



YOUR PARTNERS IN EUROPE MIDDLE EAST AFRICA

2025 ANNUAL REPORT

Building tomorrow's prosperity.
TOGETHER.



YOUR PARTNERS IN EUROPE MIDDLE EAST AFRICA

Introduction by Tarak Chérif, President



Dear network members and partners,

In April 2025, ANIMA's Board of Directors adopted a three-year strategy, which was approved by our General Assembly in June. This prompt action enabled us to proactively share our network's vision with European institutions that were in the process of revising their strategy toward the Southern Mediterranean countries.

Today, the European Commission has a new Directorate-General dedicated to cooperation with all countries in the MENA region—from Morocco to the Sultanate of Oman—and a new Pact for the Mediterranean. This is a new ambition that we wish to welcome and support within the ANIMA network.

Our 2025–2027 strategy is perfectly tailored to support this momentum. It is based on four pillars: economic integration, innovation, the environmental transition, and the digital transition. The results of our 2025 activities show that we are already engaged, through our ongoing projects, in addressing the challenges at the heart of this strategy.

Through Euromed Clusters Forward, we are actively driving Euromed value chains and supporting businesses in their transition to Industry 4.0 and the environmental transition. In partnership with GIZ in Morocco and Tunisia, we are strengthening innovation ecosystems by launching new support programs for startups and entrepreneurship, with a particular focus on women's participation. Together with the Aix-Marseille-Provence metropolitan area and ENABEL, we are working to facilitate the mobility of entrepreneurs between Africa and Europe, thereby strengthening the economic integration of these two continents.

I would like to thank our teams and partners, whose support enables us to implement these concrete initiatives aimed at shared prosperity and balanced development within our Mediterranean region.

Tarak Chérif



Agenda 2025

January & February

15-16/01



Connect & Impact Day – CoworkUp 4.0 : Final conference - **Tunis**

18-19/01



LinkUp Africa Phase 2 : Masterclass for sub-saharan students project promoters - **Fès**

01-28/02



Webinar on Textile – EUROMED CLUSTERS FORWARD – **Online**

12-20/02



Online Academy Euromed Clusters Forward : Clusters & gender equality –
Innovation and inclusion for a sustainable competitiveness – **Online**

March & April

05-11/03



Online Academy Euromed Clusters Forward : Connect Clusters and Industrie 4.0 – **online**

09-11/04



Lebanon Innovate – Academy with Aix-Marseille University and Lebanese universities on International Cooperation - **Marseille**

14-18/04



GITEX Africa and mission Rising Sud - **Marrakech**

24-25/04



Cluster Matchmaking « Call Me Blue » – Blue Economy – **Valetta**

April

28-30/04



Academy Euromed Clusters Forward – Shared Value – Positive impact business in partnership with ACCIO - **Barcelone**

Mau & June

06/05



Conference & B2B – Forum Europe Afrique 2025 - **Marseille**

13-15/06



Power X Entrepreneurship Summit - **Beirut**

27-30/05



Academy Euromed Clusters Forward – Creative and Cultural Industries - **Tunis**

16-18/06



Tech Days Euromed Clusters Forward – Green Tech – **Cairo**

June & July

20/06



Tunisia Investment Forum FIPA - **Tunis**

20/06



General Assembly meeting of ANIMA – **Hybrid - Tunis**

03/07



Webinar : Introduction to CBAM – **online**

10/07



Webinar : AI & Innovation in regional value chains – ANIMA x FDI Center – **online**

September

04-05/09



Conference « Road to Barcelona +30 » : a key milestone for strategic integration in the Euromed - **Barcelona**

12/09



Launch conference of the UfM Report UfM 2025 on Euromed integration - **Barcelona**

13/09



Inclusive Hackathon in Marseille : tech serving blind people - **Marseille**

15-19/09



Marseille welcomes the Soft Landing immersion week - **Marseille**

October

02/10



Webinar Call Me Blue – Business Training Labs : Conception of your sector strategy – **online**

02/10



Webinar CBAM – Fostering Mediterranean Value Chains : Focus on exporters and product carbon footprint calculation – **online**

16/10



Webinar Call Me Blue – Business Training Labs : Public-Private collaboration – **online**

22/10



ANIMA @ UE – Egypt Summit – « Favor innovation and partnership - **Brussels**

October

23/10



ANIMA @ Innovation Fair « Enabling that step forward » - **Brussels**

30/10



WebinareCall Me Blue – Business Training Labs : Business model and services to members – **online**

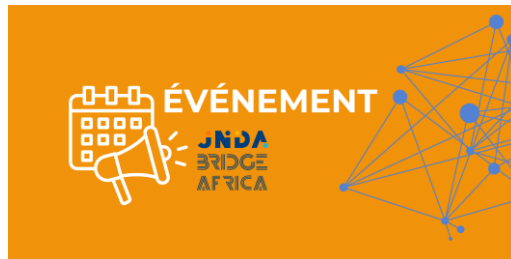
November

13/11



Webinaire Call Me Blue – Business Training Labs : Financing mechanisms – **online**

15/11



JNDA Bridge Africa 2025 – The Economic Diaspora Forum – **Paris**

19-21/11



Tech Days 2025 & ANIMA Mediterranean Forum : Stimulate innovation and collaboration in AI in the Euromed – **Tunis**

December

04/12



**Webinaire Call Me Blue – Business Training Labs : Implementing your strategy –
online**

11/12



**Webinaire Call Me Blue – Business Training Labs : Communication & marketing –
online**

Forum & Awards

JNDA BRIDGE AFRICA 2025

Location : ESCP, Paris, France
Date : 15 November 2025
Partner : Le Club des Bâisseurs
Role of ANIMA : Co-organiser



- **1 gala evening** on November 14 at the Salons Hoche, featuring the presentation of the “2025 Bâisseurs Africains” to Karim Amor, President of MeM by CGEM, and Douglas Mbiandou, Founder of 10000 Codeurs
- **7 plenary sessions**
- **9 conferences and workshops**
- **13 partner booths:** AMDIE, Morocco Now, TF Bank, FIPA, Port Autonome de Douala, Orange, AFD, Fonds Pierre Castel, BOA Euroservices, Agence Emploi Jeunes Côte d’Ivoire, Alfranc
- **1 networking area**
- **1 pitching area**
- **1 networking** and initiatives area with 12 exhibitors

2 100

INSCRITS

65

SPEAKERS

100

VIP

16

CONFERENCES

12

EXPOSANTS

30

BÉNÉVOLES

45

PARTENAIRES

1941

PARTICIPANTS



- **500,000 people** reached by the campaign
- Over **150 posts** and email campaigns
- Strong engagement from the target audience: 10,700 interactions on social media
- **62% web engagement**
- **60 reposts** on social media

