

2022

ANNUAL REPORT



YOUR PARTNERS IN EUROPE
MIDDLE EAST AND AFRICA





SUMMARY

Key facts 2022

Major achievements

ANIMA adopted a three-year strategy

The result of a collective work spread over 6 months, **the General Assembly of June 22 adopted a three-year strategy**, based on 3 axes, each broken down into objectives and indicators. This new strategy guarantees visibility for the network's action, its performance as well as its directions, particularly with regard to the screening of new opportunities emerging from the business development.

Closing of THE NEXT SOCIETY and launch of Euromed Clusters Forward

After more than **5 years, almost 300 activities and 5000 participants**, THE NEXT SOCIETY project has been closed, listing some success stories among which the creation of **267 jobs**, more than **100 technology partnerships**, **5 millions euros raised by 30 startups and 10 national regulations related to innovation**. A significant part of the knowledge, expertise and the community formed during this project has been capitalised in a new regional project aiming to put clusters as main drivers of innovation and business cooperation in the Euromed region: Euromed Clusters Forward.

A dense action plan

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

- ⇒ **12 projects** including 106 activities and events that took place over 471 days.
- ⇒ **11 studies and publications**
- ⇒ **2447 people** benefited from ANIMA's activities in 2022, 75% of them in Africa and the Middle East

The association keeps on diversifying its portfolio of activities and partnerships

- ⇒ Renewed confidence from the EU with the award of **Euromed Clusters Forward**
- ⇒ New donors confirming their confidence in ANIMA: **ENABEL, GIZ**
- ⇒ Partnerships with international institutions: **UNCTAD, UfM, ITC**
- ⇒ Invitations as expert or moderator by institutions: **OECD, ICM**
- ⇒ **New service contracts** that allow ANIMA's expertise to be mobilised and contribute to the financial sustainability.

A new headquarters for ANIMA

In December 2022, ANIMA moved into a new high standing office with central location in Marseille.

An interactive tool dedicated to impact monitoring

Launch and deployment of **Impact Rating**, an online tool allowing to evaluate the impact of an investment project or a company, its contribution to the sustainable development goals and its corporate social responsibility performance.

Opening of an office in Morocco

ANIMA Advisory Services is the new office of ANIMA in Morocco through which the network can better operate locally. Virginie Ruyer is based in Rabat and manages this new office as Director.



KEY ACTIVITY INDICATORS

Volume of activities

An increase of the projects managed by ANIMA

12 projects implemented during the year

⇒ A **project pipeline that increases** in 2022 and serves the network strategy.

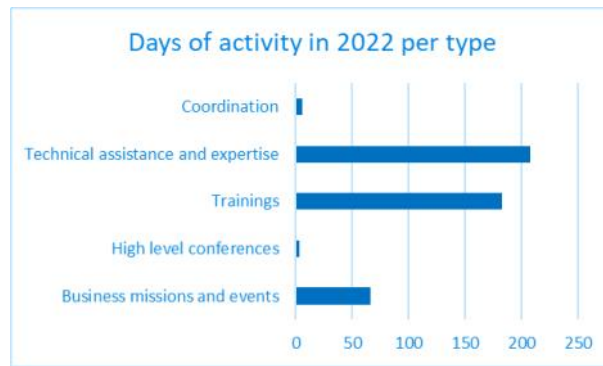
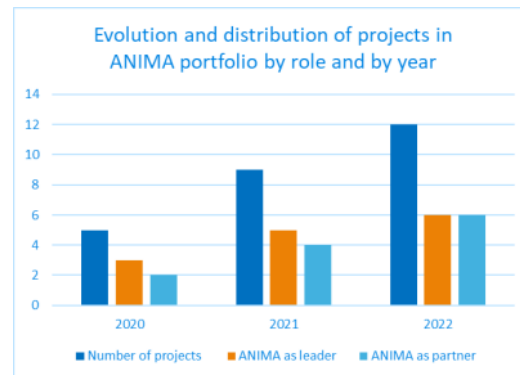
106 activities (excluding communication, publications, invitations to events, GAs and BoDs)

471 event days (431 in 2021, 343 in 2020)

⇒ Stable production volume (slight decrease in the number of activities) with **more days of events on the year (= 1,8 event day / working day)**

⇒ ANIMA organised mainly **trainings, business events and technical assistance activities**

⇒ Substantive activities that strengthen actors' capacities and strategies more sustainably (391 days only for training and technical assistance activities).



Face to face vs Remote activities

A balance physical/ online aligned with our commitment for the planet

58 face-to-face activities/events Vs **48 activities** organised online (96 in 2021)

Business missions are logically at the top of the list of face-to-face activities.

Practice shows that **coordination and trainings activities** in most cases **can be held remotely**.

- ⇒ the implementation of **ANIMA's strategy depends partly of physical events** (dialogue, business cooperation...) but...
- ⇒ The network practices should also reflect our **commitment for the climate**: in 2022, after the recovery of the air traffic, almost **1 in 2 activities** was still organised remotely.

Face-to-face/remote distribution of activities (2022)



Face to face activities per type (2022)



Remote activities per type (2022)

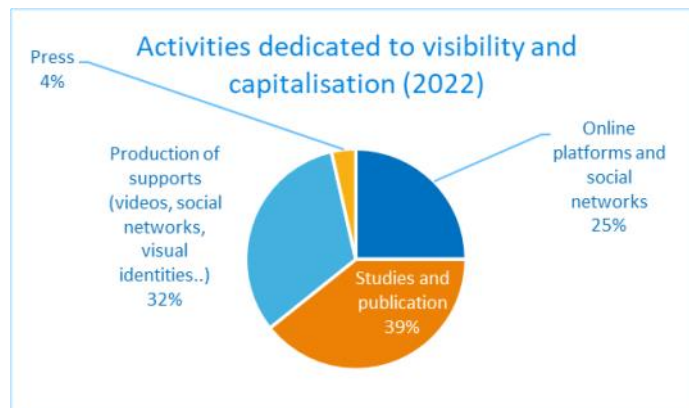


Publications and visibility of the network

Type of publications and effort dedicated

28 communication, web & capitalisation activities

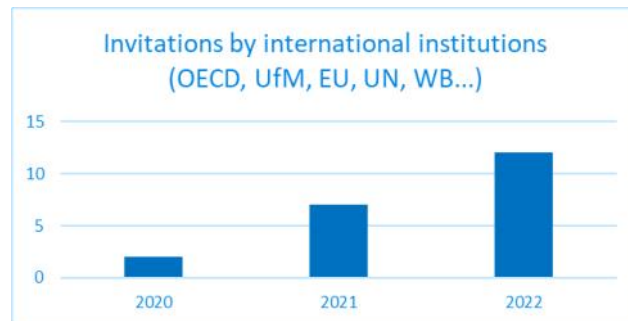
- ⇒ **Studies and publications (11)** concentrate most of the effort
- ⇒ Production of **promotion and capitalisation supports represent a third** of activities dedicated to communication
- ⇒ With MeetAfrica2 and the multiplication of projects' websites, **25%** of communication activities are related to the development, management or administration of **websites and social networks**



An increasing international legitimacy of ANIMA

12 interventions in conferences organised by international institutions as expert or moderator.

