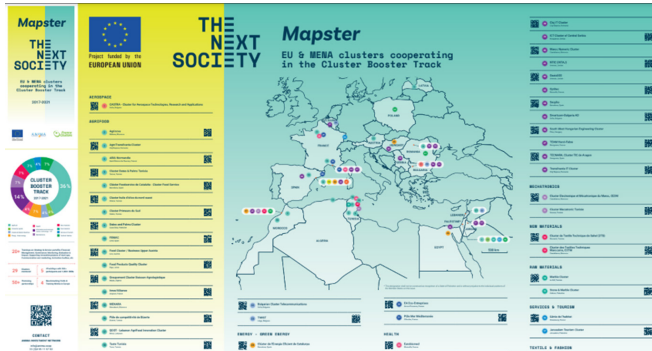
In partnership with **FEMISE**, publication of a series of policy briefs (6 in 2021) to promote proposals and good practices in the areas of

- Digitalisation;
- Green tech;
- Waste;
- E-learning;
- Support to refugees;
- Health.



Mapster, the Mediterranean clusters map

In partnership with **France Clusters**, 70 southern clusters mapped and presented online in detail.



Opening of ANIMA community on Euroquity

In partnership with **Bpifrance**, putting companies in touch with the network's organisations and investors.



Collaborations and institutional partnerships

Development of collaborations with AFD - Expertise France, ENABEL and GIZ

In 2021 ANIMA consolidated its relations with several bilateral donors from EU Member States active in the Mediterranean area. These are the Agence Française de Développement, co-financier of the MEET Africa project with the EU; ENABEL (Belgium) with whom ANIMA has launched two projects for the benefit of agencies in Guinea and Morocco; and GIZ (Germany) with whom ANIMA has implemented two projects in Tunisia.

Continuation of the partnership with the Region Sud - Provence Alpes Côte d'Azur, the City of Marseille and the Metropole Aix Marseille Provence

The local authorities of Marseille and its region have renewed their partnership with ANIMA in 2021. In addition to the support they provide to ANIMA in the management of major European projects, ANIMA participates in the **Start-Up Attractiveness** scheme of the Southern Region, which has enabled **Winshot (Tunisia) to set up in Marseille** in 2021, and collaborates on an ongoing basis with **Provence Promotion**, the agency of the metropolis, to attract start-ups to the area. ANIMA was also a **Platinum Sponsor of Emerging Valley**, the African tech summit in the city, and collaborated with the local authorities to implement the business section of the **Mediterranean Forum**. Finally, ANIMA supports the region's actors in their cooperation in the Mediterranean and in Africa, which takes the form of bilateral partnership agreements (**Provence Promotion - CRI Souss Massa, Marseille Innovation - Berytech**) or participation in projects (**Marseille Innovation, Kedge, Rising Sud, IRD**).

Partnership with the Mediterranean Centre for Integration

ANIMA and the CMI (led by UNOPS) have entered into a partnership aiming to share the work of the CMI with the members of the network and to organise a **regular dialogue between CMI experts and the members** in the framework of conferences and workshops.

Preparation of new projects in collaboration with the International Trade Center (ITC)

Continuing the relationship established in 2020, ANIMA and the ITC teams met in Geneva to conceptualise joint initiatives in the areas of investment promotion.

Continued collaboration with UNCTAD on the World Investment Conference and the annual ANIMA conference

ANIMA organised a workshop on investment promotion in the Mediterranean at the UNCTAD conference in October, and **James Zhan, the UN agency's director of investment and enterprise**, shared his analysis of the prospects for investment recovery in the Mediterranean with the ANIMA network at the ANIMA annual conference in November.

Members and governance

Statutory meetings and important decisions

The Association held nine meetings of its Board and two meetings of its General Assembly in 2021.

Following the resignation of Abdelkader Betari on 25 February, the Board appointed Tarak Chérif as interim President until new elections are held in November.

The Board's committees have been particularly active throughout the year to steer capacity building activities (Training Committee), develop new activities (Projects Committee), and develop partnerships and the reputation of the association (Marketing Committee).

ANIMA's Board of Directors also approved the terms of reference drafted by the Governance Commission for a review of ANIMA's associative project and the association's governance. This work will be undertaken in 2022 under the guidance of the new Board of Directors, following the recommendations made by ITC and with the support of an external partner. The Union for the Mediterranean has offered its assistance to support ANIMA in this process.

Election d'un nouveau Conseil d'Administration et Bureau pour 2022-2024

At the General Assembly on 25 November, the network members elected a new Board of Directors for the next three years. The Board also elected its officers from among its members. The elected persons are the following:

Tarak Chérif, President of CONECT, is confirmed as President of the ANIMA network.

Philippe Yvergniaux, Director of Cooperation at Business France, was elected as Treasurer.

Vasso Kyrkou (Enterprise Greece), **Mohamed Shoaib** (GAFI - Egypt), **Philo Meli** (Malta Enterprise), **George Catinis** (SEBC - Syria), are elected Vice Presidents.

Yasmine Soufiani (AMDIE-Morocco), **Oscar Puig** (AMEC-Spain), **Eric De Clercq** (AWEX - Belgium), **Zied Lahbib** (FIPA - Tunisia), **Ibrahim Abdalrahim** (HCIE-Palestine), **Marios Tannousis** (Invest Cyprus), **Federico Bega** (Promos - Italy), and **Bernard Kleynhoff** (Région Sud - France) were elected as directors of the association.

Furthermore, the Directors reappointed **Emmanuel Noutary** as General Delegate for the coming term.



Member services and collaboration within the network

Support for engineering and cooperation between members

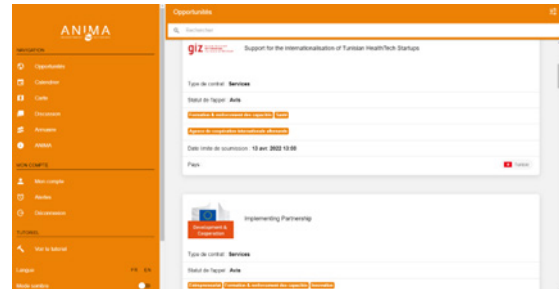
ANIMA continued the deployment of the ANIMApp application on Web and Android <https://animapp.anima.coop> to access funding opportunities as well as strengthening interactivity between members:

- 40 users among members;
- 117 funding and cooperation opportunities from donors have been analyzed and published in the framework of the watch offered by ANIMA to its members in 2021;
- ANIMA directly involved 12 members in the setting up of two project proposals meeting the association objectives.

