

# 2020

## Annual Report



Attractiveness - Performance - Impact

**ANIMA**  
INVESTMENT  NETWORK

# Introduction

I am very pleased to present this ANIMA Network Annual Report for the year 2020.

As we all know, 2020 is a very special year, as all our economies have been hit by the health crisis that has been raging since the beginning of the year. In this context, we had to resist, adapt and sometimes reinvent ourselves. I would like to thank the ANIMA team as well as all the partners who have shown agility and creativity in implementing a very dense action plan.

With 102 activities carried out during the year, ANIMA and its partners have fulfilled their commitments to their donors and also to their beneficiaries, the companies, entrepreneurs and economic development support organisations. Our results are very satisfactory, whether it is on the business environment that we have contributed to improve, on the capacity building of organisations and companies, which we have continued throughout the year, or on the partnerships and business links that we have continued to build to strengthen the inclusive and sustainable impact of companies and investors.

In 2020, ANMA continued to structure its association. We launched new digital communication tools, created new committees within the Board of Directors to bring the association's activities closer to the concerns of its members, and launched a fundamental work to strengthen our governance, federate our members around the association, and develop new partnerships.

There are many challenges in our Mediterranean countries: the revival and competitiveness of our economies, the return of attractiveness, climate and sustainable development issues, dialogue and cooperation between organisations and companies in our countries. Our members have set ANIMA several objectives two years ago, to contribute, collectively with the network and partners, to taking its full role in helping to address these issues.

The year 2020 has enabled significant progress to be made and I would like to assure our partners that we intend to continue along this path in the years to come.

**Tarak Chérif, President**

# THE MEMBERS OF THE NETWORK



## Algeria

ANDI - National Agency of Investment Development in Algeria

## Andorra

ACTUA - 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

CIPA - Cyprus Investment Promotion Agency

## Egypt

FEI - 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  
EuroMéditerranée - Euromediterranée Planning and Development Agency  
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 Metropolis  
Provence Meeting - Busibook network of the economic actors of Bouches-du-Rhône  
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  
APDN - Agency for the Promotion and Development of the North Region  
CRI Fès-Meknes - Regional Investment Centre of Fès-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  
UCASTI - 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

APII Tunisie - Agency for the Promotion of Industry and Innovation  
\*B@LABS - Business Incubator  
CAS - Sfax business center  
CONNECT - Confederation of Corporate Citizens of Tunisia  
FIPA Tunisia - Foreign Investment Promotion Agency of Tunisia  
PAEB - Bizerta Economic Activities Park  
TIA - 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 Yvergnaux**  
Business France  
France  
Treasurer



**Mohamed Shoaib**  
GAFI  
Egypt  
Vice President



**Philomena Meli**  
Malta Enterprise  
Malta  
Vice President



**Abdelbasset Ghanmi**  
FIPA  
Tunisia  
Vice President



**Georgios Filiopoulos**  
Enterprise Greece  
Greece  
Vice President



**George Catinis**  
SEBC  
Syria  
Vice President



**Hicham Boudraa**  
AMDI  
Morocco  
Administrator



**Diego Guri**  
AMEC  
Spain  
Administrator



**Abdelkader Betari**  
Agence de l'Oriental  
Morocco  
Administrator



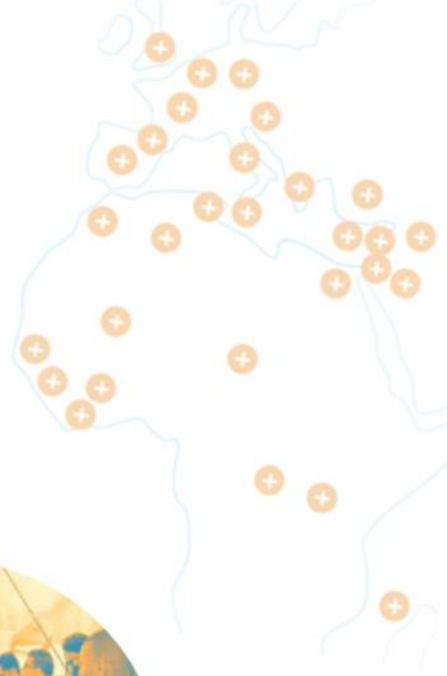
**Giovanni Zazzerini**  
INSME  
Italy  
Administrator



**Agnès Rampal**  
Région Sud  
France  
Administrator



**Sami Benfers**  
Ville de Marseille  
France  
Administrator



# Network life

Context and institutional life



# Implementation context of the 2020 action plan

## A consultation approach for the development of the 2020 action plan

The 2020 action plan is the result of the mandate directions set by the Board of Directors in January 2019 during a prospective workshop, and the objectives validated by the ANIMA General Assembly and completed by the Cairo Open Forum in June 2019. Its objectives are the following:

- ⇒ Developing initiatives to promote investments with strong local impacts and contribution to sustainable development, as well as access to funding for SMEs and startups.
- ⇒ Professionalising and increasing the number of capacity building activities.
- ⇒ Developing the network by recruiting new members, and opening it towards African countries.
- ⇒ Strengthening communication and information sharing between members and countries associated with the network, especially by developing new tools.
- ⇒ Diversifying the partnerships and revenues of the association

## An adaptation plan in response to the Covid-19 crisis

### Confinement of staff in March, April, May and telework all year round

- Office presence by rotation
- The crisis has not impacted the activity of the teams who have been able to adapt to ensure work continuity and honor commitments: **102 activities implemented during the year, more than last year**
- Deployment of new tools/processes to work within the network and roll out the action plan

### Almost no possible events requiring public travel in 2020

- Migration of all our physical events to digital
- Opportunity to organise more meetings, more easily, at reduced costs

### Importance of sharing and learning from others in crisis management

- Development of discussion forums and shared crisis management monitoring between network members
- Best Practices webinars between members and partners every month

### New opportunities to identify

- Lessons from the crisis converge with ANIMA's advocacy on SDGs and innovation
- Access to more than 180 start-ups and numerous clusters that create solutions to fight the crisis.