- ⇒ **More solicitations** than during the previous years (7 in 2021, 2 in 2020)



Geography of ANIMA's action

Location reflects ANIMA's positioning at the crossroad of Europe, Africa and Middle East

33 activities organised in the MENA region or for the direct benefit of MENA countries

26 events organised in Europe

21 activities organised in Sub-Saharan Africa (strong increase) or for the direct benefit of these countries

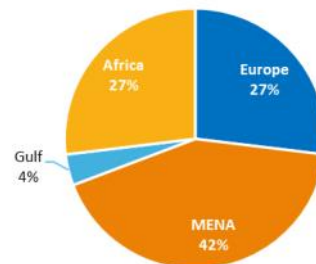
- ⇒ MENA region remains on the top of the geographic scope of ANIMA (33 activities)
- ⇒ In 2022, with MeetAfrica2, REA Bridge Africa and the project ENABEL Guinea, ANIMA has been substantially present in Africa (21 activities).

Location of face to face activities and events

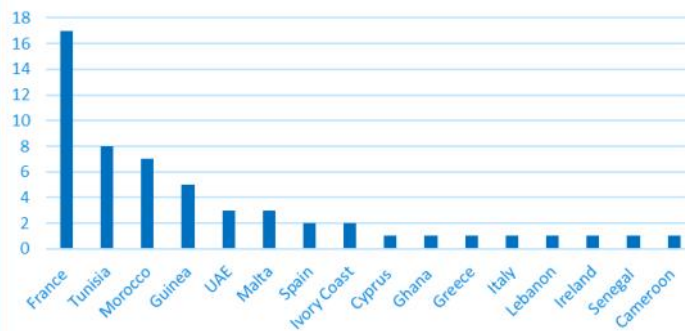
The countries in which the network's face-to-face events are organised are first of all **France**, then **Tunisia, Morocco and Guinea!**

- ⇒ **58 face-to-face activities** (excluding invitations to conferences, GA and BoD meetings) = 1 physical event each 4 working days
- ⇒ Very few face to face activities held in Levant countries (1 in Lebanon) in 2022
- ⇒ Sub Saharan Africa has concentrated **10 activities or events organized** on its territory in 2022 (Guinea, Ivory Coast, Ghana, Senegal, Cameroon).

Location of activities and regions targeted by ANIMA (2022)



Location of face-to-face activities and events (2022)





ANIMA's audience and beneficiaries

General figures

2447 participants (network life, coordination, studies and online communication excluded)

46% of women (34% in 2021)

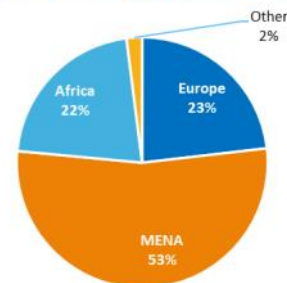
1022 persons trained

The 3 first categories of participants are **BSO, startups and public authorities**

Comparison with 2021

- ⇒ **Overall decrease of 35%** due to more recurring beneficiaries of training and technical assistance
- ⇒ **Increase of women participation**
- ⇒ MENA participants **remained the majority**
- ⇒ **Tunisia** far ahead of any other country (535 participants) in coherence with the locations of the events and involvement in many projects
- ⇒ **Significant increase of African participants** thanks to the MEET Africa 2 and REA Bridge Africa projects
- ⇒ **Decrease of persons trained:** the start-up training programme of THE NEXT SOCIETY is finished
- ⇒ Like in 2021, **trainings and business missions** are the activities that mobilised the most (84% of total)

Geography of ANIMA's audiences and beneficiaries per region (2022)

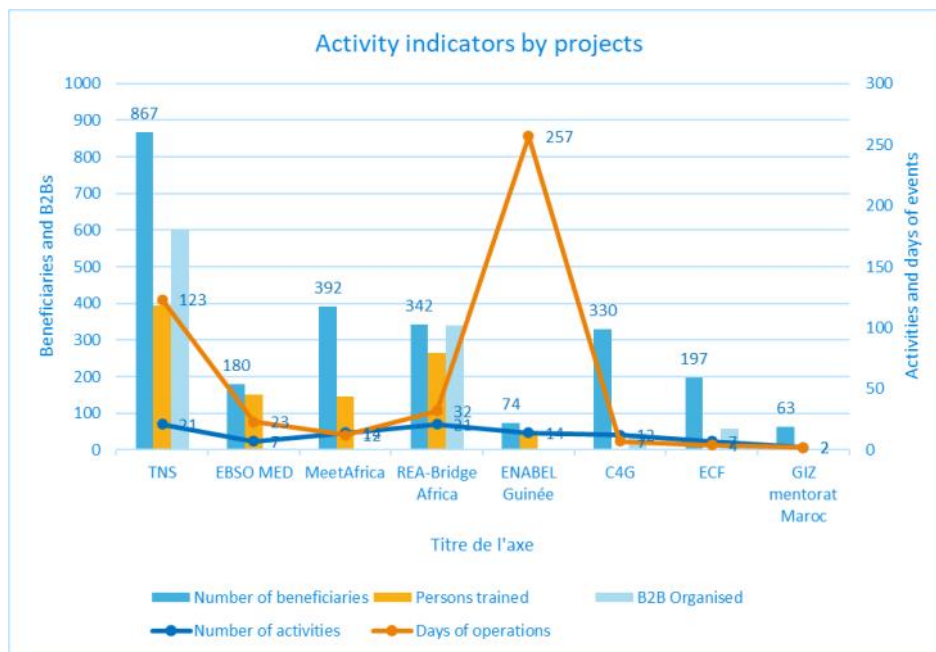


Distribution of ANIMA's audiences and public per type of organisation (2022)



Key project data

- ⇒ **TNS has the most beneficiaries** even though the project has only been implemented for 6 months in 2022
- ⇒ **1022 persons trained**, spread over almost all projects
- ⇒ **1048 BtoB meetings** = twice 2021 figure, organised as part of TNS and REA-BRIDGE Africa mostly
- ⇒ **Enabel Guinea is the project cumulating the most of days of operations** (due to several experts mobilised on TA missions)