Strengthening collaborations between members and with ANIMA headquarters

ANIMA continued its transformation for greater interactions within the network:

- **Strengthening the network animation through the assignment of members' follow-up to different collaborators** of the headquarters team in order to set up a personalized and regular relationship;
- **Implementation of a monitoring and reporting system** for the collaboration relationship within the network based on 16 indicators aligned with the main categories of collaboration existing;
- **Individual interviews with 27 organizations** on the challenges specific to each organization in order to facilitate their participation in the activities of ANIMA and other members;
- Sending 4 **ANIMA Inside Newsletters** to allow members being informed on the news from other members and to participate in the expertise missions implemented by the network;
- Continuation of a **monthly webinar cycle** to present members' best practices and share them in the «**Best Practices**» section of the ANIMA website and a Youtube channel to access the presentations made during the webinars.



Development of new projects

EuroMed Clusters Forward: Promoting regional value chains

ANIMA and nine of its members have developed and won the EuroMed Clusters Forward project proposal to the European Commission for a period from April 2022 to October 2026. While building on the results of THE NEXT SOCIETY, EuroMed Clusters Forward will focus on empowering clusters to promote inclusive innovation and competitiveness in the Euromed region through three axes:

1. **Improving the regulatory framework of clusters** and incentives for collaboration in order to develop businesses and their competitiveness;
2. **Improving clusters' capacities** to develop strategies and provide quality services to their members;
3. **Activate Euromed value chains** by promoting prospective sectoral visions and supporting the creation of alliances of EU and Southern Mediterranean clusters in key regional value chains.

Development of technical expertise missions

ANIMA has continued the identification of opportunities and project engineering to set up expertise missions in the Mediterranean and Africa to strengthen the strategies and actors of economic development.

- **ANIMA has submitted in 2021 six proposals** - three of which were won - requesting the expertise of both the network and the pool of ANIMA experts;
- ANIMA continues to **regularly consult its members** via dedicated mailings and via the ANIMA Inside Newsletter to recruit experts to position on proposals.

The dynamic of diversification of donors and opening towards Africa is confirmed

As part of its development, the dissemination of the network's expertise, and the diversification desired by its members, ANIMA continues to develop collaborations with new donors and towards Africa:

- **The German International Development Cooperation Agency GIZ** has consulted ANIMA for the prefiguration of initiatives on innovation in Maghreb and West Africa. Prospects for collaboration could emerge in 2022.
- **The Belgian development agency Enabel** has assigned two expertise missions to ANIMA, directly involving the collaborators of several members:
 - Mission to support Guinea and its entrepreneurs to the Dubai World Expo;
 - Support to the Regional Investment Center of Souss-Massa in the creation of a network of economic ambassadors.





LIFE OF THE PROJECTS

Partnerships and action plans

THE NEXT SOCIETY



Project funded by the **EUROPEAN UNION**

Funding | European Commission (DG NEAR); THE NEXT SOCIETY Club; project partners
 Budget | 7.7 M€ (90% EU grant)
 Duration | 2017 - mid 2022
 Role of ANIMA | Pilot

Project partners



Ecosystem Partners



Project coordinator



Club



Action plan in 2021

In 2021, THE NEXT SOCIETY benefited from a 1-year extension to extent its results and set up a **tailor-made work plan**, adapted to the Covid pandemic situation and able to meet the new needs of the innovation ecosystems in the region.

This new “Covid” work plan was implemented through **83 activities** cumulating 230 days of events and gathering **2273 participants** among which **1241 persons were trained**. As 2021 was the last full year of the project implementation, it was key to demonstrate the impact of the initiative supporting the ecosystem at each level. To do so, ANIMA set up an **impact monitoring system** to better collect any impact, success or partnership generated by the project.



In this regard, activities implemented in 2021 intended to:

- **Accelerate startups to overcome the Covid impact on the ecosystem, improve their access to markets and investment readiness;**
- **Support clusters in their management model and connect them throughout the region to activate Euromed value chains;**
- **Foster technology transfer, IP management and research commercialization to support the technological upgrading of south Mediterranean countries;**
- **Support public strategies at national level to adopt new regulatory frameworks that strongly accelerate innovation.**

Main activities taking place in 2021:

- Publication of 16 studies, policy notes or analysis;
- 4 regional events on inspiring innovation policies;
- 4 national advocacy panel on innovation;
- 6 Technical assistance missions;
- 4 meetings between industry and innovators;
- 7 national capacity building programs for TTOs;
- 6 national acceleration programmes for research based entrepreneurs;
- 8 trainings and workshops for clusters as well as 6 expertise missions;
- 3 EU-MENA matchmaking events for clusters and a cluster mentoring program;
- 9 e-soft landing missions in EU for entrepreneurs;
- 9-month mentoring programme for 13 entrepreneurs;
- 4 training sessions for investment ready startups;
- 4-month investment readiness programme for startups;
- A regional commercialization programme « From Research to Market ».

Main project results in 2021

Impact on innovation strategies in the Mediterranean countries

- 10 national schemes directly improved/impacted by TNS
- Development and adoption of a national strategy for innovation in Palestine
- Contribution to the creation of a new public fund for deep tech in Jordan
- First mechanism of Research Tax credit in the region about to be adopted in Morocco and replicated in Tunisia.