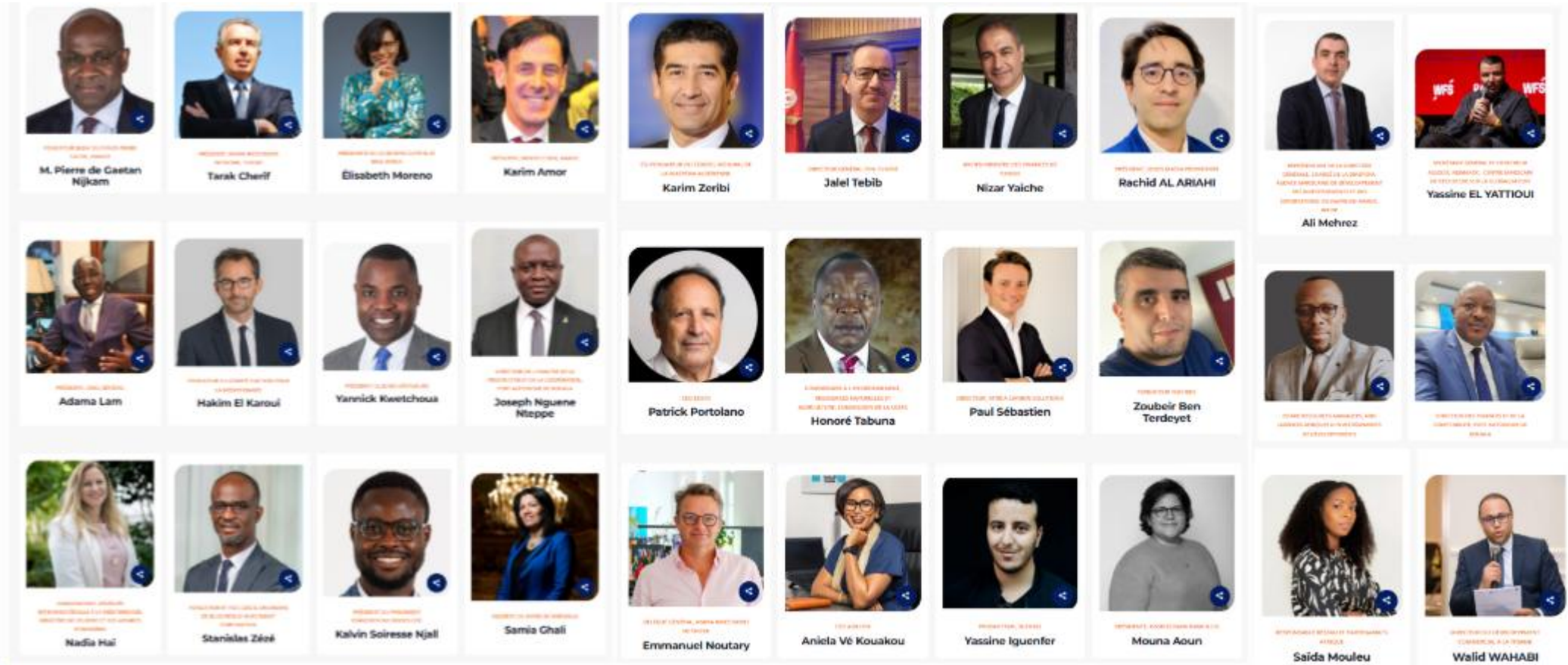


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Role of ANIMA : Co-organiser



65 speakers



Mediterranean Leaders Awards 2025

The ANIMA Mediterranean Leaders Awards honor individuals who, through their actions and leadership, serve as a source of inspiration and contribute to the excellence and influence of Mediterranean countries, embody dialogue and rapprochement among these nations, and foster a mutually beneficial partnership among the nations of this region.



The 2025 Mediterranean Leaders Awards ceremony took place in Tunis as part of the 6th edition of Tech Days Tunisia 2025. The winners, selected on the recommendation and with the approval of ANIMA's board of directors, are:

Ms. Anne Gueguen, French Ambassador to Tunisia. The award was presented by Tarak Chérif, President of ANIMA.

Mr. Karim Beguir, CEO and co-founder of InstaDeep. The award was presented to him by Mr. Georges Catinis of the SEBC.

Mr. Mehdi Houas, CEO and founder of Talan. He received his award from Ms. Cécile Couprie of AFD.

Mr. Badreddine Ouali, Chairman of the Supervisory Board of Vermeg. The award was presented to him by Ms. Sonia Fernandez of AMEC.

Activities and impact projects

Objective: Strengthen clusters and their members in 7 southern Mediterranean countries, promote inclusive innovation and competitiveness in the Euromed region to enhance growth, economic diversification, sustainable development and employment.

Progress of the activities

Policy dialogue Phase 2 – Action Plans

- **Algeria:** Support 2 pilot clusters through tailored actions and expert input. Monitor impact, collect feedback, and refine the support system before national rollout.
- **Egypt:** 3 key measures: establishing an inter-ministerial committee, developing a regulatory framework, and lobbying and empowering local authorities to enhance their support for clusters.
- **Jordan:** structuring a cluster-specific framework, providing advisory and consultancy support, and strengthening public-private dialogue through improved communication and stakeholder engagement.

- **Lebanon:** 4 key measures: developing a regulatory framework, conducting a sectoral analysis, strengthening local authorities' support, and creating a toolkit to enhance cluster development and sustainability.
- **Morocco:** Strengthen Maroc Clusters' position through funding and policy support, promote clusters via visibility initiatives and an international forum, and enhance coordination with key international partners.
- **Palestine:** Develop a tailored regulatory framework for clusters, supported by best practices and monitoring tools, alongside advisory and consultancy services to guide reforms and validate implementation with cluster stakeholders.
- **Tunisia:** The action plan focuses on dialogue with authorities, advocacy, and designing measures to support clusters, including establishing a legal framework and access to funding. It also aims to strengthen research collaboration and coordination with key ministries and institutions.

Capacity building

- 7 face-to-face Academies and benchmarking visits in Barcelona, Marseille, Amman, Cairo & Athens
 - 6 online Academies
 - 10 webinars organized
 - 15 twinnings between Euromed clusters - Cluster Connect)
 - 11 clusters empowered through strategic technical assistance via Cluster Booste program
- Type of supports:** Capacity building, Financial & market access, strategy development, support in Industry 4.0, Trade Missions, Review of Digital presence, Quality certification, ISO certifications, participation to International Exhibitions

Euromed Value Chains

- 6 TechDays organized (intercluster matchmaking events) in Malta, Morocco, Germany, Lebanon, Egypt & Tunisia.
2 planned in Cyprus & Morocco
 - 1 Online Tech Days organized
 - 13 international collaborative projects selected to develop value chains associating Morocco, Bulgaria, Italy, Spain, Tunisia, Algeria, Egypt, Romania, Poland, Lebanon, Latvia, Slovenia, France.
- Sectors:** Textile, Fashion & Design, Agrifood & Beverage, Energy, Environment & Green Transition, Health & E-Health



Funded by
the European Union

EUROMED
CLUSTERS
FORWARD



Impact & Stories

Policy dialogues

- **Algeria:** The project secured approval from the Algerian Ministry of Foreign Affairs, with AAPI appointed as the national focal point. After a diagnostic phase and the development of an action plan to support clusters, the collaboration is currently on hold.
- **Egypt:** Regulatory framework recommendations for clusters have been completed, including stakeholder consultations and policy analysis. A “Champion Cluster” has been selected to lead policy dialogue, while an interministerial steering committee is being considered with EU involvement.
- **Jordan:** Efforts have focused on defining reforms to strengthen coordination between key ministries. A MoU with the Jordan Chamber of Industry is planned to support this collaboration.

• **Lebanon:** Public-private dialogue has led to regulatory recommendations for cluster development. A sectoral analysis identified priority areas, and efforts now focus on advocacy and developing a practical toolkit to support stakeholders.