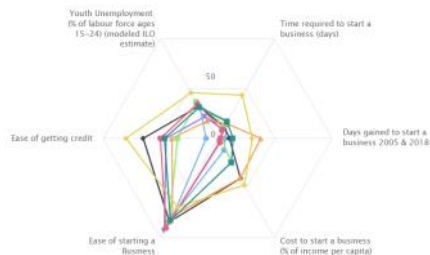
# Publications and communication

## Publications

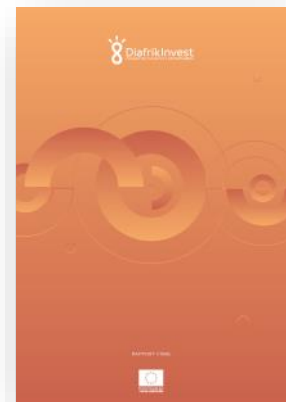
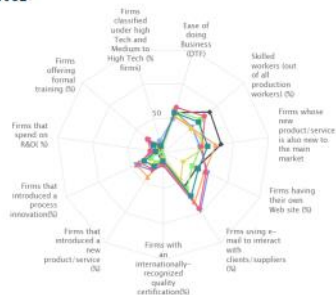
### Diafrik Invest Evaluation Report

Publication of a **Mediterranean Innovation scoreboard** with the Femise

#### Economic, Labour and Business Environment



#### At the Firm Level



## New communication tools

**New institutional website** to clarify the positioning, promote services, members, and network experiences.

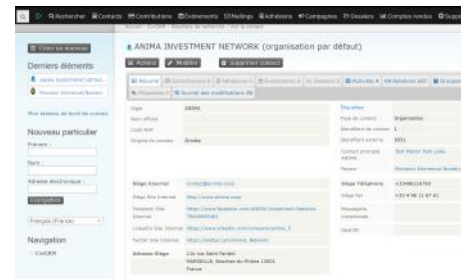
[www.anima.coop](http://www.anima.coop)

**ANIMApp** (web, IOS, Android): sharing information between members and cooperation opportunities

Migration of partner monitoring to a new, more comprehensive **Customer Relationship Management tool**



<https://animapp.anima.coop>





# Collaborations and institutional partnerships

## ANIMA distinguished by the Mediterranean Parliamentary Assembly

**Award of Excellence** for its commitment to stimulate the economy in the Mediterranean region and to promote innovation and investments especially for SMEs and start-ups

## Continuation of the partnership with the Provence Alpes Côte d'Azur Region and the Aix Marseille Provence Metropolis

Promotion of the expertise and stakeholders of these territories in the framework of network activities and involvement of local authorities in the action plan of the association.



## Partnership with the Union for the Mediterranean, German cooperation and Provence Alpes Côte d'Azur Region on the promotion of impact investments



Joint launch of the **Impact Invest** initiative and organisation of 4 collective intelligence workshops to develop a common action plan



## Partnership with the International Trade Center (ITC)

Publication of a good practice by ITC on the **EDILE** investment impact rating tool developed by ANIMA

ITC support for the benchmarking analysis of **ANIMA's** performance



## Involvement of UNCTAD in the ANIMA webinar cycle

Strategies of investment promotion agencies during the Covid-19 crisis

# Members and governance

## A context of economic crisis that weighed heavily on all countries

The Board of Directors has had to deal with several cases of members who were unable to pay their membership fee this year. In this context, ANIMA did not conduct a member recruitment campaign in 2020 as it does every year. The reform of Regional Centres for Investment in Morocco also removed the old legal structures. The association had 67 members at the end of 2020 against 71 at the end of 2019.

## Statutory meetings

The Association organised eight meetings of its Board of Directors and one meeting of its General Assembly in 2020.

In addition to the decisions made by the Board regarding day-to-day management and the launch of new activities, the ANIMA Board of Directors has decided, in the current international context, to revisit the associative project of ANIMA and the governance of the association. The objective is to set up a renewed framework which will allow ANIMA to fully play its role in the face of current challenges: the recovery and competitiveness of Mediterranean economies, the return of attractiveness, climate and sustainable development issues, dialogue and cooperation between organisations and businesses from associated countries. This work, decided in 2020, will be carried out with external support in the first half of 2021. On the one hand, it will be a matter of supporting the Board of Directors in the implementation of a new strategy, and on the other hand, changing the organisation of ANIMA accordingly in order to allow better accountability of the various bodies and greater ownership of the members of the association.

The Board has also set up an **internal commission to monitor the Association's projects (Business France, CONECT, SEBC)**, which has developed a new process for the involvement of members in the launch and constitution of project consortia. It has also created a **marketing commission (Enterprise Greece, GAFI, Malta Enterprise)** in charge of the new member recruitment strategy, and of setting the fees and associated benefits. Finally, a **training commission (Business France, GAFI, FIPA)** was created to steer the association's capacity building programmes.

The Board decided for the Association to engage in future calls for projects launched by the European Commission for the promotion of innovation in the Mediterranean, in the continuity of THE NEXT SOCIETY.

The Board of Directors also elected **Philippe Yvergniaux**, Director of Cooperation for Business France, as Treasurer of the Association.

# Member services and collaboration within the network

## Support for engineering and cooperation between members

ANIMA opened its engineering department in 2020 to all of its members, to allow them to benefit from the support of the ANIMA team to access international funding and to participate together in projects:

- ⇒ A detailed briefing note on the call for ENI CBC MED capitalisation projects distributed to 67 members.
- ⇒ 101 funding and cooperation opportunities from donors were analysed and published as part of the monitoring offered by ANIMA to its members, and accessible on **ANIMApp**. <https://animapp.anima.coop>
- ⇒ ANIMA has supported 8 members in the search for partners for their projects and cooperation.
- ⇒ ANIMA has offered project elaboration assistance to 12 association members.

## Facilitating collaboration between members and with the ANIMA team

To facilitate interactions between association members and its staff, ANIMA has set up and disseminated the following tools in 2020:

- ⇒ **Internal survey of members** in the 1<sup>st</sup> semester to adapt services to their needs.
- ⇒ **Dissemination of a functional organisation chart** presenting all staff and their missions.
- ⇒ **Production and dissemination of a guide** presenting all the benefits to members and how to use ANIMA's services.
- ⇒ Launch of an **ANIMA Inside Newsletter** to allow members to learn about the latest news from other members and to participate in expertise missions implemented by the network.
- ⇒ Creation of an **exchange forum between members** on Microsoft Yammer to discuss the responses to the Covid-19 crisis implemented in their country.
- ⇒ Launch of a **Cycle of monthly webinars** to present member best practices and opening of a "**Best Practices**" section on the ANIMA website and a YouTube channel to access presentations made during the webinars.