Startups successes and impact on Mediterranean challenges

- 2.1 million EUR raised by 30 startups
- 150+ jobs created by THE NEXT SOCIETY startups
- 30% of THE NEXT entrepreneurs are women
- Tech for good: Over 50% of startups have a direct impact on SDGs



- 58% of the startups have businesses in Agrifood - Biotech - Edtech - Greentech - HealthTech



Project funded by the EUROPEAN UNION



Main project results in 2021

Successes at Cluster level and cooperations generated

- 45 international agreements signed by clusters;
- 44% of TNS cluster managers are women;
- MoU signed between EU and MED clusters;
- Creation of a meta-cluster;
- Consortia formed to answer calls for projects;
- Creation of a R&D centre for innovation in AgriFood sector in Morocco.

Technology transfer capacities and technology acquisition

- 78 deals signed by start-ups research-based, including 32 international: 17 in the MENA region, 14 Europe and 1 in the USA;
- 60 innovations promoted toward industry;
- 28 portfolios of transferable technologies;
- Openness of a Tech Transfer department at AUB (Lebanon).

THE
NEXT
SOCIETY



Projet
financé par
l'UNION EUROPÉENNE





Project
funded by the
EUROPEAN UNION

Funding | European Commission (DG
NEAR); Région SUD, project partners
Budget | 6.25 M€ (80% EU grant)
Duration | 2018 - 2022
Role of ANIMA | Partner

Peer-to-peer technical assistance

ANIMA implements a peer learning programme within the framework of the EBSOMED project, which consists of organising consultancy missions mobilising expertise from the staff of economic development organisations, for the benefit of a peer.

In particular, this programme offers a complementary service to the EU-OECD programme on investment promotion which carries out the assessment of several investment promotion agencies.

Several twinnings were implemented between 2020 and 2021:

AWEX (Belgium) - CEPEX (Tunisia) - Strengthening of the public offer in Tunisia for the promotion of exports and the improvement of services to Tunisian businesses. This operation is the follow-up to an operation carried out in 2019.

AMEC (Spain) - CONECT (Tunisia) - Exchange of know-how to develop and improve the services and loyalty of CONECT member businesses. A series of trainings and expertise missions are planned for 2020 and 2021.

INSME (Italy) - LDN (Lebanon) - Exchange and training on social entrepreneurship and innovation practices between December 2021 and May 2022.

ANIMA experience sharing webinars in response to the COVID crisis

Under the direction of the **Board of Directors' training commission**, a webinar programme has been set up to foster experience sharing, mutual knowledge between members, and allow members to identify partners for peer-to-peer support missions. Overall, nine webinars took place between January and December 2021, each presenting three experiences or analyses of members or expert partners in relation to the theme. Most of the themes were related to the management of the Covid-19 crisis aftermath and the green economy:

- Attractiveness strategies: Mobilise expatriates and the diaspora in the service of attractiveness and economic development (**Provence Promotion, Irish Abroad Unit, APIX**) - Maximise local impacts, relocate of value chains and attract new projects while protecting your economy from predators (**Business France, Enterprise Greece, UNCTAD, Université du Caire, PAEB, OECD, GERMANY TRADE & INVEST**)
- Support for SMEs and start-ups: Which companies to sustain after the crisis ? (**Femise, Rising Sud, GAFI**)
- Promoting gender equality with investors and enterprises (**Cawtar, TechWomen, Womenpreneur**)
- Attracting investment in the green economy: opportunities, strategies and services for the Mediterranean countries (**World Economic Forum, AMDIE, ANIMA GAFI, ESGreece**)
- Entrepreneurship as a driver of growth and social transformation in Africa (**GAFI, ANIMA, ESGreece**)

All webinars are available for viewing and the **ANIMA YouTube channel** and presentations from members and partners are accessible via the **Best Practices section of the ANIMA website**.

The EBSOMED project is led by BUSINESSMED within a consortium consisting of 6 partners.

BUSINESSMED Union of Mediterranean Confederations of Entrepreneurs

CAWTAR

ANIMA Association of North African Mediterranean Entrepreneurs

EUROCHAMBRES

AHK Arab Chamber of Commerce and Industry



Funding | Agence française de développement (AFD), European Union (FFU)

Budget | €8.5 million, inc. €950,K for ANIMA

Duration | 32 months, Nov. 2020 to July 2023

Role of ANIMA | Partner

MEET Africa 2 - European Mobilisation for Entrepreneurship in Africa (Phase 2)



Phase 2 of MEET Africa aims to animate an entrepreneurial ecosystem between the diaspora and European and African support actors by supporting them with a dedicated mechanism. The programme targets diasporas from Cameroon, Côte d'Ivoire, Mali, Morocco, Senegal and Tunisia, willing to undertake entrepreneurship in their country of origin.

The main results of the action are the **development of a Euro-African information and orientation platform for diaspora entrepreneurs, the coaching of 140 entrepreneurs and the financing of 170 businesses**, as well as the mobilisation of all the actors of the diaspora community in France during a large **Euro-African business forum dedicated to fostering diaspora entrepreneurship**.

Persistent needs, opportunities for the ANIMA network!

The action entrusted to ANIMA contributes to strengthening the mobilisation of the diaspora and the financial resources of diaspora networks in continuity with the actions previously implemented by the association.

Three specific results are targeted by ANIMA: **1. to facilitate the access of the diaspora to entrepreneurship support offers through the development of a digital platform of information and services; 2. to animate and promote the platform and facilitate its appropriation by the actors; 3. to mobilise the African diaspora in France in the form of a Euro-African entrepreneurship fair and to sustain the community of actors.**

This partnership offers several opportunities to ANIMA: **New territories are targeted** by ANIMA's actions in Africa; **new actors of the accompaniment** and investment are mapped and led to collaborate with the association at different levels and on several territories of Africa and Europe, while keeping the strategic vision of the network on the subject of the diasporas and by highlighting its proven capacities for the consolidation and the animation of business networks the implementation of consultation processes leading to the setting up of co-constructed mechanisms, coherent with the real needs of the beneficiaries and sustainable, as well as the **valorisation of the opportunities offered by the African economies**.

Action plan implemented in 2021

Launch of the Meet Africa Hub, the diaspora entrepreneur referral platform

The MEET Africa Hub was launched in July. The site presents, qualifies and connects the main service providers in Africa and Europe, who support diaspora entrepreneurs in their projects.