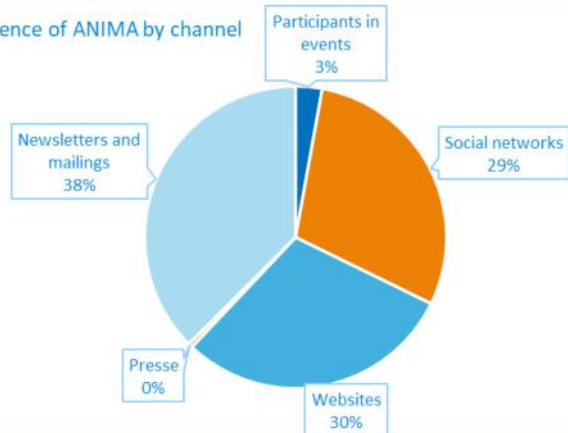


	TNS	EBSO MED	MeetAfrica	REA-Bridge Africa	ENABEL Guinée	C4G	ECF	GIZ mentoring Morocco
3 countries most represented in participating audiences	Tunisia, Morocco, Egypt	Tunisia, Morocco, Lebanon	Tunisia, Morocco, Ivory Coast / Cameroon	Ghana, Ivory Coast, South Africa	Guinea	Tunisia, Jordan, Lebanon	Egypt, Palestine, Morocco/Lebanon	Morocco

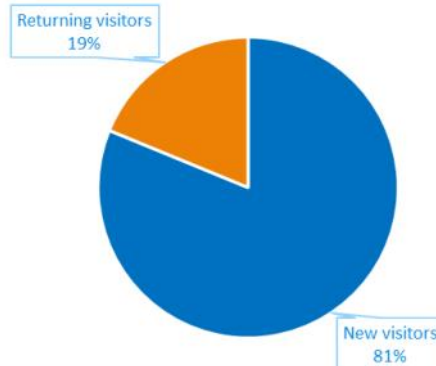
29,000 people were in contact with ANIMA in 2022

- ⇒ In total, ANIMA reached **86,296 people** via events, digital channels and the press.
- ⇒ With an estimated 2/3 overlap, this represents **29,000 unique contacts**

Audience of ANIMA by channel



Audience web



72 press articles talk about ANIMA or its projects

The 10 key findings of 2022

1. **ANIMA is increasing its volume of activity, both in terms of number of projects managed and in terms of activity days (1.8 activity days per working day and 1 physical event every 4 working days)**
2. **The total number of beneficiaries and participants in the activities is decreasing but most of the activities are targeting long term and sustainable impact (policy dialogue, technical assistance, trainings)**
3. **The business cooperation dimension is expressed through a number of B2Bs that has doubled compared to 2021**
4. **The average ratio between face-to-face and remote activities is 1/2 and a clear trend is emerging by type of activity (remote trainings / physical business events)**
5. **In view of the growing number of projects and the proportion of activities organised digitally, the effort deployed in terms of communication is logically focused on web and social networks**
6. **The typical audience of ANIMA is in order:**
 - ⇒ **1.BSOs (including clusters)**
 - ⇒ **2.startups and entrepreneurs**
 - ⇒ **3.public authorities**

(in 2021, startups and entrepreneurs were slightly ahead of BSOs)
7. **The share of women in the public and ANIMA beneficiaries increases by 12 points (46%)**
8. **Sub-Saharan Africa increases significantly in terms of:**
 - ⇒ Number of countries reached by the network's action,
 - ⇒ Number of participants and beneficiaries of the activities,
 - ⇒ Number of countries in which ANIMA's activities are organised.
9. **International recognition and awareness is increasing, especially in African countries**
10. **Increase of members' participations in ANIMA's activities (13%)**





PROJECTS' LIFE

Outcomes and impact



Project partners



Project coordinator



Club



Ecosystem Partners





Public-private dialogue and support to innovation strategies

- Technical assistance mission for **the democratisation of crowdfunding** in Tunisia
- Technical assistance mission for the **adoption of the Research Tax Credit** in Tunisia



Capitalising on lessons learned and best practices identified for 5 years from the community

- 5 "TNS Now and Live" **capitalisation webinars**
- Implementation of an **impact monitoring system** with beneficiary questionnaires



IMPACT IN 2022

Guidance for public authorities

- **Economic modelling** of the national deployment of **crowdfunding as a financing tool** in Tunisia
- **Modelling the costs and impacts/benefits** of implementing the **Research Tax Credit** in Tunisia.



IMPACT IN 2022

Resources

- **39 case studies and best practices** in 5 key innovation sectors: E-health, E-education, Green tech, Agri-food, Energy, Transport
- Database of **10 videos highlighting good practices** and tips from an expert or entrepreneur in a key sector
- **Impact report "TNS, unleashing innovation in the Mediterranean"**





Final phase of the TTO Accelerator programme

- Provision of **expertise to 8 TTOs** with the most promising technology portfolios among the 60 enrolled in the programme
- **40 one-on-one meetings** with EU based technology brokers and potential partners from industry and academia
- **Portfolio pitching** during the Regional capitalisation event in June 2022 in Tunis



Capitalisation of the Tech Booster programme

- Regional cooperation to deliver incubation **and acceleration services for researchers** developing a startup
- **Individual support** of beneficiaries and monitoring of the 200 research-based entrepreneurs supported in 7 countries



IMPACT IN 2022

Tools and resources

- Comprehensive **IP Policy Toolkit**
- Flow chart of an **IP assessment matrix**
- Guide to the **IP Commercialisation pathway**
- **8 individual roadmaps for changes/amendments** in the institutional governance structures of Mediterranean TTOs (IP policies, decision-making procedures, investment strategies, etc.)

Regional ecosystem development

- Letter of intent for **the creation of a regional structure gathering the beneficiaries**: the Arab Regional Technology Transfer Association



IMPACT IN 2022

Fundraising

- **700,000+ Euros raised** in seed funding by a total of 15 research-based startups

Partnerships

- **50+ industrial and commercial partnerships** signed including 10 at the international level

Tech4Good

- A cost effective programme to support highly innovative startups contributing to SDGs: over **2/3 of projects are in green techs, health, agrifood, biotech and education**



Regional integration of clusters

- 2 B2B events between MENA and EU clusters with 116 meetings



IMPACT IN 2022

Partnerships

- 3 cluster managers conclude **international partnership agreements**

New services

- 6 coached cluster managers develop new internationalization services



Technical Assistance

- **6 technical assistance missions** worth 9,000 euros to help Mediterranean clusters develop their growth strategy and increase business opportunities for their members.