## Development of new projects

### Impact Invest initiative for the promotion of sustainable investments

The association organised several video workshops, in April and May 2020, to raise awareness and collective intelligence, to involve the network and structure the action plan of a new initiative that ANIMA wishes to promote: Impact Invest for the promotion of investments contributing to sustainable development. This initiative is promoted in partnership with the **RIAFPI network and Business France**. These workshops were organised in partnership with the **Union for the Mediterranean, German cooperation and the Provence Alpes Côte d'Azur Region**. ANIMA is currently looking for funding partners to launch this initiative.

### Development of technical expertise missions

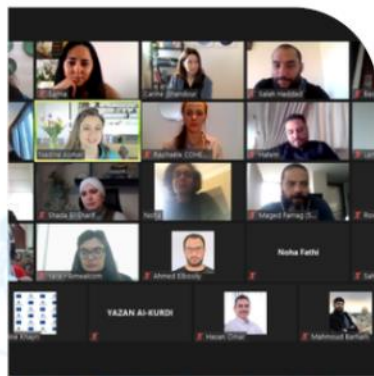
ANIMA continuously performs monitoring and engineering work to set up expertise missions or training in the Mediterranean and Africa to strengthen economic development strategies and stakeholders.

- ⇒ In 2020, ANIMA took part in about twenty proposals, most of the time as a partner alongside international consulting companies.
- ⇒ Regularly, ANIMA called on its network via the ANIMA Inside Newsletter to recruit experts to position on the proposals.

### Collaboration with new donors and development towards Africa

As part of its development, the dissemination of the network's expertise, and the diversification desired by its members, ANIMA has developed collaborations with new donors with whom the association was not used to working:

- ⇒ **GIZ and German cooperation**, which is very active especially in Morocco and Tunisia, has mandated ANIMA to lead a support mission for the MENARA Cluster in Morocco in 2020, and to support the Sfax International association in its territorial marketing missions in 2021.
- ⇒ **Agence Française de Développement**, which wanted to involve ANIMA in the implementation of the Meet Africa 2 project on the promotion of entrepreneurs and investors from the diaspora of six African countries alongside Expertise France starting from 2021.
- ⇒ The **Ministry of Europe and Foreign Affairs in France**, which has mandated a consortium made up of Business France and ANIMA to lead a network of African businesses in fifteen African countries starting from 2021.
- ⇒ **ICMPD** asked ANIMA to provide its members with technical support to set up strategies to promote diaspora investments. ANIMA enabled **GAFI (Egypt)** to benefit from it.

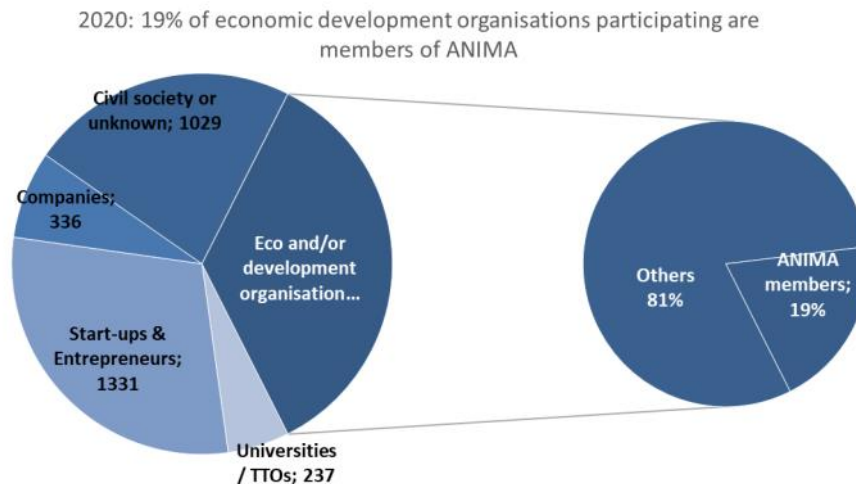


# Members involvement

Participation in activities



# 309 staff from ANIMA members participated in network activities



## Financial relationship with members

### Contributions and funding

In total, membership fees represented **€ 96 500** in 2020, down 9% over one year due to defaults linked to the Covid-19 crisis, which represents 8% of the association's resources.

### Funding provided by ANIMA to members within the framework of projects

In total, in 2020 ANIMA has brought **€ 588 075** 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 from last year.

## 27 members are involved in the consortia managed by ANIMA



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

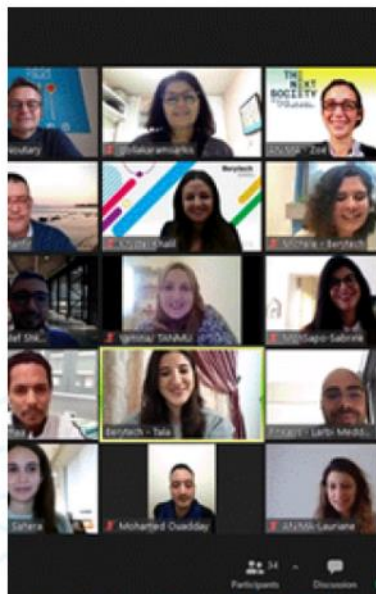


AMDIE, StartUp Maroc (MO), CONECT (TU)



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





# Life of the projects

Partnerships and action plans





### Project partners



### Project coordinator



### Ecosystem Partners



## Action plan in 2020

In 2020 THE NEXT SOCIETY strengthened and extended its results of in the region with a fourth year full of operations at the service of start-ups, clusters, researchers, technology transfer offices, tech hubs and leading actors of innovation policies. But of course, the year was also strongly marked by the Covid-19 crisis.

Indeed, as for many innovators in the region and beyond, 2020 required drastic adjustments in the approach and formats which were supported by THE NEXT SOCIETY, to adapt the response to this unprecedented situation. Among these major changes, let's mention the digitalisation of the action plan or the introduction of new activities, specifically designed to better respond to the needs that the crisis quickly engendered at the level of beneficiaries: need to pivot the business models of start-ups and clusters, crucial need for more visibility, need for better and faster access to funding, need for more connections at regional level.

The objectives of THE NEXT SOCIETY for 2020 were therefore to go even further by feeding and growing the Euromed community of innovation ecosystems, to initiate even more exchanges at regional level, and to foster visibility of our beneficiaries by highlighting their successes.