The publication of a more advanced version 2 was launched in Q1 2022 and others will follow until 2023. Several actions contributed to the study and needs analysis phase:

- Development of a benchmark listing 78 similar digital platforms;
- Constitution of a reference group of 43 support organisations representative of the different existing profiles;
- Consultation of support structures and entrepreneurs via two online surveys;
- Organisation of individual interviews with more than 30 support structures from the reference group and consultation of more than 100 organisations in the framework of the co-construction;
- Organisation of a meeting to launch the co-construction process of the platform in the presence of the support structures;
- Organisation of 3 co-construction meetings with diaspora entrepreneurs in Bordeaux, Marseille and Paris.

The network of member organisations and the participatory governance of the platform: An asset for the sustainability and success of the MEET Africa Hub

The members and participatory governance of the platform have been defined, with the establishment of 3 bodies to facilitate the coordination and participation of the community in the development of the tool: The annual meeting of members, the Development Council and the Technical Committee.

27 member organisations of the Hub propose 30 offers of technical, financial or information support:

Maroc entrepreneurs | Confédération générale des entreprises du Maroc - CGEM | Kedge Business School | CEPICI | DGIE - Délégation générale des Ivoiriens à l'extérieur | GRDR | ADEPME | Bond'innov | API Mali | Marseille Innovation | FIPA Tunisia | SIAD | APME Cameroun | MINREX - Direction des Camerounais à l'Etranger, des Etrangers au Cameroun, des Réfugiés et des Questions Migratoires | GIZ - German Cooperation | Presidential Council for Africa | Bpifrance | Proparco - Choose Africa | Investisseurs et Partenaires | ICMPD - EUDIF | Sup'Agro - Institut agronomique de Montpellier | ENABEL Maroc - Maghrib Belgium Impulse | Centre des jeunes dirigeants du Sénégal | Marocains entrepreneurs dans le Monde - MeM | Schoolab | MEAE - REA-BRIDGE Africa | Résonances Nord-Sud.



Funding | Ministère de l'Europe et des Affaires Étrangères

Budget | 999 070 euros

Duration | 2021 - 2023

Role of ANIMA | Partner

Action plan implemented in 2021

The REA-BRIDGE Africa project is led by Business France in partnership with ANIMA. It aims to connect 15 networks of entrepreneurs in Africa supported by the French Ministry of Foreign Affairs through its embassies over the last two years. ANIMA and Business France carried out the following activities during the year:

Training of network's managers to empower African entrepreneurs' support structures

Training in finding fundings: **2 training sessions** (one in English, one in French) were organized to train **15 network's managers (incubators, associations, embassies and French institutes)** in the search for financing and the sustainability of projects, in order to strengthen their entrepreneurs' support.

Training on exporting to European and African markets: **3 days of training on «exporting to Europe»** and **5 webinars on African markets** were given to **14 network heads from 12 countries** and their entrepreneurs to empower them with tools to do export and to prepare missions and participation to big events. **One of the participant replicated the training for the REA.**

Webinars' organisation and sharing of best practices

3 webinars out of 6 were organized to allow each network to have visibility on the other projects and to share its good practices - gathering **about 60 participants each time.**

These webinars allowed the network's managers to **identify potential partners and to set up twinnings.**

Setting up of twinnings between networks to animate a network including 16 African countries

All together, the REAs support **3475 companies**, which will benefit from these twinnings.

At **Emerging Valley**, the venue of a **delegation gathering 25 people including 9 network's managers** – despite COVID – allowed the setting up of formal twinnings. Following this event, the webinars and a face-to-face training in Paris, the network heads organized other informal twinning sessions on their own.

Launch of a diaspora mentoring programme

A partnership was set up with the **French-African Foundation** to recruit leaders from the diaspora to mentor African entrepreneurs. **7 entrepreneur-mentor pairs from the diaspora have been created as a first cohort.**

Results and achievements

Twinnings between networks

- The implementation of a project between **Niger and Nigeria to follow-up on the REA in Nigeria, to support women farmers in rural areas in Niger through a joint response to a call for projects;**
- **An exchange of best practices between the Kenya and Uganda network's managers, who regularly participate in master classes and webinars of their twin incubators;**
- A good dynamic of collaboration among all networks who connect entrepreneurs from their countries and promote mutual opportunities, such as the collaboration engaged between **Côte d'Ivoire and Senegal.**

Diaspora mentoring program

The success of diaspora mentoring – according to the networks but also the partners and influential diaspora members - will lead to a **consultation on the topic of diaspora mentoring workshops in 2022 and to a rapprochement with new partners.** Beyond the sharing of advice from mentors to their entrepreneurs, pairs such as the African Legal Factory and i-Futur have decided to work on **sharing good practices** (i-Futur having intervened in an African Legal Factory training).

Participation in major events and preparation of B2B missions

Two delegations were able to participate in major events:

- **AfricArena in Cape Town - which served as a pilot implementation of twinnings and the first mission abroad, despite COVID.**
- **Emerging Valley in Marseille - which hosted a delegation of 25 people mixing network's managers, network's entrepreneurs and diaspora entrepreneurs and also allowed the organization of the project launch announced by Franck Riester, Minister Delegate to the Minister of Europe and Foreign Affairs, in charge of Foreign Trade and Attractiveness**
- **EU-Africa Business Forum** online – hosted one of the webinars, giving a new visibility to the project.

Thanks to these events, our network's managers could get in touch with partners such as **LaFAAAC, SACEM, Gemini Africa, with Incubivoir, CTID, and Donilab** to explore new opportunities through about **40 B2Bs.**

Supporting Guinea and entrepreneurs in their participation at the Dubai World Expo



Funding | Belgian development agency
Enabel
Budget | €319 400 (contract service)
Duration | 13 months (2021-2022)
Role of ANIMA | Coordinator

For the first time, Guinea participated in a World Expo in Dubai from October 2021 to March 2022, through an innovative pavilion of 200 m², a program of conferences and business meetings as well as a store of 100% local products. ANIMA intervenes to accompany and provide technical support to Guinea in its preparation to participate in the Expo 2020 in Dubai on several axes:

- **Supporting the General Commissariat and the Private Investment Promotion Agency (APIP)** through strategic and operational support for the promotion of Guinea, particularly its growth sectors, its local companies and its investment opportunities;
- **Accompany entrepreneurs** in their preparation so that they can fully seize the business opportunities offered by the Expo.