IMPACT IN 2022

Tools and resources

- 1 cluster acquires **customized tools** to optimize support services for its members
- 2 clusters acquire a **flexible and customized marketing strategy** toolkit
- 1 cluster develops a **communication plan and website**
- 2 clusters develop their **financing strategy** for themselves and their companies
- 1 cluster develops its **commercial strategy** towards target countries in Sub-Saharan Africa

Publications

- Impact report: THE NEXT SOCIETY, unleashing innovation in the Mediterranean
- **MAPSTER I EU & MENA clusters** cooperating in the Cluster Booster Track I 2017-2022



Internationalisation and Access to finance

- 20 startups benefited from personalized **Soft Landing missions**
- 15 startups **pitched in front of experts**
- **2 reverse pitches** presented by investors
- 1 panel on cross-border investments
- 1 workshop: *"How to make a successful pitch?"*
- 4-week program allowing startups to meet key organizations and experts and to learn about **the Provence ecosystem** (funding opportunities, financial and legal framework for creating a company, etc.).
- **315 B2B meetings** were organized for 63 start-ups, thus multiplying their business opportunities



IMPACT IN 2022

Success stories

- 2 startups selected for Soft Landing **raised funds in 2022**
- A total of 30 startups raised **€5.25 million**
- 1 startup has **created its company** in Marseille



Focus on the African market

- 43 entrepreneurs and 32 experts participated in an immersive event on the African market including:
 - * Networking with investors and the African innovation ecosystem
 - * Workshops & conferences on technical and business skills, innovation and investment in Africa
 - * A Startup battle with 8 high-level startups who pitched in front of a jury of experts



IMPACT IN 2022

Publication

- Impact report: *THE NEXT SOCIETY, unleashing innovation in the Mediterranean*



Supporting Business Support organisations

- **Mediterranean World Forum** in Marseille on economic recovery and relocation post-Covid-19
- **2 academies** in Tunis and Marseille and 1 webinar
- **4 twinning operations** for best practice sharing



IMPACT IN 2022

Resources and tools

- Production of a **roadmap** for business support organisations **to promote and accompanying relocations**
- **Training material** on how to support companies in achieving greater impact and on the CSR and sustainable development framework and labels

New Collaborations and Partnerships

- Partnership between Provence Promotion (France) and the Regional Investment Centre of Agadir-Souss Massa (Morocco).
- Twinning of INSME (Italy) and Lebanese Development Network (LDN) on social innovation, followed by LDN's membership of INSME
- Twinning of Sfax International (Tunisia) with the Metropolis of Lyon, ONLYLYON and Grenoble Alpes (France) on territorial marketing
- Twinning of Business France with the CRI of Agadir-Souss Massa (Morocco) for the creation of an economic observatory
- Twinning and memorandum of understanding under discussion between AWEX and AMDIE on the support to exporting companies



A new online tool for assessing the sustainable development impact of companies

Launch of IMPACT RATING

- IMPACT RATING online tool provides a questionnaire consisting of 90 questions and 33 criteria **to assess a business project's contribution to sustainable development**. It is aligned with international standards (ISO 26000, SDGs).
- EBSOMED supported the launch of IMPACT RATING by **digitalising the rating methodology** co-constructed by an international consortium of public and private actors and ANIMA (EDILE project). This rating methodology is recognised by international institutions: Support of the European Union, label of UfM and good practice promoted by ITC & UNEP-MAP.
- IMPACT RATING is customisable and designed to be adapted to each organisation and strategy.

IMPACT IN 2022

- 4 categories of impact: **Economy, Social, Environment and Territory**
- A rating from 1 to 5 for **33 criteria**, allowing to identify areas for improving the project
- IMPACT RATING allows to **connect SDGs with business action** and to understand how to capitalise on responsible business conduct to contribute to SDGs.
- A growing community of users: IMPACT RATING can be used by **any business support organisation** -agencies, business federations & hubs, chambers of commerce, as the backbone of a Sustainability Awards, a SME support programme or a CSR label.





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

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

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

Duration : 32 months, Nov. 2020 to July 2023

Role of ANIMA : Partner



Co-construction and development of a platform for guidance and networking between Diaspora entrepreneurs and support organisations

- Launch of the digital information and services platform for diaspora entrepreneurs: www.hub-meetafrica.co
- **11 co-construction meetings** with platform users



Animation of the community formed by Diaspora support organisations

- Support to operators to **refine and enhance their offer of services** on the MEET Africa Hub
- 2 webinars to exchange **experience and promote the Hub** (118 participants)
- Launch of a **promotional campaign** (March 202)



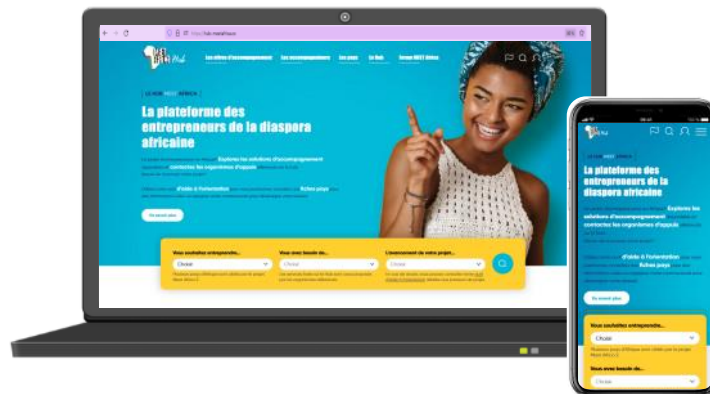
IMPACT IN 2022

Outreach and matchmaking Web platform

- 250 to 450 monthly users of the platform
- 70% of satisfied users declaring that the Hub facilitates access to entrepreneurship support offers
- 39 registered organizations

Tools and ressources

- Formalization of **41 offers of services** available on-line for diasporas in 6 African countries: Cameroon, Ivory Coast, Mali, Morocco, Senegal, Tunisia





Structuring the networks of African entrepreneurs and sustaining their impact

- 266 participants in 3 trainings:
- * **Approaching export markets for African SMEs**, to help network managers build a support offer for the international development of their companies
- * **Regional focus training on African markets**, to deepen the knowledge of the previous training.
- * Training on "**Federating, perpetuating and building a common project**", to work on a strategy for REAs' sustainability.



Network animation and strengthening of links between ecosystems

- Setting up of a Creative and Cultural Industries sourcing program "KOALA Bridge" throughout the year, thanks to the work of the network managers of Senegal, Cote d'Ivoire, Ghana and Gambia.
- **Visit of Arles & Marseille** to help the installation of 7 Ghanaian entrepreneurs—by **Provence Promotion**- and **visit of Avignon** for 4 Senegalese, Ghanaian and Ivorian entrepreneurs by **Vaucluse Provence Attractivité**.
- Delegation of Ghanaian entrepreneurs brought to the **Annecy festival**
- Animation of a mentoring program with diaspora for 14 participants to diaspora mentoring program
- Participation of 20 entrepreneurs and network leaders in **Ambition Africa - Business France** and **BIG - Bpifrance**.
- Partner of **Emerging Valley** for 40 project beneficiaries for trainings, mentoring activities and talks on main stage
- 340 B2Bs, 192 of which were deemed "promising".



IMPACT IN 2022

Tools and resources

- Database of videos from **3 webinars**, **6 REA presentations**, **7 best practices**

Capitalisation on the project community

- **New partner organisations** in the ANIMA network,
- Registration of start-ups in Bpifrance's **Euroquity**
- Development of a **new project** for african entrepreneurs in Creative industries.