• **Morocco:** Reinforcement of Maroc Clusters & its legitimacy. Ministry of Industry declared willing to support by 1.2 million dirhams Maroc Cluster & support their annual forums

• **Palestine:** A SWOT analysis of the legal environment has been conducted to inform policy within the Ministry of National Economy. A MoU with the Ministry and PIPA is planned to formalise cooperation and support future cluster initiatives.

• **Tunisia:** Dialogue focused on creating a legal framework for clusters and boosting research valorisation. Inclusion of a legal definition of clusters and advocate their support in the next 5-year Plan of the Ministry of Economy, with potential next steps to allow clusters access to industrial innovation fund

Funding: European Commission, Region Sud, Métropole Aix-Marseille-Provence, Ville de Marseille

Budget: € 7.7 million

Duration: April 2022-October 2026

ANIMAs role: Leader

Capacity building

- **300+** clusters and industry staff trained during the Academies
- **700+** participants to the webinars

Cluster Connect

- **30** clusters involved in the twinnings
- **45+** cluster services improved / created, **56** collaboration initiated, **127** connections established, **2** MoU signed, **5** new projects

Cluster Booster

- **11** clusters involved
 - Implementation in progress
- Success Story :** The TA in Morocco focused on Industry 4.0 implementations aims to be a national pilot program for the Ministry of Industry

Euromed Value Chains

TechDays

- **300+** clusters and industry staff participating to TechDays
- **690+** B2Bs
- **220+** potential collaborations identified
- **2** MoU signed

- 11 Euromed collaboration in progress

Success Stories

- 5 MoU signed between Moroccan companies & Romanian companies
- Business partnership between Egypt & Romania
- 1 MoU between Mecatronic (Tunisia) & Team Henri Fabre (France)

Objective: Promote a competitive technology transfer and intellectual property ecosystem to contribute to sustainable, environmentally-friendly socio-economic recovery and job creation in Lebanon.

Progress of the activities

Activity 3.2.4 – Lebanon Connect (EU/International Matchmaking)

- Successfully delivered 3 Lebanon Connect events (2 online, 1 onsite)
- Engaged Lebanese, diaspora & EU innovation actors (centres, companies, BSOs, researchers, LIRA beneficiaries)
- Facilitated targeted B2B matchmaking
- Generated concrete cooperation opportunities (tech transfer, partnerships, trade)

Activity 3.4.3 – GICO Academies & benchmarking

- Organized 3-day Marseille Academy on international cooperation (20 participants)
- Delivered expert-led sessions (EU funding, project design, collaboration strategies)
- Strengthened capacity to access EU programmes & build partnerships
- Included networking visits with local research & innovation stakeholders (Aix-Marseille University, Téthys Network)

Activity 3.4.4 – Online GICO learning materials

- Developed 2 online training courses based on Academies content
- Ensured knowledge transfer, replication & long-term accessibility

Activity 3.4.5 – International cooperation toolbox

- Designed a practical toolbox to support project development
- Includes: funding directory, partner contacts, templates (concept notes, budgets, logframes, etc.)

Activity 3.4.6 – Cooperation system development

- Conducted 2 multi-workshops with Lebanese academic ecosystem
- Explored joint cooperation mechanisms & mutualization approaches
- Built on Academies to strengthen networking & coordinated action

Activity 3.4.8 – Support to universities for EU Calls

- Provided tailored technical assistance to 5 universities
- Supported: priority setting, partner search, funding identification
- Assisted in proposal drafting aligned with EU requirements
- Enhanced participation in international cooperation projects



Funding: European Commission, Enabel
Budget: € 400.000
Duration: July 2023-June 2025
ANIMAs role: Leader



Objective: Reinforce the capacities of structures supporting entrepreneurship of sub-Saharan students in Morocco and in the students' home countries. Encourage entrepreneurial initiatives by sub-Saharan students.



Maroc



Bénin



Côte d'Ivoire



Gabon



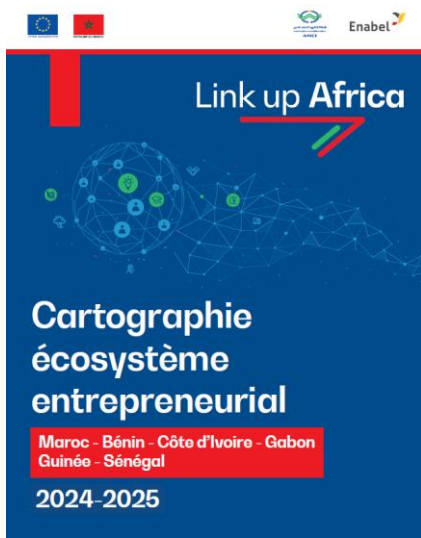
Guinée



Sénégal

- 6 Moroccan career centers trained:
 - SUP MTI à Rabat
 - l'ESITH Factory à Casablanca
 - Euromed Business Center à Fès
 - ES Maroc à Tanger et à Rabat
 - le CISM et le Technopark d'Agadir
 - le Technopark de Tanger
- 169 selected Sub-Saharan students and graduates
- 3 948 hours of training and support
- 223 entrepreneurship support actors listed in a mapping

- 1 training kit produced: "Setting up an incubation program"
- 1 Delegation composed of 6 sub-Saharan incubators on the occasion of GITEX Africa, in the presence of AMCI and the Enabel team, to meet sub-Saharan students aiming to establish their business project in their country of origin:
 - La Maison des Startups (Benin)
 - Agence Emploi Jeune (Ivory Coast)
 - Côte d'Ivoire PME (Ivory Coast)
 - Dream for Africa (Guinea)
 - Horizons d'Afrique (Guinea)
 - Akewa Accélérateur (Gabon)





Funding: European Commission
Budget: € 92.266
Duration: October 1st 2023-Sept. 30th 2026
ANIMAs role: Partner

Objective: 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

Activities and impact

Advanced Learning Labs on Business Activities

Objectives:

- Develop areas of collaboration in research and business for the members of the clusters
- Support clusters in partnering with business ecosystems

Organized to cover the 4 dimensions

- Conception of a blue economy strategy
- Public-private collaboration strategy
- Develop your business model by developing the business of your members
- Implement your strategy

6 training labs organised

- Conception of your sector strategy
- Public-private collaboration strategy to serve your cluster strategy
- Develop your business model
- Funding & Financing mechanisms
- Implement your strategy
- Communication / marketing

Impacts

A total of **85 applications** to participate to the training labs were received by the end of September, 2025

Elaboration of a toolkit designed to allow customisation by local institutions, that can be applied in other EU co-funded projects or regional cooperation frameworks (e.g., WestMED, UfM).

Objective: Accompany Tamwilcom to support business support structures offering specific services to target businesses: i) women-owned businesses, ii) those promoting female employment (30% of workforce) and iii) those developing services to reduce gender inequalities.