The initiative took up these challenges notably thanks to the launch of new instruments in addition to the existing action plan. Among them:

- ⇒ The introduction of the **The Policy Labs**: regional policy making webinars on innovation policies to present best practices and replicable policies or instruments.
- ⇒ The launch of a renewed **Cluster Mentoring Programme** associating experienced cluster managers and cluster management experts and in order to develop inter-cluster cooperation through coaching among clusters.
- ⇒ The Regional innovation Factory "**From Research to Market**" programme, offering direct support to 20 research-based projects selected from 332 applications in 7 MED countries (25% of women), to transform their research and technology innovation in health, greentech, education, fintech and mobility into a commercially viable product.
- ⇒ The launch of "**Ask An Angel Programme**", a highly customized service for 25 EU Business Angels in order to strengthen the investment readiness of 28 MED innovators, help them to face the Covid-19 crisis by pivoting their business model and refining their fundraising strategy.
- ⇒ The launch of the **Tech Hub Paddock Programme** to promote tech hubs' support programs for start-ups and share best practices among them.

At the end of 2020, a continuously growing community of 1,500 innovation stakeholders has been gathered through the project activities, and the 30 initial consortium partners have been joined by 27 additional associate ecosystem partners.



## Main project results in 2020

### Impact on innovation strategies in the Mediterranean countries

#### Egypt

ITC Ministry equipped with a full business and funding model for a new accelerator providing specific internationalization services for Egyptian entrepreneurs.

#### Jordan

New innovation funding programme for the Scientific Research and Innovation Support Fund (SRISF) to generate collaborative projects between academia and industry while ensuring the economic viability of the fund.

#### Lebanon

5 universities equipped with a customized roadmap including actionable recommendations of technology creation and valorization.

#### Morocco

Setting-up a customized Research Tax Credit measure and its advocating strategy for adoption.

#### Palestine

Setting-up a revised General Framework for the National Strategy for Innovation.

#### Tunisia

Supporting the national action plan of the new crowdfunding law in Tunisia by conducting a market study focusing on operators of the law for regulatory authorities

*“THE NEXT SOCIETY is a real space of exchange and a great opportunity for development. I could work more on our business plan and investment pitch due to a personalized support during 1:1 sessions with your network of investors, mentors and experts. Meeting other entrepreneurs and researchers from the MENA region enhanced the learning experience.”*

**Shahed Jaber, Jordan**



## Impact of the project for beneficiaries

Despite the digitalisation of THE NEXT SOCIETY activities, 2020 saw the participation of stakeholders soar to an annual **record since the launch of the initiative** in 2017: 2793 participants, 601 people trained and 1141 B2B meetings.

Since 2017 100% of the activities were organised with physical presence of beneficiaries (studies and communication activities excluded). This proportion fell to 23% in 2020. Indeed, it was necessary to adapt the formats, to use digital tools and platforms to gather experts and beneficiaries, to run workshops or trainings, or to organising matchmaking between actors. In the end, 77% of the activities were organised remotely via digital tools in 2020.

But beyond these figures, this year has also strengthened the impact of the initiative in the region:

- ⇒ New knowledge online tools and resources to monitor the evolution of innovation in the region: Launch of I-data, the first online and interactive Innovation Scoreboard adapted to Southern Mediterranean countries: 78 indicators that measure the innovation status in the region, analysis report on the innovation in the region, 6 country profiles
- ⇒ **2 million euros funds raised** by the start-ups supported (between 300 and 500K euros per start-up)
- ⇒ **15 new partnership deals** achieved by research-based entrepreneurs with industry or investors.
- ⇒ 2 fully online regional innovation conferences gathering the EuroMed innovation community: the **Euro-Med Scale up Innovation Day (Lebanon)** and the **Jordan Entrepreneurship Summit**, gathering more than 1000 participants including hundreds of MED Startups and allowing to create more EU-MED cooperation around entrepreneurship and innovation.



- ⇒ **Completion of 2 technical assistance missions and launch of 2 new ones** to improve national innovation frameworks and instruments related.

- ⇒ **1 #TechDays in Tunisia** to boost inter-cluster collaboration between EU and MENA clusters: 20 EU cluster managers + 9 Italian companies + 17 MENA cluster managers attended, 407 formal and informal meetings, 45 Cluster to Cluster promising business partnerships: MoU signed, creation of a meta cluster, consortia formed to answer calls for projects together.







## Connecting diaspora talents with opportunities in Morocco, Senegal and Tunisia

### Partners



#### AMBITION STRATEGIQUE

**Objectif:** Promouvoir une relation durable entre la communauté expatriée et les pays africains ciblés

- > Identification de hauts talents et entrepreneurs de la Diaspora en Europe
- > Concertation entre les hauts talents et les institutions nationales
- > Coordination nationale et nouvelles stratégies pro-Diaspora

**45 hauts potentiels mobilisés**  
**50 réseaux des diasporas**  
**3 offres de services "Diaspora"**

#### AMBITION MICROECONOMIQUE

**Objectif:** Développer les entrepreneurs grâce à la diaspora

- > Mentorat et coaching individuel
- > Assistance technique et conseil
- > Missions sur les marchés ciblés
- > Participation à des grands événements d'affaires
- > Rencontres avec des grands acheteurs

**120 bénéficiaires Diaspora Lab/ Diaspora Tech**  
**30 entrepreneurs de la Diaspora accompagnés**  
**30 entrepreneurs accompagnés dans les pays d'origine**

#### AMBITION FINANCIERE

**Objectif:** Dynamiser l'investissement productif et le développement local via des instruments innovants associant la diaspora

- > Préparation à la recherche de financement
- > Promotion de projets en recherche d'investissement (crowdfunding)
- > Mise en réseau business angels diaspora et investisseurs des pays d'origine
- > Rencontres avec des investisseurs

**50 entrepreneurs formés à la recherche de financement**  
**30 projets accompagnés dans leur stratégie**  
**20 campagnes de levée de fonds lancées**

# Results of the DiafriInvest assessment over 2017-2020

## Support for diaspora entrepreneurs

The support system offered by DiafriInvest, through training and networking events, has produced tangible results:

450 entrepreneurs took part in the project activities and 136 received support.