Funding: European Union - ENI CBC MED

Budget : 900,000 Euros

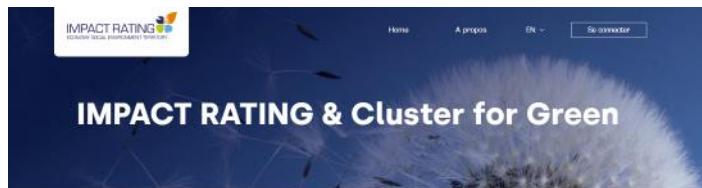
Duration: 24 months (2022-2023)

Role of ANIMA : Partner



Supporting SME's sustainability transition

- **Tailored advice** by ANIMA to design the best approach according to national priorities in Egypt, Jordan, Lebanon and Tunisia: **SMEs Support programmes and Sustainability labels**
- Support to the creation and promotion of 2 main initiatives:
 - * **A circular economy programme** for MSMEs and clusters
 - * **A sustainable investment programme** coordinated by ANIMA to promote investments with positive social and environmental impacts: Capitalisation of **IMPACT RATING**
- **Sustainable Investment Programme Launch events:**
 - * Berytech Green Innovation Days 2022, Beirut, 11-13 October 2022
 - * CONECT 8th CSR Conference, Tunis, 26 October 2022



IMPACT RATING is among the key assets used in Cluster4Green, a project of the ENI CBC Med Programme funded by the European Union. As a partner of CLUSTER4GREEN, ANIMA Investment Network coordinates the sustainable investment programme to support and promote responsible companies engaged towards more positive impacts for their territories.



IMPACT IN 2022

Tools and resources

- **1 sustainable investment framework** developed offering a flexible methodology for national partners to engage companies toward more positive impacts in terms of sustainable development

Partnerships

- **1 international partnership** signed with AFNOR (France) to collaborate with Responsibility Europe, the network of the best CSR and sustainable development labels in Europe

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



Financier : Belgian development agency Enabel
Budget : €319 400 (contract service)
Duration: 13 months (2021-2022)
Role of ANIMA: coordinator



Supporting Guinea's territorial marketing capabilities

- **Strategic and operational support for Guinea's** first participation in the World Expo in Dubai from October 2021 to March 2022, through its innovative 200 m² pavilion and a series of conferences, **business meetings and commercial events.**
- Promotion of Guinea through the implementation of **country branding** based on its sectors, on Made in Guinea - its companies and their products -, investment opportunities



IMPACT IN 2022

Tools and resources

- Creation of a **toolkit for the development of a business strategy for enterprises**
- **Material and methodology** for the selection and support of companies in **raising funds**
- **Training material in territorial marketing** and digital communication
- **Pilot training and immersion programme** for commercial staff, allowing to increase the commercial performance of the GUINEA Pavilion shop

Success storie

- Individual support for a company in its business development, resulting in a **partnership with a logistics distribution platform** and **contracts with two major supermarket chains.**



Last year of Green Growth implementation

- **Capitalisation of 14 projects** of the Interreg MED programme involving 165 partners from 13 Mediterranean European countries (agrifood, eco-innovation, smart cities, waste management and green growth financing)
- Contribution to **2 reports** and to the identification of collaboration opportunities between the 13 Mediterranean European countries of the Green Growth community and South and East Mediterranean countries
- Organisation of a **roundtable during the Forum des Mondes Méditerranéens** organised on the initiative of President of France on 7-8 February 2022
- Co-organisation of **REFIT – Save biodiversity and limit pollution in the Mediterranean** 22 September 2022



IMPACT IN 2022

Publications

- 2 reports:
 - * Assessment of **the replicability and transferring potential of the projects** of the Green Growth community
 - * Identification of **thematic linkages with national and regional socio-economic contexts**



Support to the APIS research valorisation initiative of the IRD (Tunisia)

Funding: French Ministry of Foreign and European Affairs

Budget : 280,800 Euros

Duration: 12 months

Rôle of ANIMA: Partner



Capitalising on ANIMA technology transfer track record

- IRD commissioned ANIMA to **co-design and implement activities of the APIS initiative** aiming to support research innovation in Tunisia
- ANIMA core mission was to **foster the participation of the private sector** and to build on the lessons learnt from other initiatives including THE NEXT SOCIETY technology transfer booster track
- **1 co-construction workshop** involving 20 organisations to develop recommendations for research valorisation in health techs



IMPACT IN 2022

Resources

- **1 mapping of the Tunisian research valorisation ecosystem:** 231 organisations mapped by type, sector and support provided (Ideation / PoC / MVP; Pre-seed; Seed or Growth)

Studies

- **1 paper assessing the Tunisian research valorisation ecosystem** with strategic recommendations for 3 priorities:
 - * Rethinking BuTT governance and instruments
 - * Fostering private sector participation
 - * Fine-tuning APIS ToRs of a matchmaking platform







PROJECTS' LIFE

New initiatives started in 2022 2022

Objective: Strengthening clusters and their members in 7 Southern Mediterranean countries, **promoting inclusive innovation and competitiveness** in the Euromed region in order **to improve growth, economic diversification, sustainable development and employment.**



Project launch

- 90 EU & MENA participants with nearly **300 B2B**
- Presentation of preliminary results of studies on clusters in the Mediterranean, key sectors, regulatory frameworks in the 7 countries represented (Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine, Tunisia);



IMPACT IN 2022

Studies and publications

- Survey on **cluster performance** and their contribution to economic development

Partnerships

- Partnership between a **Polish cluster** and a **Lebanese cluster** and actors of the **Tunisian ecosystem**



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



Connecting the Lebanese ecosystem

- From 2023, ANIMA will lead the International Cooperation component to **foster cooperation between Lebanese and European actors** as well as the Diaspora, encourage participation in EU programmes.



AGRICULTURE
ALIMENTATION



SANTÉ



TIC & INDUSTRIES
CREATIVES



OBJECTIF SPECIFIQUE 1

Collaboration /transfert de connaissances entre les industriels libanais et les institutions de recherche répondant aux besoins de l'industrie



OBJECTIF SPECIFIQUE 2

Amélioration des connaissances, compétences et capacités des acteurs de l'écosystème d'innovation libanais en matière de transfert de technologie, de propriété intellectuelle et de commercialisation de la recherche



OBJECTIF SPECIFIQUE 3

Collaboration accrue autour de la recherche et du transfert de technologie entre les acteurs libanais et européens

Objective: Creation of a network of economic ambassadors for the Souss Massa region in Morocco



Outcomes of ANIMA technical assistance

ANIMA mobilised 4 experts for this mission which produced the following deliverables:

- Network pitch for ambassadors' mobilisation
- 100+ profiles identified and 60 mobilised during 4 video meetings
- 100 ambassadors' presentation sheets
- Creation of an ambassador charter (25 signatories)
- Creation of communication tools:
 - Sectoral promotional sheets for ambassador
 - Google Drive, WhatsApp Group, Directory
- Design of an action plan for the network

- Mobilisation roadmap: methodology and relay channels to reach future ambassadors
- Carrying out a survey for the creation of thematic commissions within the network and the identification of ambassadors' projects
- 5 commissions envisaged
- 18 business or social projects carried by the identified ambassadors
- Proposal of statutes for the creation of Souss Massa Promotion Association to animate the network
- Proposal for a press release for the launch of Souss Massa Promotion



IMPACT IN 2022

- ⇒ **The Association Souss Massa Promotion has been created** by the CRI Souss Massa and regional partners following the project.
- ⇒ A new technical assistance led by ANIMA is foreseen to support the Association

- ⇒ From the 18 projects promoted by the Ambassadors, **5 projects have already been implemented in the region, and 8 projects are being accompanied** by the CRI Souss Massa
- ⇒ They includes businesses set up, innovation events, training centers, a TV show, incubators creation...