Activities and impact

Stakeholder consultation workshops

- Two workshops held in Casablanca and Agadir
- Established a shared and coordinated national vision for supporting women entrepreneurs

Key outcomes:

- Design of a one-stop digital platform (mapping of services)
- Strengthened complementarities between financial and non-financial support
- Integration of financial education modules

Souss Massa regional workshop

- Presentation of the Gender Lens approach and target groups
- Preparation of the Call for Expressions of Interest (AMI)
- Proposal of post-financing and financial education modules
- Participation of ~20 regional stakeholders (public, private, civil society)
- Activation of a regional coordination dynamic

Pilot phase - field workshops

Locations: Agadir, Taroudant, Tiznit

- Total of 70 women participants (mainly cooperatives, some SMEs/TPEs)
- Inclusive delivery formats (Darija, simplified Arabic, Amazigh)
- Use of pedagogical videos and practical financial education exercises
- Strengthening of entrepreneurial and financial skills

Proposition of a national deployment roadmap

- Targeting based on women-led economic density and territorial diversity
- Coverage of urban, peri-urban and rural areas
- Priority sectors: handicraft, agri-food, ICT, tourism, renewable energy

Long term expected impact with the national roadmap (2028)

- 150 women cooperatives supported
- 1,000 women entrepreneurs identified and accompanied
- Strengthened local capacities (tools, methodologies, operational partners)

Objective: Support African entrepreneurs to internationalize in Europe and Africa through a technical accompaniment and an establishment in Marseille.

Activities and impact

Promoting the Program in Africa

ANIMA supports the visibility of the Soft Landing Provence Africa Connect (SLPAC) program across African ecosystems. Through targeted communication campaigns (digital content, social media, website, and outreach), ANIMA highlights the positioning of the Aix-Marseille-Provence Metropolis as a strategic Europe–Africa–Mediterranean business hub, attracting high-potential entrepreneurs.

Entrepreneur Recruitment

ANIMA plays a key role in identifying and attracting African entrepreneurs interested in soft landing opportunities. By mobilizing its network of partners (incubators, business support organizations, diaspora networks), ANIMA facilitates the sourcing, outreach, and pre-selection of high-quality candidates for the program.

Partnerships & Governance

ANIMA contributes to the structuring and governance of the program by building strategic partnerships with African entrepreneurship ecosystems. This includes designing partnership frameworks, formalizing agreements, and fostering synergies with local and metropolitan stakeholders to ensure alignment and sustainability of the initiative.

Program Implementation

ANIMA actively contributes to the implementation of key program activities. In 2025, it supported the participation of 14 companies in the Tech Emerging Valley forum in Marseille, including investor pitch sessions. ANIMA is also involved in organizing the immersion week (15–19 September 2025), coordinating meetings, site visits, and networking opportunities to ensure a high-impact experience for entrepreneurs.



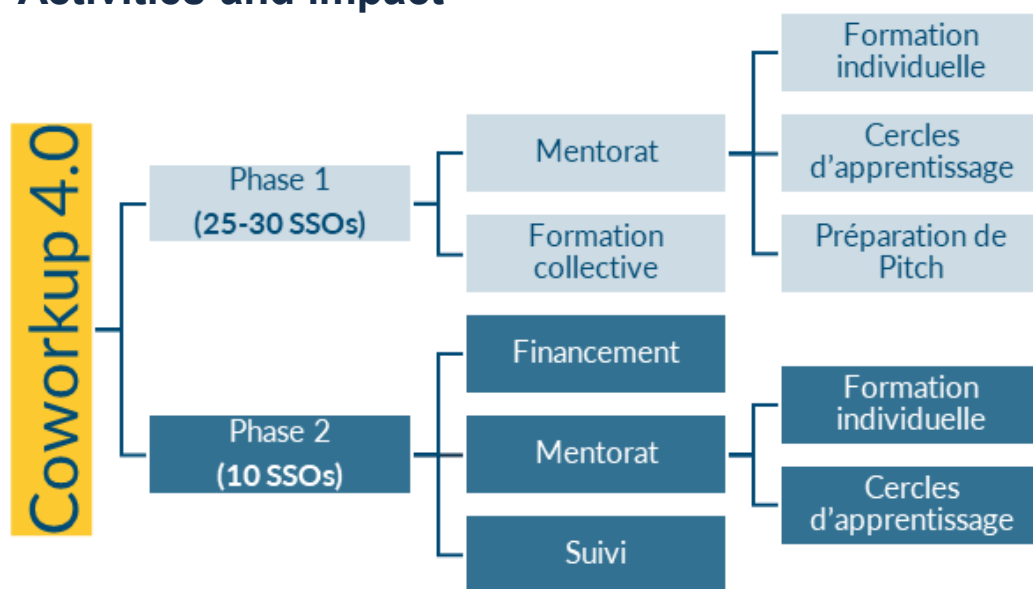


giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

Funding: GIZ
Budget: € 216.800
Duration: Jan. 2024- Feb. 2025
ANIMAs role: Leader

Objective: Strengthen the capacity of start-up support organizations in budget management and the development of a sustainable business model, as well as boosting their regional and international networks, including the diaspora.

Activities and impact





Impact of the project: Phase 1

- **30 SSOs trained**, representing 94 individual participants: 55 women, 39 men
- 12 group sessions + 18 pitch clinics for the 30 pre-selected SSOs
- 24 hours of collective experience sharing
- 29 out of 30 SSOs completed the entire course
- **8.4/10**: average evaluation score awarded by participants to the sessions
- **95% of participants** say they have acquired new knowledge
- **83% of participants will use them** in the short term



Impact of the project: Phase 2

- 10 SSO Demo Day winners supported, representing 12 women and 8 men
- **7 innovative programs supported** (2 programs run by SSO consortiums and 5 individual programs)
- **194 hours of individual support** and 11 hours in group format
- **100% of participants declare** they have acquired new knowledge
- **89% of participants will use** it in the short term
- **8.9/10 : average overall satisfaction score** awarded by phase 2 participants
- **87 startups supported** through the 7 pilot coaching programs implemented by SSOs
- **81 B2B meetings** made possible for SSOs
- **31 potential partnerships identified and 15 signed** partnerships declared by SSOs

Life of the network

The new Board of Directors 2025 - 2027



Tarak Cherif
CONECT
Tunisie
Président



Nicolas Farhat
Berytech Foundation
Liban
Trésorier



Vasso Kyrkou
Enterprise Greece
Grèce
Vice Présidente



George Catinis
SEBC
Syrie
Vice Président



Marios Tannousis
Invest Cyprus
Chypre
Administrateur



Radwa Kamouna
GAFI
Égypte
Administratrice



Sonia Fernandez
AMEC
Espagne
Administratrice



Vincent Languille
Métropole Aix-Marseille-Provence
France
Administrateur



Olivier Andretic
Business France
France
Administrateur



Nathalie Faruggia
Malta Enterprise
Malte
Administratrice



Yasmine Soufiani
AMDIE
Maroc
Administratrice



Jalel Tebib
FIPA
Tunisie
Administrateur

ANIMA TEAM



Emmanuel NOUTARY
Délégué général



Clémentine BRISSON-LESAGE
Directrice Admin. et Finance



Andy RAMORASATA
Directeur réseau et développement



Lydie CORNAND
Directrice syst. d'information &
Coordnatrice pédagogique



Virginie RUYER
Responsable Communication



Sarra BOUSSAÏDI
Cheffe de Projet



Douae BAZTIT
Cheffe de Projet



Apolline ALFANDARI
Cheffe de Projet



Souriko VANNAXAY
Cheffe de Projet Web et
Communication Digitale



Maïté DEBRUE
Chargée de Communication et
Graphiste



Governance meetings and decisions

Statutory meetings

- 5 meetings of the Board of Directors: February, May, June, October, december.
- 2 General Assembly meetings: June and November

Main decisions of the Board

The Board is in charge of approving the budget and workplan, and approves any commitment of the association above €100k, therefore almost all projects and contracts. It is also in charge of approving candidatures of new members and adopting the agenda of the General Assembly meetings as well as the membership fee amounts.