94% of entrepreneurs supported by DiafriInvest were able to develop their network;

86% of entrepreneurs supported have changed their strategy;

43% of entrepreneurs have launched new products or services;

23% of entrepreneurs developed their sales (10% directly thanks to DiafriInvest);

One in three entrepreneurs has signed one or more partnerships thanks to DiafriInvest;

1 in 10 supported entrepreneurs recruited and created new jobs.

## Mobilisation of diaspora investments towards African businesses

16 entrepreneurs were supported in their **fundraising strategy**;

**50 donors** were connected to entrepreneurs supported by DiafriInvest (African or diaspora business angels, VC, private sector, etc.);

**15 start-ups obtained grants/honorary loans** from the Caisse Centrale de Garantie in Morocco;

More than **1 million euros** of investment were under negotiation as of September 1, 2020.

## Impact on national strategies for mobilising diaspora investment

**Liaison groups between stakeholders working with the diaspora** have been set up in the three countries to coordinate the actions of public and private organisations targeting the diaspora. These groups have led to the creation of **3 digital platforms** in favour of the mobilisation of economic diasporas:

⇒ <http://entreprenreausenegal.org> in Senegal, supported by DGASE, ADEPME or even DER, in a "diaspora shop" approach, which **already includes 40 support and funding stakeholders**;

⇒ <http://financini.org.tn> in Tunisia, which has the potential to become a common law mechanism for identifying funding dedicated to entrepreneurship, and which **already includes 200 funding and support mechanisms**;

⇒ <http://mentorme.startupmaroc.org> in Morocco, which aims to connect Moroccan entrepreneurs & mentors from the diaspora.

Several expressions of interest received from other territories and economic development stakeholders from other African countries to duplicate good practices in mobilising diasporas (Côte d'Ivoire and Algeria in particular);

A study is underway on the tools and instruments for the financing of African SMEs and startups by the diaspora.





## 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.

The number of exchanges remained limited in 2020 due to health restrictions that made international travel impossible. Nonetheless, some projects could take place in digital format in 2020, or are in the development phase for implementation in 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.

**Berytech (Lebanon) - Marseille Innovation (France)** - Interest in developing a collaboration both to share on incubation methods and to send start-ups to incubation. An MoU was signed and a visit to Marseille by Berytech teams took place without the financial support of EBSOMED. A second mission is to be organised.

**Jordan Investment Commission (Jordan) - GAFI (Egypt)** - The JIC has expressed interest in benefitting from expertise sharing with other agencies in the southern Mediterranean. Given the health restrictions they wanted to prioritise Egypt. Discussions took place in 2020 to implement the missions in 2021.

**AMDIE (Morocco) - IDA (Ireland)** - ANIMA is supporting AMDIE in developing a collaboration with its Irish counterpart agency, to strengthen business monitoring and intelligence services. The mission is under development and is expected to take place in 2021.

## 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, eight webinars took place between April and December 2020, 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 and its aftermath:

- ⇒ Response strategies of national agencies to the Covid-19 crisis (**UNCTAD, BPI France, Malta Enterprise**)
- ⇒ Strategy, monitoring and prospective intelligence (**GAFI, Business France, Tunisia Investment Authority**)
- ⇒ Communication and image in times of crisis (**FIPA, Berytech, Business France**)
- ⇒ Aftercare and public-investor dialogue (**Rising Sud, Business France, GAFI, AMDIE**)
- ⇒ E-procedures and digitalisation of business services (**E-Estonia Briefing Centre, Tunisia Investment Authority, GAFI, Enterprise Greece, AMEC**)
- ⇒ Sustainable development and local impacts (**CONECT, AMEC, Business France, Enterprise Greece, ANIMA**)

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.



## Technical assistance to the MENARA Cluster



**Funding:** German cooperation (GIZ)

**Budget:** 168 810 € (service)

**Duration:** 12 months (2019-2020)

**Role of ANIMA:** Coordinator

Located in Marrakech, Morocco, the Menara Cluster was created in 2012. This multi-stakeholder network specialises in the fields of organic and dietary foods, cosmetics and other beauty products. The Cluster now has 77 members including small businesses and start-ups, universities and institutional organisations.

During 12 months, the team of 13 experts (**2 ANIMA staff, 1 international expert and 10 Moroccan experts**) carried out 31 activities with the cluster and its 77 members. The action plan was organised into 5 strands:

Activity 1 - State of the art, analysis of the existing situation and recommendations

Activity 2 - Definition of the Cluster strategy and action plan

Activity 3 - Capacity building of the cluster management team and businesses

Activity 4 - Offering new forms of cooperation to improve access to markets and increase the competitiveness of businesses

Activity 5 - Design and facilitation of training for cluster staff and representatives of member businesses

Naturally the mission suffered from the restrictions linked to the Covid-19 crisis, but the hiring of Moroccan experts made it possible to carry out the project and achieve the expected results. The pilot services implemented as part of this support have generated initial impacts: creation of a spin-off, access to a new foreign market, change in business strategy, diversification of production, etc.

Above all, the project gave rise to the design of the African Agri-Food and Cosmetics Innovation Centre for the Menara cluster (CAIAC Menara) and a fundraising of more than €700K from GIZ to invest in 2021 in its establishment. This centre makes it possible to deploy a new service offer that comes with a technological hall (quality control, fablab, prototyping, etc.) and to provide long-term support to the cluster members and the two sectors it targets.

Follow-up to the mission is planned in the framework of the ANIMA network activities, in particular a mission in Catalonia to be organised with **ACCIO**.



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.

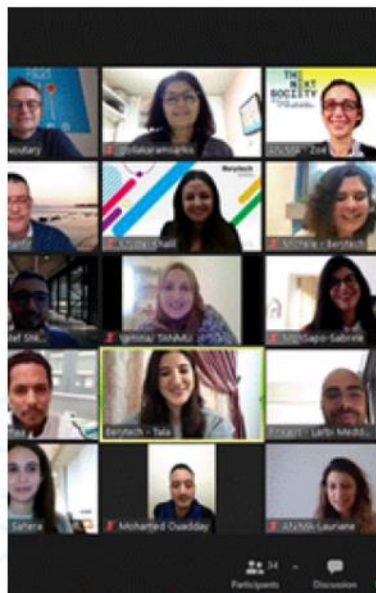
The community supports the projects in their communication and capitalisation efforts, thus increasing their impact at the political level and ensuring their potential transfer and replication of their results in other territories.