Objective: Turn Moroccan start-ups into successful businesses both nationally and internationally.



The mission framework

- Launch of a call for applications for accelerators
- Selection of 4 accelerators and analysis of the needs of their startups.
- Coordination of a team of Moroccan and international experts
- In 2023, 60 Moroccan startups from these 4 accelerators will be connected to internationally recognised experts in different fields such as fundraising (international, series A, B, etc.), business development, sales and marketing, regulatory and legal issues or human resources management.



IMPACT IN 2022

Tools and resources

- Methodology for the call for applications
- Scoring and selection methodology of accelerators
- Startups' needs's matrix







LIFE OF THE NETWORK

Context and institutional dynamic

THE MEMBERS OF THE NETWORK



Algeria

CAPC - Algerian Confederation of Citizen Patrons

Andorra

Andorra Business - Andorran Investment Development Agency

Belgium

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

Cyprus

INVEST CYPRUS - Cyprus Investment Promotion Agency

Egypt

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
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
Club du XXIème Siècle - Promoter of Young Mediterranean Leaders (YML)
Descartes Développement & Innovation
Information, promotion and networking structure of the Pole of Excellence for Sustainable City of the Cité Descartes
Euromed Capital Forum - Association for the Euro-Mediterranean Dialogue on the Private Equity
FEMISE - Euro-Mediterranean Forum of Institutes of Economic Sciences

FPUL - Lyon University Foundation
IEP Aix-en-Provence - Political Studies Institutes of Aix en Provence
IPEMED - Mediterranean world Economic Foresight Institute
IRD - Institut de Recherche pour le Développement
KEDGE Business School- Kedge Group of Business Schools
Marseille Innovation - European Community Business and Innovation of the SUD region
Métropole AMP - Aix Marseille Provence Metropolis
PROVENCE PROMOTION - Regional economic development agency in Bouches-du-Rhône
Région SUD - Provence-Alpes-Côte d'Azur Region
Rising SUD - Regional Agency for Innovation and Internationalisation of Companies
RMEI - Mediterranean Network of engineering schools
Schoolab Hexagone - Business Incubator City of Marseille

Greece

Enterprise Greece - Investment and Trade Promotion Agency of Greece

Italy

ASSOCIAZIONE ALBIDEYA - Association of entrepreneurs
CEPIEMONTE - 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

ICT Association of Jordan - Int@J
The information and communications Technology Association

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

AMIDE - Moroccan Investment Development Agency
CRI Guelmim Oued Noun- Regional Investment Centre of Guelmim Oued Noun
CRI Souss Massa Draa - Regional Investment Centre of Souss Massa Draa
StartUp Maroc - Business Incubator

Palestine

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

Poland

IGIE - Chamber of Commerce Exporters and Importers

Senegal

CNES National Confederation of Employers of Senegal

Syria

SEBC - Syrian Enterprise and Business Center

Tunisia

APII Tunisie - Agency for the Promotion of Industry and Innovation
CONNECT - Confederation of Corporate Citizens of Tunisia
FIPA Tunisia - Foreign Investment Promotion Agency of Tunisia
Our Digital Future - Consulting Firm
PAEB - Bizerta Economic Activities Park

Turkey

WAIPA - World Association of Investment Promotion Agencies

International organisations

OECD - Organisation for Economic Co-operation and Development

ELECTED MEMBERS OF THE BOARD OF DIRECTORS



Tarak Cherif
CONECT
Tunisia
President



Philippe Yvergniaux
Business France
France
Treasurer



Radwa Kamouna
GAFI
Egypt
Vice President



Philomena Meli
Malta Enterprise
Malta
Vice President



Vasso Kyrkou
Enterprise Greece
Greece
Vice President



George Catinis
SEBC
Syria
Vice President



Zied Lahbib
FIPA
Tunisia
Vice President



Yasmine Soufiani
AMDIE
Morocco
Administrator



Sonia Fernandez
AMEC
Spain
Administrator



Eric De Clercq
AWEX
Belgium
Administrator



Ramy Boujawdeh
Berytech
Lebanon
Administrator



Marios Tannousis
Invest Cyprus
Cyprus
Administrator



Ibrahim Abdalrahim
HCIE
Palestine
Administrator



Federico Maria Bega
PROMOS
Italy
Administrator



Bernard Kleynoff
Région Sud
France
Administrator

Governance and strategy

Statutory meetings and important decisions

8 Board meetings and 2 General Assembly meetings took place in 2022. In addition, the secretariat organised the strategy design process through 3 online meetings with all members and the Board members.

Among the numerous decisions taken by the governance bodies: Adoption of the Strategy 2022-2024; Creation of a subsidiary in Morocco (ANIMA Advisory Services), Approval of 11 new members' candidatures, Renewal of the wage policy for the staff, Approval of the moving of ANIMA to new offices in Marseille, Approval of the partnership with Cypriot authorities to create EUROMED iHOUSE, a new tech hub to serve Euromed innovators.

New strategy 2022-2024



Axis 1 | ANIMA network value proposition

- Objective 1: A flexible membership package which evolves with the needs of the network
- Objective 2: Improve the access and the use of ANIMA action lines by the members
- Objective 3: Multiply collaborations and networking among members
- Objective 4: Enlarge the network and partners
- Objective 5: Develop capacity building activities

Axis 2 | Intelligence, capacity, public-private dialogue

- Objective 1: Deliver relevant economic information and access to experts to the members
- Objective 2: Favour the understanding of the network markets and exchange good practices among countries
- Objective 3: Formalise a toolkit of strategies and tool on public – private dialogue and advocacy
- Objective 4: Develop joint programmes with international organisations

Axis 3 | Support to enterprises

- Objective 1: Support the development of technologies in SMEs
- Objective 2: Facilitate access to financing and investment for companies
- Objective 3: Generate business connections for companies and BSOs
- Objective 4: Channel private sector contribution to SDGs and favour impact investment

Member services and collaboration within the network

Support for engineering and cooperation between members

ANIMA has accompanied, through monitoring and advice, the network's member organisations 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 **65 funding and cooperation opportunities** from donors have been analysed and published as part of the monitoring offered by ANIMA to its members
- ⇒ Drafting and publication of **a series of 4 briefings** for members on important cooperation programmes: **Horizon Europe, Interreg Euro-Med, NextMed and PRIMA**
- ⇒ Directly involved and **accompanied 3 members** in the setting up of **two project proposals**

Strengthen collaboration between members and with ANIMA headquarters

- ⇒ In 2022, ANIMA has undertaken **a redesign of its web and mobile application ANIMApp**, in order to better support its members in their projects, but also to encourage more interactivity and collaboration in other areas, such as economic intelligence, promotion of business events, etc. This work should lead to the launch of a new application in 2023.
- ⇒ The animation of the network through the constitution of **member-technical staff pairs** at ANIMA's headquarters has been stepped up.
- ⇒ In addition, ANIMA has continued the **monthly webinar cycle** to present members' **good practices** and share them in the "Good Practices" section on the ANIMA website and a Youtube channel to access the presentations made during the webinars.