In addition to these decisions, the Board was particularly active in 2025 in:

- The designation and installment of the new Board commissions
- The preparation of the new strategy 2025-2027 and adoption by the AGM in June.
- The preparation of the action plan for the 20th anniversary of ANIMA in 2026

New members

- BIAT Lebanon
- Gemini Africa, Egypt
- Federation Maroc Clusters, Morocco
- Cluster Souss Massa Promotion, Morocco

Composition of the Board commissions

Board members also participate in thematic commissions in which they collaborate with the Secretariat's team in the related fields: marketing, governance organisation, project, human resources, capacity building, international relations.

Human Ressources Commission: Assist the team with recruitment and human resources management, propose an human resource policy.

Presidency : GAFI - Participants : Enterprise Greece, GAFI, Invest Cyprus

Projects Commission : Validating ANIMA's position on projects and service contracts, validating the composition of consortia, advising the team on setting up projects.

Presidency : SEBC - Participants : Amec, Berytech, CONECT, GAFI, SEBC

Marketing Commission : Define membership fees and benefits, assist the team with marketing/communication.

Presidency : Enterprise Greece - Participants : Enterprise Greece, GAFI

International relations Commission: Choose destinations for exploratory missions and propose events in which ANIMA can partner.

Presidency : Amec - Participants : AMDIE, Amec, CONECT, FIPA, GAFI, Invest Cyprus

Training Commission: Define the themes of the training courses provided by ANIMA.

Participants : AMDIE, Berytech, Business France, Enterprise Greece, GAFI

Governance Commission : developing the rules governing the association's governance.

Presidency : Enterprise Greece - Participants : Berytech, Enterprise Greece, FIPA, GAFI, SEBC

Presentation of the new members



Cluster Souss Massa Promotion, Morocco

Clusters Souss Massa Promotion is a non-profit association dedicated to the economic dynamism and attractiveness of the Souss Massa region. Acting as a true regional catalyst, it coordinates and supports cluster ecosystems to promote local innovation and competitiveness. The association's mission is to identify synergies between public actors, companies, and research centers in order to transform sectoral potentials into growth opportunities. Through its animation and promotion activities, it helps entrepreneurs and SMEs in the region to tackle the challenges of modernization, while strengthening the positioning of Greater Agadir as a strategic economic hub in Morocco.



Gemini Africa, Egypt

Gemini Africa is a leading investment company and entrepreneurial hub, created to energize the innovation ecosystem in Egypt and across the African continent. A member of the Orascom group, it acts as a strategic bridge between startups and industrial growth opportunities. Gemini Africa's mission is to identify, incubate, and accelerate high-impact projects, with unique expertise in innovative sectors. Through its support programs, it helps entrepreneurs, particularly women and young people from underserved regions, to transform their ideas into sustainable businesses while promoting digital transformation and inclusive growth.



Federation Maroc Clusters, Morocco

The Maroc Clusters Federation is a non-profit association created to unite and represent all industrial and technological clusters in the Kingdom. It acts as the preferred interlocutor between collaborative ecosystems and public authorities, notably the Ministry of Industry and Trade. The Federation aims to support the development of cluster structures, promote the clustering model as a lever of national competitiveness, and facilitate member SMEs' access to international markets.



BIAT, Lebanon

The Business Incubation Association in Tripoli (BIAT) is a non-profit organization created in 2006 to support the economic development of Northern Lebanon. It was established by the Chamber of Commerce, Industry, and Agriculture of Tripoli and Northern Lebanon (CCIAT) with the support of a European Union program. BIAT's goal is to identify, incubate, train, and support high value-added business opportunities. It helps entrepreneurs overcome challenges related to starting a business or making strategic decisions for existing SMEs.

Members of ANIMA at 31st December 2025

Algeria



AAPI - Algeria Investment Promotion Agency

Andorra



ANDORRA BUSINESS - Agency for the Promotion of the Economy of the Principality of Andorra

Belgium



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



FEI - Federation of Egyptian Industries

GAFI - General Authority for Investment and Free Zones

GEMINI AFRICA - Investment Advisory Services

France



AFD - French Development Agency

ADEC - Corsican Agency for Promotion and Economic Development

Bpifrance - Consulting and services to companies

BUSINESS France - National Agency for International Development of the French economy

CCIFM - Chamber of Commerce Franco-Italian in Marseille

Descartes Développement et Innovation - Information, promotion and networking structure of the Pole of Excellence for Sustainable City of the Cité Descartes

EUROMED CAPITAL FORUM - Association for Euro-Mediterranean Dialogue on Private Equity

IEP AIX EN PROVENCE - Political Studies Institutes of Aix-en-Provence

IPEMED - Mediterranean world Economic Foresight Institute

FEMISE - Euro-Mediterranean Forum of Institutes of Economic Sciences

IRD - Research Institute for development

KEDGE - Kedge Group of business schools

Metropole AMP - Aix Marseille Provence Metropolis

Marseille Innovation - Business incubator in the Provence-Alpes-Côte d'Azur Region

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

Rising SUD - Regional Agency for Innovation and Internationalization of Companies

RMEI - Mediterranean network of engineering schools

TEAM HENRI FABRE - Pole of shared innovation

VILLE DE MARSEILLE - City of Marseille

Greece



ENTERPRISE GREECE - Investment and Trade Promotion Agency of Greece

Italy



ASSOCIATION ALBIDEYA - Association of entrepreneurs

CEIPIEMONTE - Piemonte Agency for Investments, Export and Tourism

INSME - International Network for Small and Medium Sized Enterprises

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

Jordan



ICT Association of Jordan - int@j - The information and communications Technology Association

Ministère Jordanien de l'investissement - Jordan Ministry of Investment

Lebanon



BERYTECH - Business Innovation & Incubation Center

CCIAZ - Chamber of Commerce, Industry and Agriculture of Zahle and la Bekaa

ESA - Management school dedicated to training executives and managers

IDAL - Investment Development Authority of Lebanon

BIAT - Business Incubator Association in Tripoli

Malta



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

Morocco



AMDIE - Moroccan Investment and Exportation Development Agency

Conseil Régional Guelmim Oued Noun - Territorial Authority

CRI CASABLANCA SETTAT - Regional Investment Centre of Casablanca Settlat

CRI SOUSS MASSA DRAA - Regional Investment Centre of Souss Massa Draa

CLUSTER SOUSS MASSA PROMOTION - Investment Promotion Collective of the Souss Massa Region

CRI DRAA TAFILALET - Regional Investment agency, Region Draa Tafilalet

CRI FES-MEKNES - Regional Investment Centre of Fes Meknes

FEDERATION MAROC CLUSTERS - Moroccan Network of clusters

StartUp Maroc - Business Incubator

Palestine



HCIE - Higher Council for Innovation & Excellence

PIPA - Palestinian Investment Promotion Agency

Senegal



CNES - National Confederation of Employers of Senegal

Spain



ACCIO - Agency for Business Competitiveness of Catalonia

AMEC - Industrial Exporters Association

AFAEMME - Association of Organisations of Mediterranean Businesswomen

Switzerland



WAIPA - World Association of Investment Promotion Agencies

Syria



SEBC - Syrian Enterprise and Business Center

Tunisia



APII TUNISIE - Agency for the Promotion of Industry and Innovation

ATIC - Tunisian Association of Capital Investors

CONECT - Confederation of Corporate Citizens of Tunisia

FIPA Tunisia - Foreign Investment Promotion Agency of Tunisia

PAEB - Bizerta Economic Activities Park

ANIMA Strategy adopted for 2025-2027

Economic integration, resilience, and cohesion

- **Capacity building** programmes 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.