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 2020, ANIMA mainly intervened in support of initiatives led by other partners:

- ⇒ Support for the mobilisation of speakers (SMEs) for the Ecomondo conference in October 2020.
- ⇒ Contribution of ANIMA experts to the Circle the Med Business Forum in October and November 2020 and promotion of the forum.
- ⇒ Contribution to the review of the regions' skills in terms of green growth and to the mapping of regional policies linked to green growth, July and November 2020
- ⇒ Contribution to the questionnaire on the integration potential of modular projects, November 2020
- ⇒ Identification of good practices for the webinar organised by the European Regions Research And Innovation Network (ERRIN)

In addition, ANIMA has launched the preparation of a study/mapping of financing and support instruments for SMEs in green growth sectors in the Interreg MED regions.



# Global impact

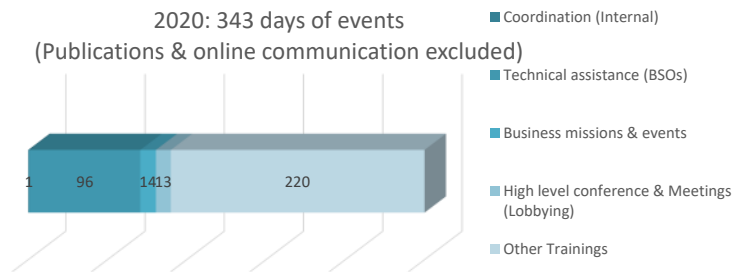
Activity indicators



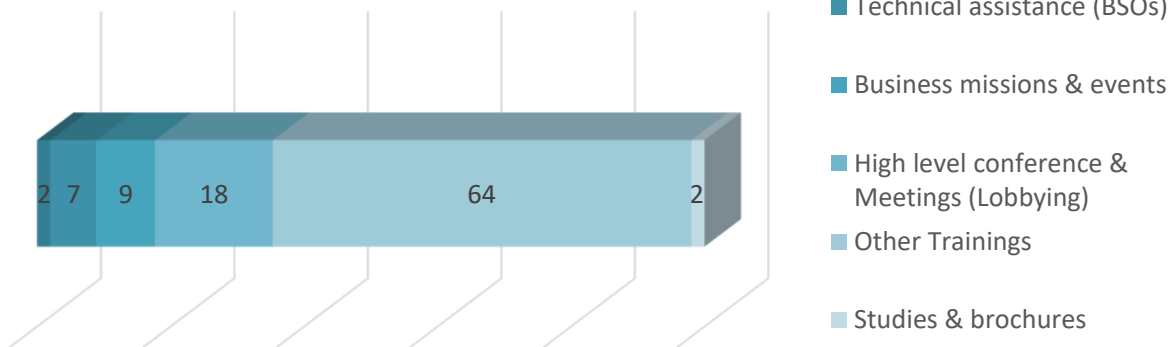
## An action plan fully implemented despite the crisis

With 102 events organised (11 more than last year), ANIMA and project partners significantly increased their volume of activity in 2020. The events took place over 343 days!

The year was especially marked by a strong increase in training activities: 64 training sessions and experience sharing workshops for economic development organisations, entrepreneurs or clusters. 9 business events were also organised, particularly in Tunisia (THE NEXT SOCIETY inter-cluster and DiafrikInvest entrepreneur-investor meetings), in Lebanon and Morocco (research-industry meetings).



2020: 102 activities  
(Online communication excluded)



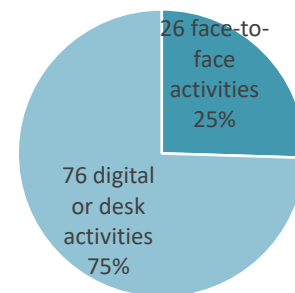


## 75% of activities switched to digital

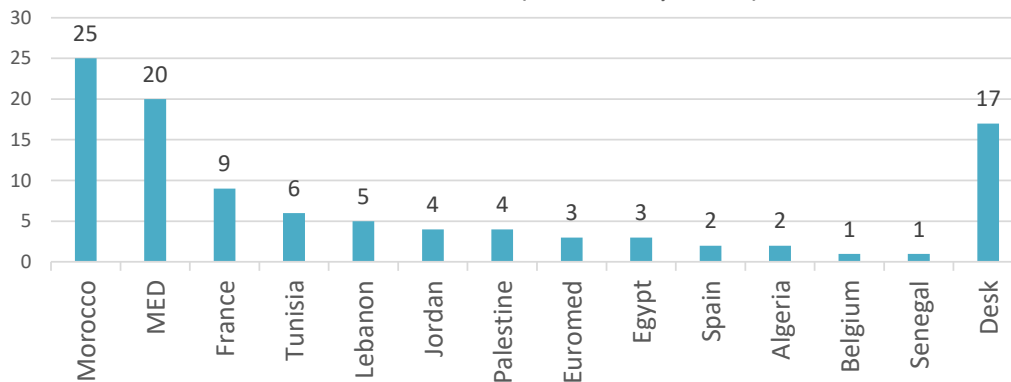
Staff and partners quickly switched all activities to digital format. Various tools available on the market have made it possible to maintain the activity impact objectives despite the distance: capacity building, business meetings, networking. The focus of operations was either national (typically the mission for the MENARA cluster) or regional (20 events)..

Of the 26 face-to-face activities organised, 9 took place in Morocco, 4 in Tunisia, 4 in France, 3 in Palestine, 2 in Jordan, 2 in Egypt and one in Spain and Lebanon.