ANIMA mobilized **6 experts** and its team at the headquarters to conduct a series of operations between Guinea and Dubai and provide technical support both face-to-face and remotely, resulting in:

- The support of the Guinean Expo team and its store in the promotion of **Made in Guinea** and commercial development for the 30 exhibiting companies;
- The implementation of a **training and immersion program at the Expo** for 6 young Guinean sales representatives;
- Strengthening the skills of the Commissariat General and APIP teams in territorial marketing, investment promotion and participation in international trade shows;
- Development of a **branding-country communication strategy** for the Expo and its operational implementation;
- The implementation of the **communication plan** in the editorial, public relations and social networks, including the Guinea Investment Forum (GUIF 2);
- **Individual support** to 7 companies in their **fundraising process** and 2 companies in their **business development**.



Ambassadeurs du Souss Massa



Funding | Belgian Cooperation (ENABEL)
Budget | 46 400 € (service contract)
Duration | 6 months
Role of ANIMA | Coordinator

The overall objective of the mission entrusted by ENABEL to ANIMA is to contribute to the promotion and international attractiveness of the Souss Massa region, through the support of the **Souss-Massa Regional Investment Centre (CRI-SM)** in the creation of a network of economic ambassadors residing in the territory and among expatriates in the world.

Two specific objectives emerge:

- To support the CRI-SM through a strategic accompaniment to design a network of economic ambassadors of the region.
- To support the CRI-SM in the constitution of a network of economic ambassadors of the Souss Massa region and the realisation of communication supports.

ANIMA has brought together **a team of Franco-Moroccan experts** to carry out this mission, under the coordination of the association's General Delegate. The mission started on 10 December and will therefore take place for the most part in 2023.

During the month of December, ANIMA, CRI and ENABEL were able to define the work to be carried out and agree in particular on

- The profile of the ambassadors to be recruited.
- The methods of recruitment of these ambassadors.
- The objectives of the network for the Region.
- The mission of the ambassadors of the future network
- The value proposition for the ambassadors: what will motivate them to get involved.

This framing phase was also an opportunity to define the documentation and information to be collected for the proper conduct of the mission.

Diaspora 4 Development



Funding | German cooperation (GIZ)
Budget | 75 895 € (service)
Duration | 10 months
Role of ANIMA | Coordinator

The action proposed by ANIMA and supported by GIZ is part of the implementation of the Progres Migrations project. The objectives are in particular:

1. **To formulate marketing recommendations for engagement strategies targeting Tunisian diaspora;**
2. **To set up pilot marketing actions** to test the interest of Tunisian diaspora on concrete investment opportunities in the target regions of the project.

Within the framework of these first components, ANIMA with the support of a Tunisian-French academic has set up the following actions:

- An analysis of the expectations of the diaspora through existing studies, lessons learned from past projects such as DiafrikInvest or Lecap, and thirty interviews with diaspora talents;
- The organisation of diaspora consultation workshops in France, Germany, Italy;
- A mapping of 211 services and facilities available in Tunisia for the diaspora wishing to undertake or invest in Tunisia, and an analysis of the adequacy between this offer and the demand.

This work led to a series of recommendations categorised as follows:

- Marketing: rely on the diaspora's commitment triggers and their positive perceptions of the Tunisian potential;
 - Investment: develop co-investment dynamics with and between members of the diaspora;
 - Networking: develop programmes that enable the diaspora to develop its resources on the Tunisian market;
 - Structuring the ecosystem: multiplying network places (boundary spanners), particularly in the regions, and financing them differently;
 - Legal environment: facilitate the entrepreneurial experience in both foreign and Tunisian spaces.
3. **Develop a mentoring concept for the diaspora** following the experiences of other projects. ANIMA delivered a detailed methodology for the implementation of such a programme.



Project co-financed by the European
Regional Development Fund

Funding | European Union (FEDER)
Total Budget | 1.46 M€ (grant)
Duration | 30 months (2019-2022)
Role of ANIMA | Partner

Green growth is a thematic community that promotes sustainable development in the Mediterranean, based on the sound management of natural resources by strengthening intersectoral innovation practices through an integrated and territory-based cooperation approach.

The community is made up of **14 projects of the Interreg MED programme involving 165 partners from 13 Mediterranean countries**, for a total budget of about 30 million euros. These projects address topics ranging from agribusiness, eco-innovation, smart cities, waste management to financing green growth.

The community supports the projects in their communication and capitalisation efforts, thus increasing their impact at the political level and ensuring their potential transfer and replication of their results in other territories.

The Union for the Mediterranean labelled the Green Growth Community in October 2019, recognising its potential to advance cooperation in the transition to a green and circular economy and to bring tangible benefits to the citizens of the Mediterranean region.

In 2021, ANIMA organised the following activities:

- Organisation of training sessions on the promotion of investments in green sectors;
- A mapping of the financing instruments for SMEs in the green growth sectors in the countries associated to the Interreg Med programme;
- Mapping of business networks that federate companies in the green growth sectors, as well as events that federate these companies, in the countries associated to the Interreg Med programme;
- Preparation of the Mediterranean World Forum in the framework of which the Green Growth project will contribute to the Business section.

Support for the development of Sfax International



Funding | German cooperation (GIZ)
Budget | 36 200 € (service contract)
Duration | 10 mois (2019-2020)
Rôle of ANIMA | Coordinator

GIZ carried out an action to strengthen the regional economic development through the promotion of economic actors and enterprises economic performance in the Sfax region.

The planification and implementation of activities of this component are realized by a group of actors of the Sfax region (public, private and civil society) who came together to form **Association Sfax International (ASI)**, which aims to highlight the territory and attract national and international investors.