Innovation and R&D

- 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**

Green and sustainable transition

- 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** as well as the **Investment Impact Rating methodology.**
- **Euromed Green transition taskforce** associating the private sector to exchange best practices and align methodologies and advocacy.

Digital transformation and artificial intelligence

- 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.

A new visual identity



YOUR PARTNERS IN EUROPE MIDDLE EAST AFRICA



YOUR PARTNERS IN EUROPE
MIDDLE EAST AND AFRICA

Nous contacter   

20ème anniversaire

22 - 24 Avr. 26 | Méditerranée 2036 : Pérenniser la prospérité économique

22 avril 2026 - 24 avril 2026

Méditerranée 2036 : Pérenniser la prospérité économique - Athènes

Agenda | Euromed Clusters Forward

Athènes, Grèce | 22 - 24 Avril 2026 | Co-organisé avec Enterprise Greece Anticipez les ruptures et imaginez les synergies de demain. Ce...

[Lire la suite](#)

18-19 MAY 26 | Policy Benchmark Seminar : The Mashreq Chapter

18 mai 2026 - 19 mai 2026

Séminaire Benchmark Politique : Le Chapitre Mashreq - Cairo

Agenda | Euromed Clusters Forward

S'appuyant sur le Chapitre Maghreb, ce séminaire rassemble les décideurs politiques de la région Mashreq pour débattre des principaux défis...

[Lire la suite](#)

20ème anniversaire

15 - 17 Juin 26 | Connecter les régions et stimuler la croissance : Sommet des partenariats d'investissement Europe-MENA

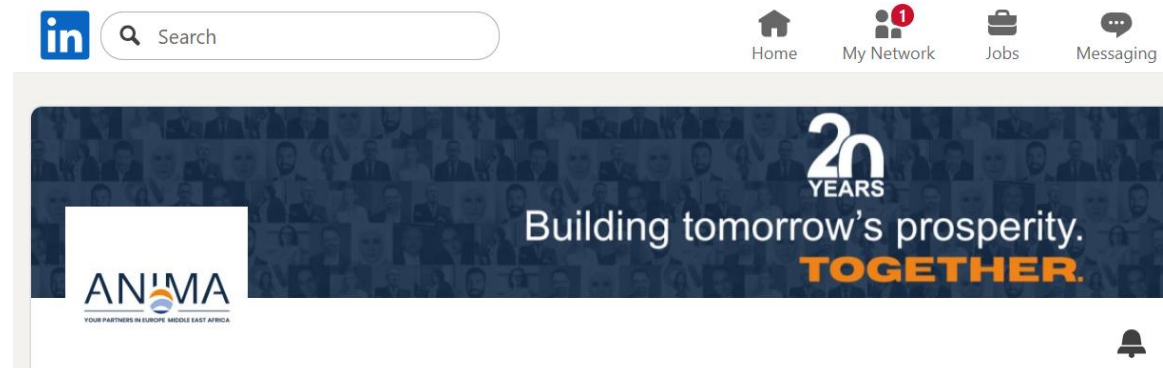
15 juin 2026 - 17 juin 2026

Connecter les régions et stimuler la croissance : Sommet des partenariats d'investissement Europe-MENA - Nicosia

Agenda

Nicosie, Chypre | 15 - 17 Juin 2026 | Co-organisé avec Invest Cyprus Sous l'égide de la Présidence chypriote du Conseil de l'UE, ce...

[Lire la suite](#)



YOUR PARTNERS IN EUROPE MIDDLE EAST AFRICA

Participation of the members

16 Members of ANIMA were involved in ANIMA's project consortia or as expert



EUROMED
CLUSTERS
FORWARD

Berytech, ACCIO, CONECT,
FEMISE, INSME, CEI Piemonte, Aerospace Cluster
Morocco, Maroc Clusters, Malta enterprise, Start-up
Maroc



LEBANON
INNOVATE

Berytech (leader), EBN

Link up Africa

Start-up Maroc

JNDA
BRIDGE
AFRICA
CONNECTER L'AFRIQUE
À SES DIASPORAS

AMDIE, FIPA



Malta Enterprise



Start-up Maroc

Members participating in the activities

239 staff from ANIMA members participated in the activities in 2025

Financial relation with the members

Revenues from the members of ANIMA: 156K€

118K€ received from membership fees and 38K€ from AMDIE and FIPA for sponsoring JNDA BRIDGE AFRICA

Funds transferred to ANIMA members in the framework of subsidised projects: 633K€

Subsidies paid out to member partners to implement Euromed Clusters Forward project	628 198 €
Reimbursement of members' travel expenses within Euromed Clusters Forward, Lebanon Innovate, Start Africa Maroc & CallMeBlue projects	5 247 €
Total in favour of ANIMA members	633 444 €
Subsidies paid out to non-members partners	213 409 €
Reimbursement of non-members' travel expenses within Euromed Clusters Forward, Lebanon Innovate, Start Africa Maroc & CallMeBlue projects	60 805 €
Total in favour of non-member beneficiaries	274 014 €

Project development and service contract proposals

Grant contracts

- **7 project proposals were submitted in 2025**
 - 4 in the framework of the Interreg NEXT MED programme (2 as leader)
 - 2 in the framework of Horizon Europe (partner)
 - 1 in the framework of the Neighbourhood, Development and International Cooperation Instrument (NDICI – Global Europe) (leader)
- **1 of this proposal is in the process to be selected** (NEXT MED coordination). **1 proposal is still pending** (Horizon Europe). **5 of these proposals were rejected**

Service Contracts

- **10 service contracts proposals were submitted in 2025**
 - 8 as leader for various donors (AFD, EU, UpM, Citi Foundation, GIZ, UNDP)
 - 2 as partner for UpM and UNOPS
- **2 projects as partner were selected.** The other proposals were not selected mostly because the financial proposals were too high.

Support for engineering and cooperation between members

ANIMA has accompanied, through monitoring and advice, the network's member organizations in the detection of and response to calls for grant projects, from the **identification of funding opportunities to the support for the formulation of a project**, allowing:

- The identification and dissemination of various **funding and cooperation opportunities** from donors have been analysed and published in ANIMApp as part of the monitoring offered by ANIMA to its members.
- Publication of briefing notes for the members on the Interreg NEXT MED call, on Horizon Europe, PRIMA and Erasmus+
- Directly involved and **accompanied 14 members** in the setting up of **7 project proposals**.