Face-to-face and digital or desk activities in 2020



2020: 26 face-to-face activities + 76 digital activities with a national or regional focus; and 17 desk activities (no country focus)



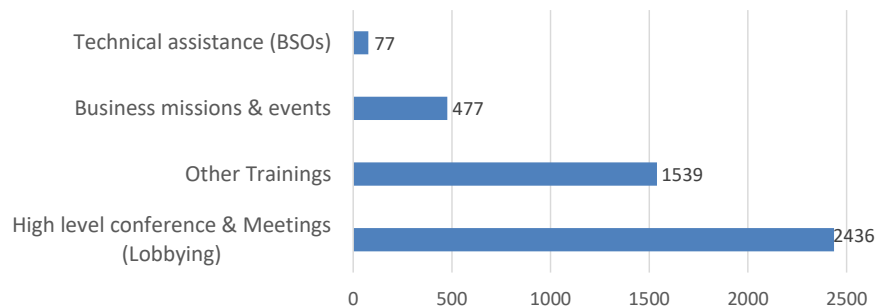


## More than 4 529 participants including 1 660 businesses

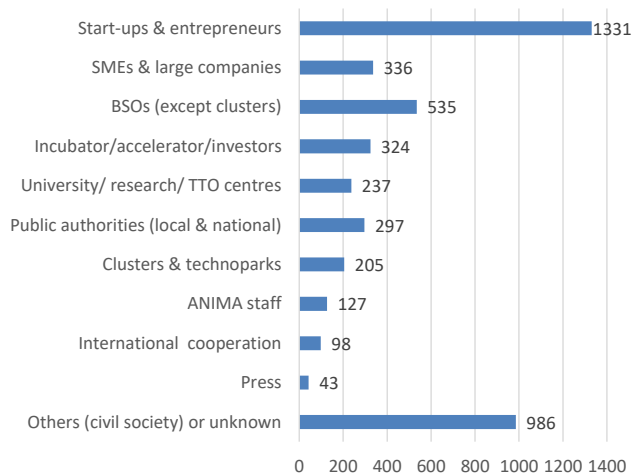
The digital migration of activities has made it possible to reach a much wider audience: +36% compared to last year. This gave large outreach to the major conferences, especially during **THE NEXT SOCIETY Euro-Med Scale up Innovation Day (Lebanon) and the Jordan Entrepreneurship Summit** (more than 1 000 participants in Lebanon). Training activities were also full (1 539 participants).

A third of activity participants are businesses and a third are economic development stakeholders (public agencies, business support organisations) which constitute the core of the ANIMA network. Digital has made it possible to broaden participation to nearly 1 000 people from civil society.

2020: 4,529 participants in 98 activities  
 +36% participants compared with 2019  
 (coordination, studies & online communication excluded)



2020: Categories of participants



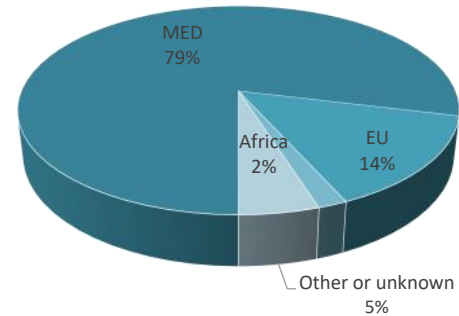
# 80% of participants from the southern Mediterranean

The strong development of training activities - which target southern countries - and major digital events explains why most of the public reached this year come from the south of the Mediterranean.

This also reflects a more marked interest from southern countries in developing networking between them, especially in a period when the European market was closed to them.

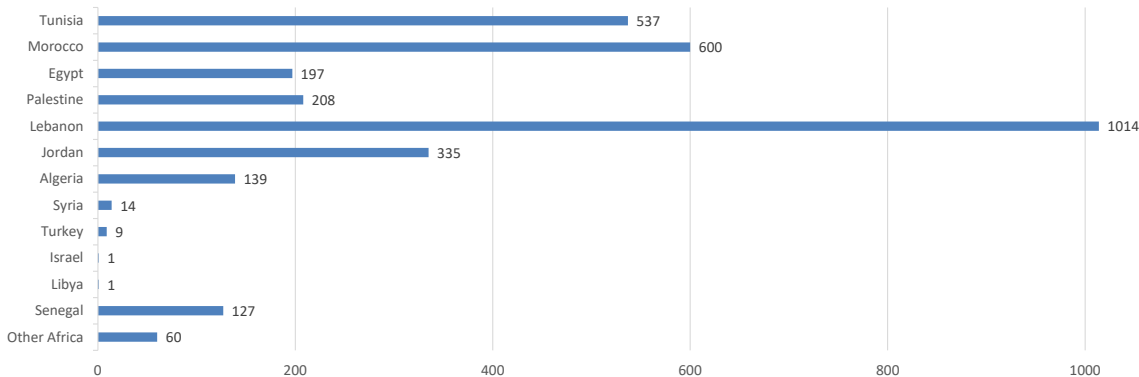
Activities continued to engage audiences in sub-Saharan Africa: 187 participants, including 127 from Senegal.

2020: 4,529 participants in 98 activities  
(coordination, studies & online communication excluded)



2019: 3,055 MED participants + 187 African participants

(out of 4,529 participants in 98 activities; coordination, studies & online communication excluded)



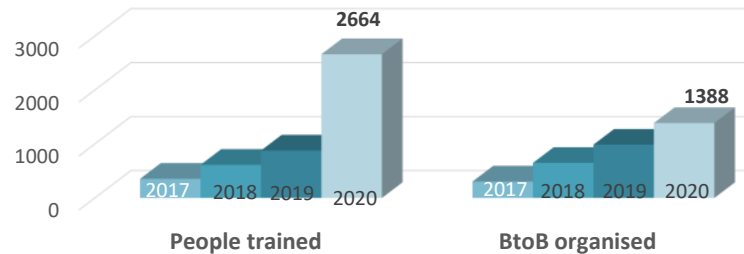
# Sharp increase in audiences impacted by ANIMA's action

Although it is understood that digital meetings cannot replace direct contact, especially when it comes to the transmission of skills or business meetings, it offers an important lever for a wider audience to benefit from activities.

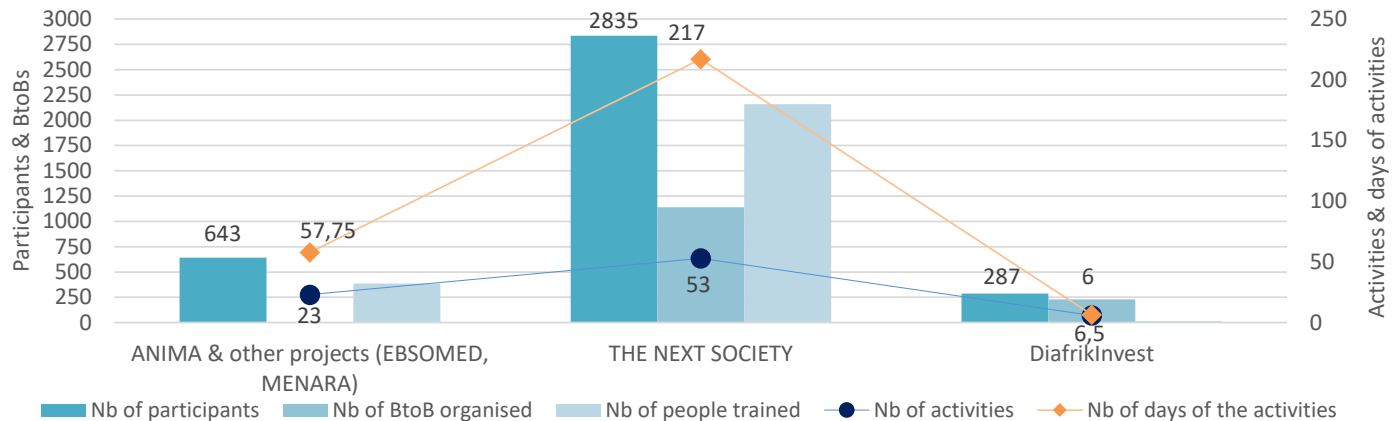
Therefore, the number of people trained tripled between 2019 and 2020 and the number of business meetings increased by 50%.