Participation of members

- **496 staff of ANIMA members** participated in the network's activities in 2022 **(+13% compared to 2021)**
- In total, **membership fees** amounted to **€83,000** in 2022, down 3%, which represents 4% of the association's resources
- ANIMA provided **€444,416** in funding to the association's members for the co-financing of activities implemented within the framework of projects managed by the association.
- **30 single networks members** are part of projects' consortia lead by ANIMA or in partnership with ANIMA **(+10% compared to 2021)**.



Collaborations and partnerships among members organisations

- ⇒ Partnership between **Provence Promotion** (France) and the **Regional Investment Centre of Agadir-Souss Massa** (Morocco).
- ⇒ Twinning of **INSME** (Italy) and **Lebanese Development Network** (LDN) on social innovation, followed by LDN's membership of INSME
- ⇒ Twinning of **Sfax International** (Tunisia) with the Metropolis of Lyon, **ONLYLYON** and **Grenoble Alpes** (France) on territorial marketing
- ⇒ Twinning of **Business France** with the **CRI of Agadir-Souss Massa** (Morocco) for the creation of an economic observatory
- ⇒ Twinning and memorandum of understanding under discussion between **AWEX** and **AMDIE** on the support to exporting companies

ANIMA collaborates with 30 network members in its projects



AWEX, EBAN, EBN, FEMISE, Fondation de l'Université de Lyon, KEDGE Business School, Provence Promotion, Région SUD, Rising SUD, Ceipiemonte, INSME - Global Network for SMEs, Berytech, StartUp Maroc, PICTI, ACCIÓ, APII, CONECT, Mowgli Mentoring



Berytech, ACCIO, CONECT, FEMISE, INSME, Italian Chamber of Commerce for France, Malta Enterprise, Startup Maroc, EBN innovation network



AWEX, Business France, Enterprise Greece, Ceipiemonte, INSME - Global Network for SMEs, Promos, Agence de l'Oriental, UCAS TI, AMEC, CONECT



Business France



AFD, Marseille Innovation, Kedge Business School



CRI Souss Massa, Business France



Berytech, CONECT, Federation of Egyptian Industrialists



Berytech, EBN

New projects

Development of new projects

- 2 New projects started in 2022 after proposals made in 2021:
 - * The EU provides 7.7 million euros for **Euromed Clusters Forward**
 - * The project of **Ambassadors of Souss Massa** region in Morocco is renewed in 2022 .
- 3 new projects presented in response to the new network's strategy
ANIMA participated as partners in 3 project proposals in 2022,
 - * One being won on the strengthening of innovation actors in Lebanon (Lebanon Innovate),
 - * One not selected
 - * One under investigation relating to the expansion of moderated innovation ecosystems.



Strategic partnerships

Renewal of existing partnerships with institutions and creation of new ones

- **ANIMA active partner of a new ambitious funding initiative for the planet**

In addition, ANIMA has joined **PLIFF, a new financial tool which aims to raise one billion euros** for projects with a **positive impact on the climate and biodiversity in the Mediterranean** and brings together an unprecedented group of public and private actors: the French Ministry for Europe and Foreign Affairs, the French Development Agency, the Union for the Mediterranean, the International Union for Conservation of Nature, the Spanish Agency for International Development Cooperation, the Program for United Nations for the Environment (Blue Plan and International Action Plan for the Mediterranean), Gold Standard, Posaidon Earth Capital, Climat Seed (subsidiary of Axa), Caisse des dépôts et de gestion du Maroc.

- **1 new technical expertise mission with GIZ**

In 2022, ANIMA continued to develop its tools to be able **to provide technical assistance** in response to requests in the region and to rely on members. In 2022 a new mission started with the GIZ for the implementation of an **expertise program for Moroccan startups**.

- **Strengthened partnership with the Belgian cooperation**

The Belgian Development Agency—**ENABEL**, commissioned an institutional and organizational assessment of ANIMA by an auditor, which met all requirements and expectations. In addition to the Support project for the creation of a network of ambassadors of the Souss-Massa region, this allows ANIMA to have **access to Enabel subsidy agreements**, which opens for 2023 a perspective of cooperation on a first subject around **entrepreneurship and the African diaspora**.

- Renew partnerships with the **City of Marseille, Aix-Marseille Metropolis** and **Region Sud**

- **8 high level experts** from International institutions invited to ANIMA events (OECD, UfM, UNCTAD, ITC, UNES-CWA)





IMPACT OF THE NETWORK

Implementation of the strategy

Axis 1. Value creation for the network's BSOs

Objective	Indicator	Progress in 2022	Activity achieved in 2022
1. A flexible membership package which evolves with the needs of the network	Membership package validated by the board every year	33%	Membership offer validated by the Board of Directors in 2022 (to be renewed each year)
2. Improve the access and the use of ANIMA action lines by the members	1 onboarding webinar for ANIMApp every year (or individual meetings) + 1 tutorial for ANIMApp	0%	
	1 yearly report on the members collaborations within the network	33%	Personalized individual follow-up by technical team 496 staff of ANIMA members participated in the network's activities in 2022 (+13% compared to 2021) Peer-to-peer learning and Technical support to members including 5 twinnings among members
3. Multiply collaborations and networking among members	1 new ANIMApp version	0%	
	1 onboarding webinar for ANIMApp every year (or individual meetings) + 1 tutorial for ANIMApp	0%	
	2 international fact-finding missions	0%	Mediterranean of the future conference planned in 2023 + other international missions to be planned
4. Enlarge the network and partners	Increase the network members by 10% (53 contributing members)	0%	
	Achieve a balanced financial management of the Association	33%	Positive financial balance sheet 2022
5. Develop capacity building activities	1 new project awarded encompasses the dimension of capacity building for Business and Investment Support org. or the development of the network in Africa, the Gulf countries or new Mediterranean countries	0%	
	6 face-to-face training seminars	33%	2 academies for BSO: Prospecting and conducting relocations in Mediterranean countries on 23 and 24 June in Tunis, 85 participants from 20 European, Mediterranean and African countries. Accompany companies towards more impact and performance, on 6 to 8 December in Marseille, 15 representatives of business support organisations.