Through the mobilization of a **team of three international and local experts**, ANIMA carried out a capacity building work for Sfax International members, an ensemble of actors of regional development and for services development.

ANIMA accompanied the **governance and the operational Sfax International team** in a work of collective intelligence to define priorities and define pilot services in terms of i) Territorial marketing, ii) Development of institutional partners and iii) Development of corporate business partnerships. These actions have led to the following results:

- **Territorial marketing:** identify target external industrial companies for subcontracting and eventual establishment in North Africa, chart the industrial offer of Sfax region, identify the region enterprises looking for partners (trade, innovation, quality, environment, etc...), identify networks, territories, organizations to reach target external enterprises and develop partnerships, develop operational pilot and joint operations with these partners to promote the offer of the Sfaxien territory;
- **Development of institutional partners:** identification of a priority target territory, establishment of a partnership building approach with the territory of Lyon, organization of a sharing of experience with the Métropole de Lyon and the territorial brand ONLYLYON, prospecting for several partners in the area (Team France Export, CCI, Regionl Development Agency, etc...);
- **Development of corporate business partnerships:** identification of a relevant ensemble of forums for the Sfaxian enterprises, ASI and enterprises preparation for the digital participation at Global Industry forum, design of a toolkit, preparation of 15 enterprises on the participation of forums and commercial development.









GLOBAL IMPACT

Activity indicators

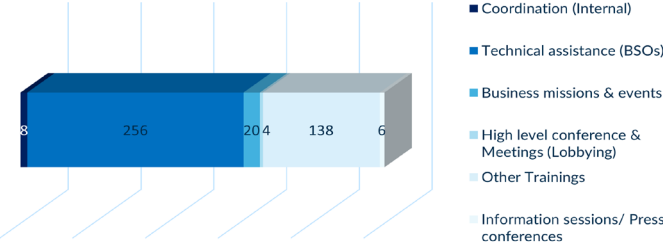
The network organised more than one activity every day in 2021

ANIMA and its project partners significantly increased their volume of activity in 2021: 161 events (vs. 102 in 2020) / 431 days of events (vs. 343 in 2020).

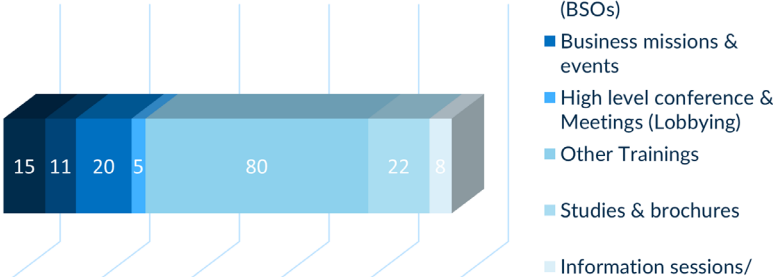
Business missions, trainings and studies increased significantly, as well as coordination meetings for new projects:

- Technical assistance to Sfax International (Tunisia)
- D4D - Diaspora pour le développement” (Tunisia)
- Technical assistance to Guinea Expo 2020 Dubai
- Support to IRD’s research valorisation APIS initiative (Tunisia)

**2021: 431 days of events
(Publications & online communication excluded)**



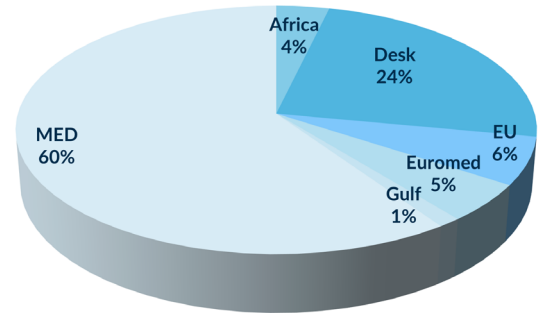
**2021: 161 activities
(Online communication excluded)**



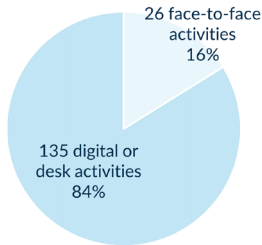
Digital events are becoming the new norm

- 96 events were organised virtually in 2021 with a national or regional scope, mainly in the MED countries;
- 26 face-to-face events were organised in 8 countries: Palestine, France, Jordan, Lebanon, South Africa, Tunisia, Morocco, Algeria;
- 39 office activities were organised.

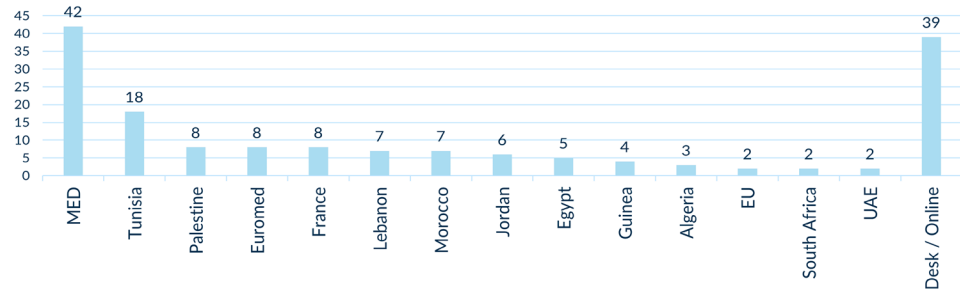
2021: 60% of activities focused on MED countries



Face-to-face and digital or desk activities in 2021



2021: 26 face-to-face activities + 96 digital activities with a national or regional focus; and 39 desk activities (no country focus)