This maintains the momentum of increasing the impact of ANIMA over the past few years.

2017-2020: Impact on businesses and organisations



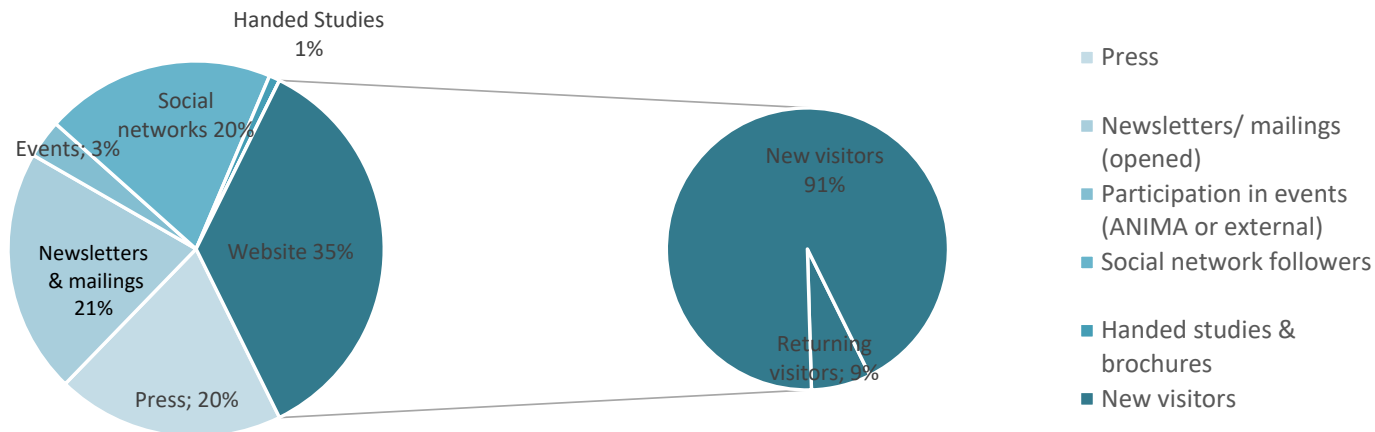
2020: Impact by project



## 52 000 people were in contact with ANIMA in 2020

Overall, ANIMA has reached 156 394 people through the various channels used by the network. We estimate that 66% of these contacts involve the same people. Therefore, ANIMA's communication has generated 52 000 unique contacts.

### Dissemination and outreach



## 204 press articles talk about ANIMA or its projects

In addition to digital visibility, ANIMA has generated more than 200 press articles. 46 concern ANIMA, 75 DiafrikInvest, 50 THE NEXT SOCIETY, 20 EBSOMED and 13 Meet Africa 2.

This ANIMA 2020 Annual Report was developed and written by Emmanuel Noutary with the contribution of the ANIMA team



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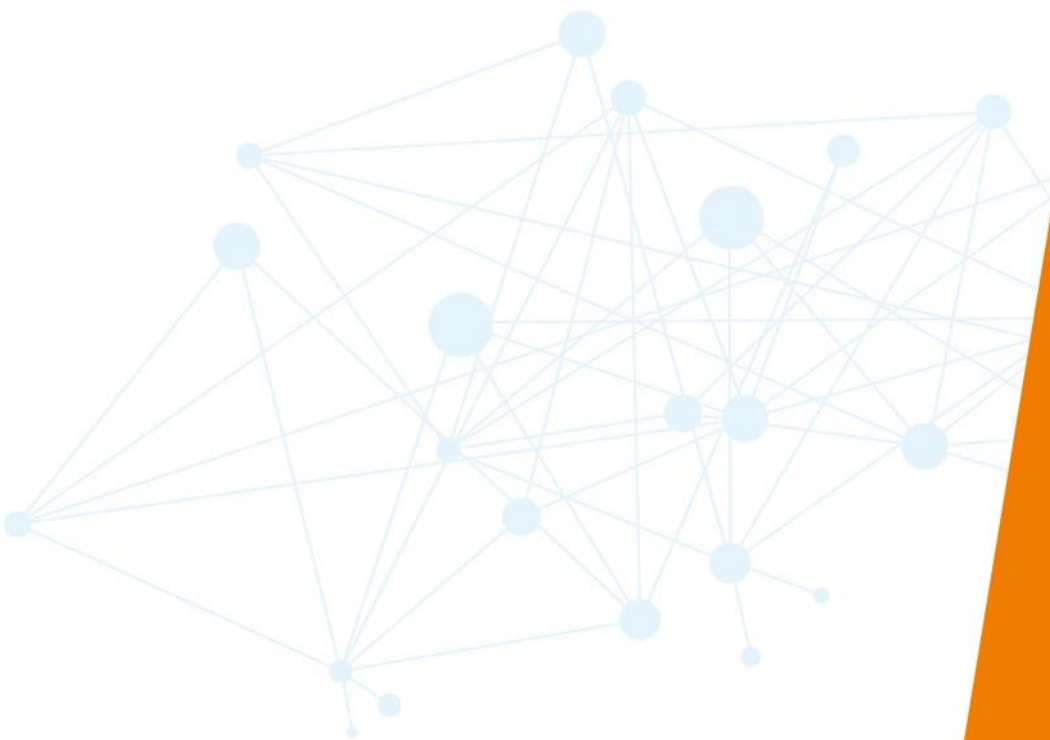
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