Strategic partnerships

ANIMA collaborated with the following institutions

- **European Commission-DG NEAR** ANIMA is continuing its collaboration with DG NEAR, which is co-financing the Euromed Clusters Forward project
- **GIZ (German cooperation)** ANIMA is once again collaborating with GIZ as part of the mentoring program for the Gender Lens and Cowork'up 4.0 projects. Gender Lens also permitted to start a collaboration with **TAMWILCOM** in Morocco.
- **ENABEL** ANIMA is collaborating with ENABEL as part of the Linkup Africa project. This project was implemented in partnership with **AMCI** the Moroccan cooperation agency.
- **The Aix-Marseille-Provence Metropolis and the City of Marseille** ANIMA renewed its partnership with local authorities and strengthened its collaboration with the Metropolis
- **WAIPA** ANIMA has contributed to the SCRIPA initiative, the collaboration initiative between regional investment promotion networks.
- **Ministry of Foreign Affairs (France)— Interministerial Delegation for the Mediterranean**
ANIMA has renewed its partnership with the Ministry on the occasion of the annual conference of ANIMA in Marseille
- On the the **JNDA BRIDGE AFRICA Forum**, ANIMA partnered with Clubdes Bâisseurs, the co-organizer and together they mobilized the following sponsors: AMDIE, Orange, AFD, Fonds Pierre Castel, Port Autonome de Douala, Tunisia Foreign Bank, FIPA Tunisia, Agences Emploi Jeunes Côte d'Ivoire, bpifrance, Alfranc Network and Bank of Africa.



Performance indicator

Implementation of the strategy 2025-2027

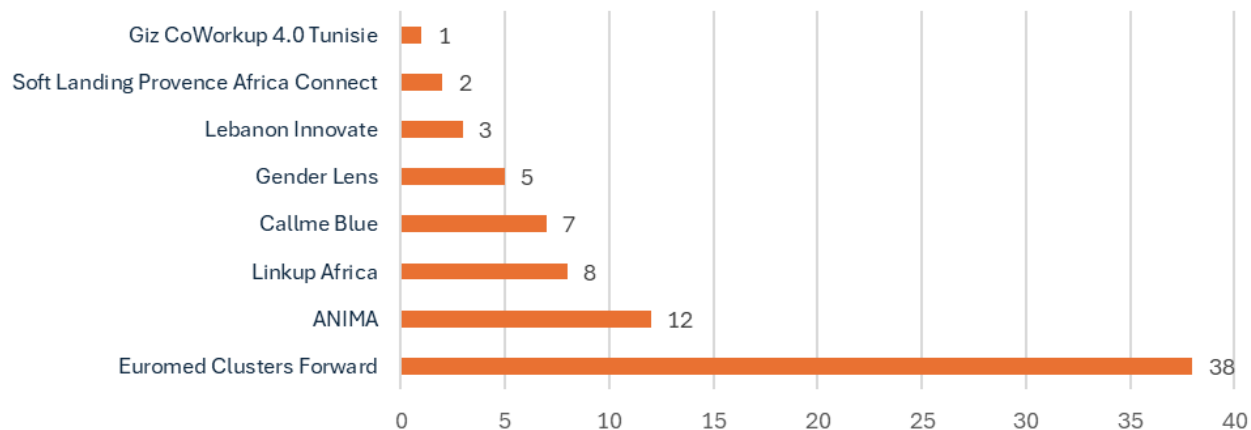
Economic integration, resilience, and cohesion Capacity building programmes for investment promotion institutions and business support organisations Matchmaking events for BSOs from all countries Euromed taskforces on economic integration and resilience associating public and private sectors and involving Africa and the Gulf Connect 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.	Progress reported 2025: organisation of Tech Days (cluster and industry matchmaking) in Cairo and Tunis 2026: launch of a nearshoring survey with ERF 2024-2026: Launch of 13 B2B and R2B projects implemented by Euromed clusters 2025: Technical assistances to Lebanese universities to partner with EU peers to apply to EU funded research programmes 2025: Organisation of JNDA BRIDGE AFRICA 2025
Innovation and R&D 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	Progress reported 2025: Implementation of Coworkup in Tunisia, MSEC and Linup Africa in Morocco, Soft Landing Provence Africa Connect in Marseille 2022-2027: Implementation of the Euromed Clusters Forward project 2025: Partnership with Power X in Lebanon; Partnership with AI Mediterranean Forum in Tunisia 2022-2027: Implementation of the Euromed Clusters Forward project Bid for the Research to Business tender of the UfM

Implementation of the strategy 2025-2027

Green and sustainable transition	Progress reported
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 as well as the Investment Impact Rating methodology. Euromed Green transition taskforce associating the private sector to exchange best practices and align methodologies and advocacy.	2025: Organisation of 4 webinars on CBAM 2025: Implementation of the Gender Lens project in Morocco
Digital transformation and artificial intelligence	Progress reported
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	2025: Organisation of a South Med delegation at the AI Mediterranean Forum 2024-2026: Implementation of Industry 4.0 initiatives in Morocco and Egypt (ECF project)

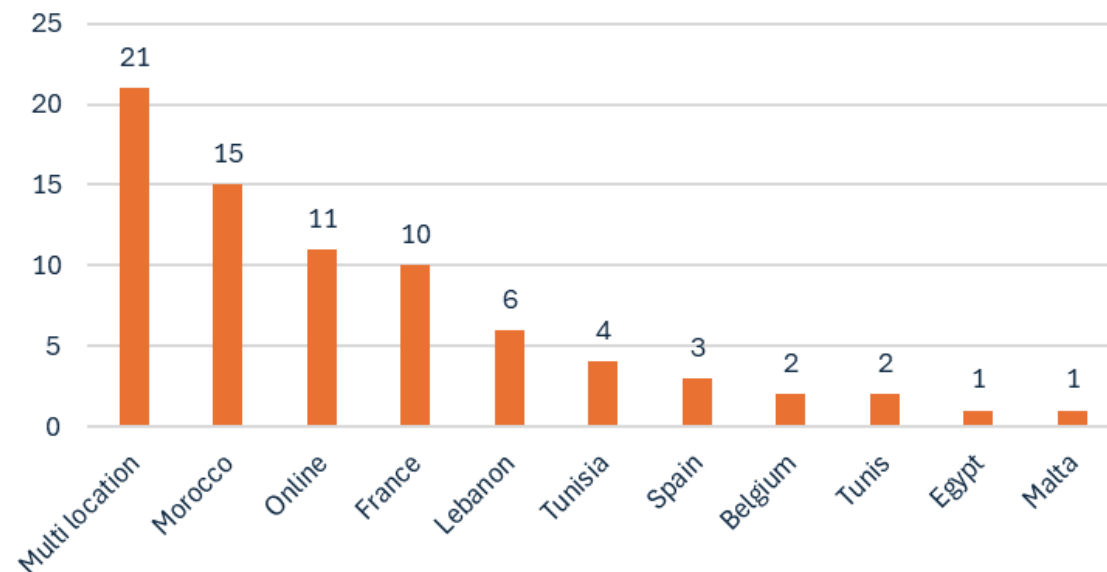
Activities implemented in 2025

76 activities implemented in 2025
Distribution by project



- Euromed Clusters Forward is currently the largest project implemented by ANIMA.