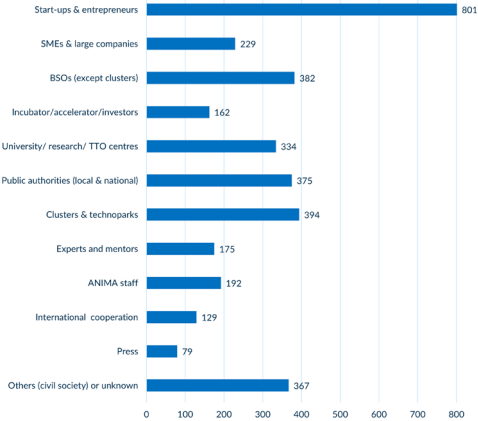
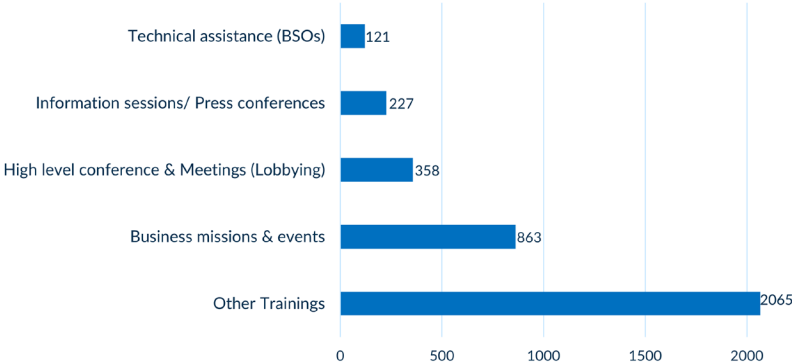
More than 3 600 participants including 1 000 businesses

An overall decline (-20%) due to fewer large conferences (High level conferences & meetings): only 5 were organised in 2021, vs. 18 in 2020.

An increase in the number of participants taking part in Trainings; Business missions; Technical assistance.

A very likely consequence of COVID-19: face-to-face events were still an exception in 2021, and virtual events were targeted to focus on action-oriented formats.

2021: 3,634 participants in 124 activities
-20% participants compared with 2020
(coordination, studies & online communication excluded)

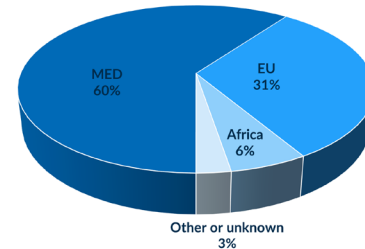


European and African participants increase significantly in 2021

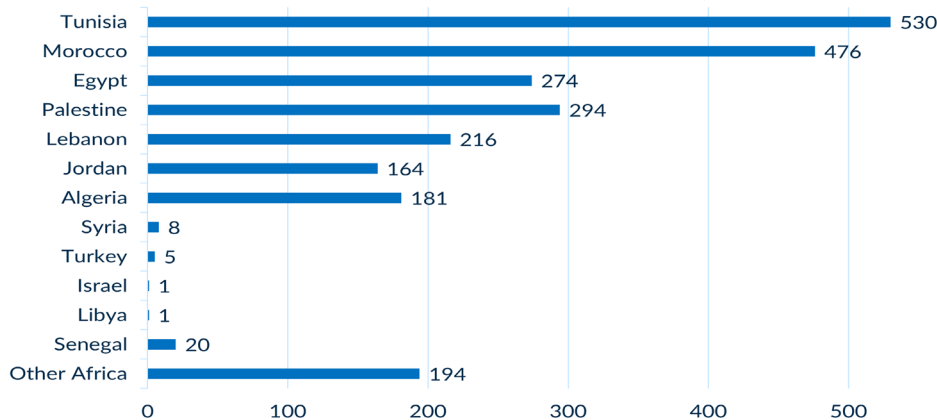
Whereas in 2020, the COVID year, everyone was more focused on their own market and the network's activities had mainly mobilised participants from the South of the Mediterranean (80%), the network is now back to the diversity of before the crisis.

South Mediterranean countries represent 60% of participants, Europeans 31% (14% last year). Participants from sub-Saharan Africa have increased significantly (from 2% to 6%), in particular thanks to the new MEET Africa and REA Bridge Africa projects.

2021: 3,634 participants in 124 activities
(coordination, studies & online communication excluded)



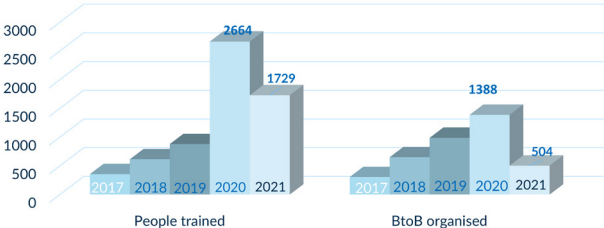
2021: 2,150 MED participants + 214 African participants
(out of 3,579 participants in 121 activities; coordination, studies & online communication excluded)



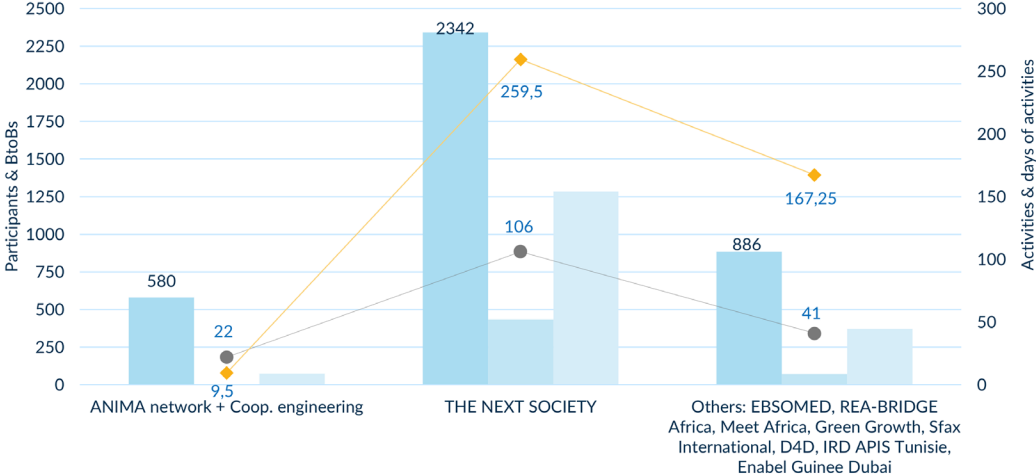
Impact on businesses and organisations

- 1,700+ people trained in 2021;
- 500+ BtoBs organised;
- A shift in THE NEXT SOCIETY strategy towards more personalised coaching & targeted impact in 2021 resulted in fewer people trained / BtoBs compared with 2020.