Axis 2. Inform, train, organise public-private dialogue

Objective	Indicator	Progress in 2022	Activity achieved in 2022
1. Deliver relevant economic information and access to experts to the members	1 assessment – mapping from members about their economic information needed	0%	Mapping of economic information planned for early 2023 (included in the members survey)
	1 mapping of sources of information/ experts	0%	
	3 partnerships with international experts/ organisations	66%	Partnership with International Trade Centre-ITC to develop a common project on Value chains Intensifying relationships with UfM and Academy foreseen with UfM in 2023
	3 meetings of the value chain Working Party	66%	Organisation of 1 Round table on Regionalization of value chains and revival of trade in the Mediterranean during the Mediterranean World Forum (Marseille, February 2022)
	1 session of dialogue between the members and experts	100%	ITC and CNUCED present at ANIMA annual conference (Tunis, June 2022)
2. Favour the understanding of markets and exchange good practices among countries	12 webinars over 3 years	100%	20 webinars organized in 2022 in the framework of TNS, REA, MeetAfrica, EBSO MED and Enabel Guinea projects
	30 new videos in the best practice library	73%	22 videos available on ANIMA website to form a library of good practices
3. Formalise a toolkit of strategies and tools on public – private dialogue and advocacy	1 seminar of good practice on public private dialogue and advocacy	0%	Capitalisation of methodologies, benchmarks, analyses et publications produced as part of the 4 technical assistance missions conducted in 2022 in the framework of TNS in Tunisia, Lebanon and Jordan.
	1 methodologic report on public-private dialogue	0%	Will follow the workshop dedicated during GA in Cyprus (July 2023)
4. Develop collaborations and joint programmes with international organisations	9 invitation of international organisations executives/ experts in ANIMA events	89%	8 high level experts from International institutions invited to ANIMA events
	Participation of ANIMA in relevant dialogue platforms of the UfM and OECD	33%	Moderation of a panel at the CMI-OECD event « Growth Strategies for the Mediterranean in Today's Context » (Marseille, June)

Axis 3. Strengthening companies that create value for society

Objective	Indicator	Progress in 2022	Activity achieved in 2022
1. Support the development of technologies in SMEs	1 new project awarded encompasses at least one of the domains requested by the members: technology development for SMEs, financing of companies, business connections and value chains, private sector contribution to SDGs and climate change fight	300%	3 new projects on related topics won by the network: Euromed Clusters Forward, Lebanon Innovate (Berytech as leader), GIZ mentoring Morocco Technology Transfer becomes a key focus for ANIMA in 2022 (THE NEXT SOCIETY , Lebanon Innovate)
	Creation of a publication to argument on value of technology for companies	0%	ECF (ERF/FEMISE) study on the contribution of clusters to technology, innovation and economic development (final results in 2023)
2. Facilitate access to financing and investment for companies	Partnership signed with investors / clubs /investment networks	33%	Discussions with Tunisian Association of Equity Investors- ATIC (Tunisia) that will lead to their membership early 2023 ANIMA Community on Euroquity and organisation of 2 seminars between ANIMA's community startups and investors
	3 important projects presented by members to the investors of the Club	0%	
	Every year, dialogue between ANIMA members and a major investor in the Mediterranean or Africa.	33%	Intervention de Hassen Messedi, Principal Banker of European Bank for Reconstruction & Development during the final event of TNS (june 2022)
	Develop links between the ANIMA network and investors networks (Euromed Capital Forum, EBAN, MDBAN, etc.)	33%	Participation in EBAN's annual congress in Cork (May 2022), in the International Investor Forum in Barcelona on June 9th, in the Hellenic International Business Angels Summit in Athens on June 23rd and 24th (as part of TNS) New collaboration with Maghreb Business Angel Network, taking an active part of the access to finance track of THE NEXT SOCIETY Bpifrance joined ANIMA in 2022 and intensifies its collaboration with the network
3. Generate business connections for companies and BSOs	1 business matchmaking event organized by the network every year	33%	1 Tech Days organised in Tunis (June 2022) for BSO and enterprises (116 B2B meetings) 655 B2B meetings organized for ANIMA's community of startups and 20 soft landing missions
	2 international factfinding missions	0%	
	Creation of the international commission	0%	Commission created and gathered for the first time in January 2023
	1 inventory of the international events of interest for the members	0%	Topic included in the members survey to be conducted in April 2023
	At least 1 partnership per year with an international Business Event	0%	
4. Channel private sector contribution to SDGs and favour impact investment	1 online Impact Rating tool	100%	Development and Promotion of IMPACT Rating, the new online tool for assessing the sustainable development impact of companies
	Adoption by at least 10 BSOs/ Agencies at the end of the 3 years	50%	Adoption of Impact rating by 5 business support organisations: Provence Promotion, Berytech, CONECT, Amman Chamber of Commerce, Federation of Egyptian Industries

Implementation of the strategy 2022-2024

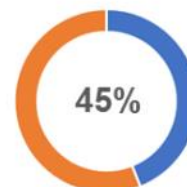
Implementation of Axis 1



Implementation of Axis 2



Implementation of Axis 3



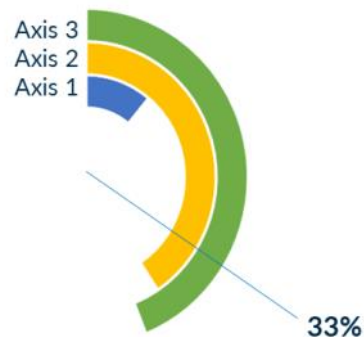
Clear orientations for the network:

- that are **shared among the members**
- And between **the members and the technical team**

33 indicators spread over 3 axes:

- That allow to objectively assess **the progress and the performance** of the network
- That allow to improve the network **capacity to point out its impact**
- **37% implementation** when averaged over the 3 axes, which is encouraging for the first year
- Disparities between the axes and **a gap to be filled on axis 1**, which give concrete information about where the network should put its efforts in year 2 and 3
- Many actions already started in year 1 **that will only bear fruit in year 2**

Implementation of the strategy for the first year





This ANIMA 2022 Annual Report has been prepared and written by E. Noutary et M. Fillon with the contribution of ANIMA team.

The monitoring of activities is coordinated by Mathias Fillon with the contributions from the whole team.

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Emmanuel NOUTARY
General Delegate



Clémentine BRISSON-LESAGE
Admin. & Financial Director



Martina KULKOVA
Financial Controller



Auriane BANSE
Admin. & Financial
Project Manager



Céline TATY
Admin. & logistic Assistant



Aurélien BAUDOIN
Network and Development Director



Zoé LUÇON
Senior Expert



Lydie CORNAND
DSI & Educational Coordinator



Sarah CHAOUCH
Network & training Assistant



Mathias FILLON
Technical Director



Raphaële COHEN
Project Director



Jad ABOU JAOUDE
Euromed Clusters Forward
Project Assistant



Inmaculada RUIZ
Project Director



Virginie RUYER
Project Director



Sarah HASSNAOUI
Junior Project Manager



Lauriane AMMOUCHE
Communication Manager



Manon SPINA
Communication Officer



Mame DIALLO
Web Project Manager