Number of activity per country



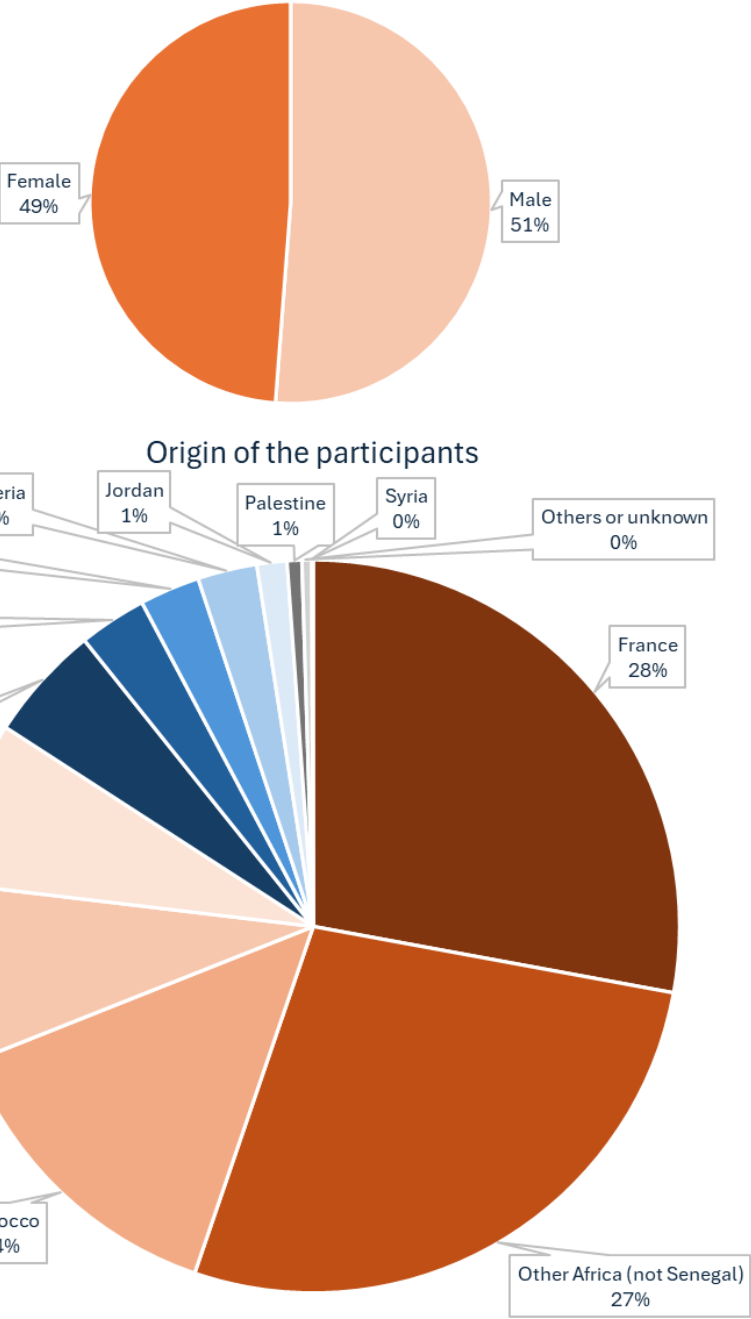
- Multi location activities are delegated projects subsidised by Euromed Clusters Forward.
- Gender Lens and Linkup Africa are projects implemented in Morocco which explains the high number of activities in Morocco.

Analyse of the participants to the activities

3333 participants to the activities in 2025
Distribution per activity



- The participation in JNDA Bridge Africa explains the large number for High level conferences, and the 30% of participants from sub-saharan Africa.



Outreach of ANIMA (communication outcomes)

Website Traffic

from 1st of jan – 31 dec 2025

9 989

Sessions

+19% sessions

4 524

Total users

2min30

Average duration
per active user

58,33%

Engagement rate

Media Report

from August to December 2025

22 articles

13 JNDA Bridge Africa, 6 Tech Days in Tunisia, 3 others (FIPA's anniversary, Investment in Tunisia)

Newsletter

from 1st of jan – 31 dec 2025

5329 contacts

- **98.20%** successful delivery rate
- **2475.38** average openings
- **50%** average clics rate
- **1.80%** average Bounce rate

Agenda in 2025

35 events

35 event combining all projects, added in the Agenda on the website

What worked in 2025

- +19% sessions → **communication efforts are paying off**: more sessions, wider reach, and campaigns successfully bringing in new audiences.
- **The newsletter hit strong numbers** → 98.2% delivery rate, 50% average click rate, and high engagement, proving the content resonates with its audience.
- We **doubled the number of articles and publications** in 2025
- An **updated Agenda each month** with a monthly agenda social media post

Outreach of ANIMA (communication outcomes)

ANIMA's monthly agenda post



UPCOMING EVENTS

INTERNATIONAL SYMPOSIUM

ATHENS, GREECE

22

EUROMED CLUSTERS FORWARD ACADEMY ANIMA BOARD MEETING
Athens

23

FUTURE PROOFING ECONOMIC PROSPERITY - SYMPOSIUM
Athens

24

INVESTMENT PROMOTION WORKSHOPS EUROMED CLUSTERS FORWARD ACADEMY BENCHMARKING VISITS
Athens

ANIMA's agenda on website



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25
MAR. 26

Policy Benchmark Seminar : The Maghreb Chapter

Ended

25 March 2026 - 25 March 2026

Policy Benchmark Seminar : The Maghreb Chapter - Tunis

[Agenda](#) [Euromed Clusters Forward](#)

[Euromed Clusters Forward](#)

This event aims at engaging policy makers in a dialogue about the challenges and bottlenecks facing value chains and the role of clusters, to...

[Read more](#)

22 - 24
Ap. 26

Future-Proofing the Mediterranean: Economic Outlook toward 2036

20th anniversary

Ended

22 April 2026 - 24 April 2026

Future-Proofing the Mediterranean: Economic Outlook toward 2036 - Athens

[Agenda](#)

Athens, Greece | April 22 - 24, 2026 | Co-organized with Enterprise Greece Anticipate disruptions and envision tomorrow's synergies. This...

[Read more](#)

18-19
MAY 26

Policy Benchmark Seminar : The Mashreq Chapter

Ended

18 May 2026 - 19 May 2026

Policy Benchmark Seminar : The Mashreq Chapter - Cairo

[Agenda](#) [Euromed Clusters Forward](#)

[Euromed Clusters Forward](#)

Building on the Maghreb Chapter, this seminar brings together policymakers from across the Mashreq region to discuss the key...

[Read more](#)

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Outreach of ANIMA (communication outcomes)

LinkedIn

+1 754 new followers
*from 5 786 in 2024
to 7 540 followers in 2025*

- Engagement rate stable : **2–3 %**
- **133** posts in total
- **137 567** impressions
- **25 434** link clics

Facebook

109 236 impressions

- **+277** New Followers
- **111** posts in total
- **921** link clics
- **658** interactions

What worked in 2025

- **LinkedIn shows strong performance :** exceptional clicks, steady growth, and stable engagement, driving brand awareness and qualified traffic.
- **Facebook drives occasional traffic spikes rather than consistent growth,** with performance heavily tied to content format and algorithm timing.
- **YouTube delivered solid results for minimal output** — 40,244 impressions, 6% engagement rate, and 2,519 views from just 9 videos in 2025

Youtube

40 244 impressions

- **6%** engagement rate
- **2 519** total views
- **295** followers

ANIMA would like to thank its partners for their collaboration in 2025



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