2017-2021: Impact on businesses and organisations

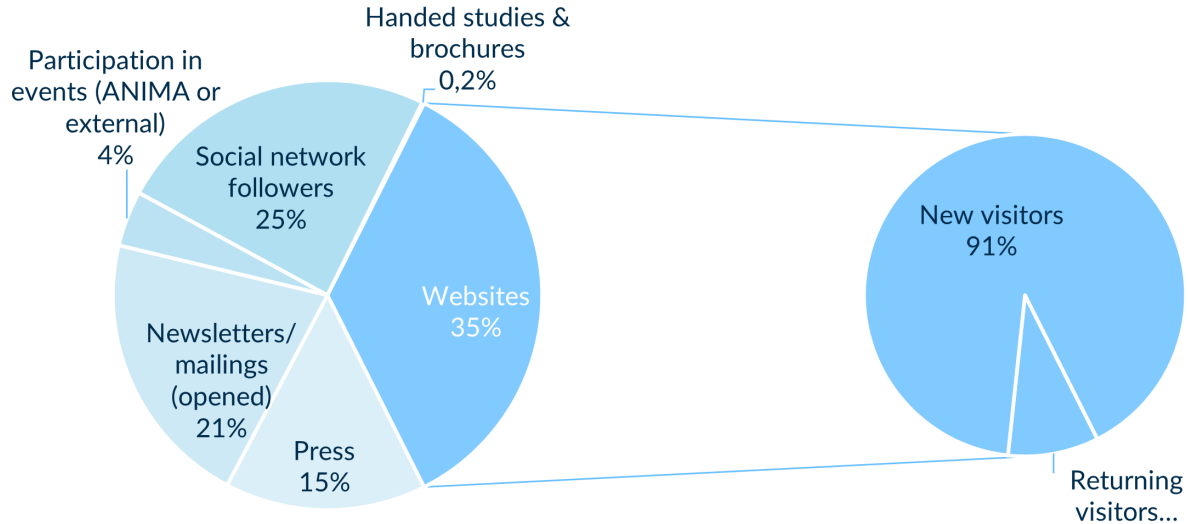


2021: Impact by project



38 000 people were in contact with ANIMA in 2021

- Overall, ANIMA has reached 115,000 people via events, digital channels and press.
- With an estimated 2/3 overlap, this represents 38,000 unique contacts.



141 press articles talk about ANIMA or its projects

In addition to digital visibility, ANIMA has generated more than 140 press articles. 79 concern ANIMA and 62 THE NEXT SOCIETY.

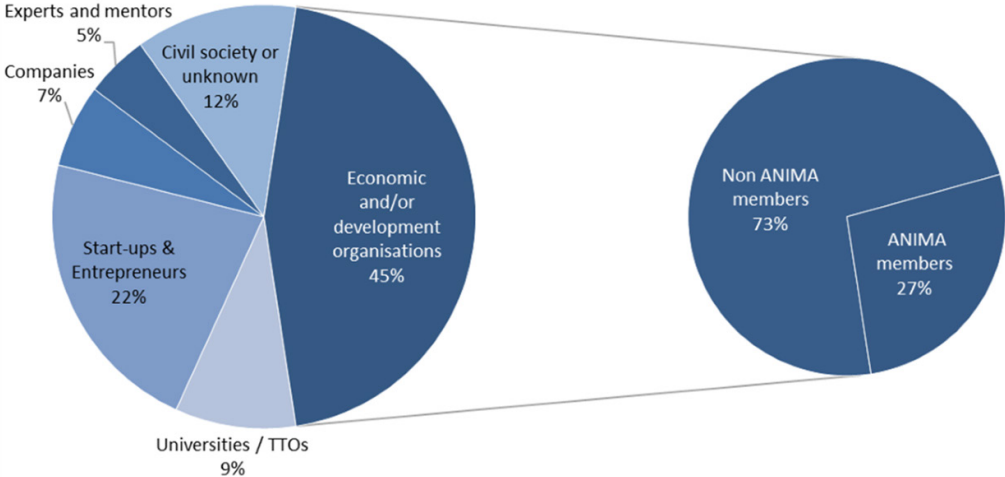




MEMBERS INVOLVEMENT

Participation in activities

439 staff from ANIMA members participated in network activities in 2021 (+42% compared with 2020)



Financial relationship with members

Contributions and funding

In total, membership fees represented € 86 000 in 2021, down 11% over one year, which represents 6% of the association's resources.

Funding provided by ANIMA to members within the framework of projects

In total, in 2021 ANIMA has brought € 593 425 in funding to the association members for the co-financing of activities implemented within the framework of projects managed by the association. This amount is down slightly higher compared with last year.

27 members are involved in the consortia managed by ANIMA



(BE) AWEX | EBAN | EBN | FEMISE
(FR) Fondation de l'Université de Lyon | KEDGE Business School | Provence Promotion | Région SUD | rising SUD
(IT) Ceipiemonte | INSME - Global Network for SMEs
(LB) Berytech
(MO) StartUp Maroc
(PAL) PICTI
(SP) ACCIÓ
(TU) APII | CONECT
(UK) Mowgli Mentoring



(BE) AWEX
(FR) Business France
(GR) Enterprise Greece
(IT) Ceipiemonte | INSME - Global Network for SMEs | Promos
(MO) Agence de l'Oriental
(PAL) UCAS-TI
(SP) AMEC
(TN) CONECT



(FR) Business France



(FR) AFD | Marseille Innovation | KEDGE Business School

**Ambassadeurs
Souss Massa**

Enabel 

(MO) CRI Souss Massa

This ANIMA 2021 Annual Report was developed and written by Emmanuel Noutary with the contribution of the ANIMA team. Activity monitoring is coordinated by Zoé Luçon with contributions from the entire team. The photos published in the report are copyright free and were selected by Lauriane Ammouche.



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YOUR PARTNERS IN EUROPE MIDDLE EAST AND AFRICA

