

2018

Annual Report



Attractiveness - Performance - Impact

ANIMA
INVESTMENT NETWORK

Introduction

The ANIMA team and network are very pleased to present their 2018 annual report, a year that marks the end of six years of Tunisian presidency of the network with great achievements and very promising prospects. We warmly thank President Khalil Laabidi for his work for the network during these years. We congratulate new President Mr Abdelkader Betari who takes up the torch for Morocco, as well as the 19 other people who have joined our Board of Directors and represent the countries of the three shores of the Mediterranean.

As you will see in this report, 2018 was a busy year for our network, which has implemented more than 90 activities with its partners, mobilised more than 3 000 people and directly reached 95 000 people through its communication.

Beyond numbers, 2018 was an opportunity to practically illustrate our reaffirmed ambition to contribute to making the Mediterranean a pilot area for a new sustainable and inclusive economic development in the heart of the Europe—Mediterranean—Africa region (EMEA).

Overall, 130 innovative companies have now joined our acceleration programmes in the framework of the DiafrikInvest and THE NEXT SOCIETY projects, which contribute to virtuously changing their countries through their projects of digital territorial transformation, environmental transition or fight against food dependency in the Mediterranean. The "zero plastic waste in the Mediterranean" hackathon launched by the Region SUD in partnership with THE NEXT SOCIETY will be an opportunity to promote many of these talents.

Thanks to our projects and the support of the European Union, we are now bringing this ambition to the strategic level in each country through advocacy from the stakeholders of these territories. At the end of the year, we launched technical assistance missions aimed at bringing researchers and entrepreneurs closer together, and federating ecosystems so that they can become more efficient and accelerate innovation for companies. Making institutions more efficient is another goal of the capacity building programmes we launched this year as part of the EBSOMED project.

I would like to thank all network members and the ANIMA team, as well as the partners of the projects we are implementing, for their commitment to dialogue and cooperation between our countries. The results presented in this report are theirs and I hereby wish to congratulate them.

Emmanuel Noutary, General Delegate

LES MEMBRES DU RESEAU

THE MEMBERS OF THE NETWORK

Algérie / Algeria



ANDI - Agence Nationale de Développement des Investissements d'Algérie
ANVREDET - Agence Nationale de Valorisation des Résultats de la Recherche et du Développement Technologique

Andorre / Andorra



ACTUA* - Agence andorranne de promotion des investissements

Belgique / Belgium



AWEX - Agence Wallonne à l'Exportation et aux Investissements Étrangers
EBAN - European Business Angel Network
EBN - European Business and Innovation Centre Network
EURADA - European Association of Development Agencies

Chypre / Cyprus



CIPA - Cyprus Investment Promotion Agency

Egypte / Egypt



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

Espagne / Spain



ACCIO - Agencia para la competitividad de l'empresa
AFAEMME - Association of Organisations of Mediterranean Businesswomen
AMEC - ASOCIACION MULTISECTORIAL DE EMPRESAS

France



AFD - Agence Française de Développement
APIM - Association pour l'Information en Méditerranée
ARII - Agence Régionale d'Innovation et d'Internationalisation de la région PACA
Business France - Agence française pour les investissements internationaux
CCIFM - Chambre de Commerce Italienne pour la France à Marseille
CCIMP - Chambre de Commerce et d'Industrie de Marseille-Provence
CIHEAM-IMM - Centre International des Hautes Etudes Agronomiques Méditerranéennes, Institut Agronomique Méditerranéen de Montpellier
Club du XXIème Siècle - Réseau Young Mediterranean Leaders (YML)
Euromed Capital - Association de promotion des échanges sur le capital investissement euro-méditerranéen
EuroMéditerranée - Etablissement public d'aménagement EuroMéditerranée

FEMISE - Forum Euroméditerranéen des des Instituts de Sciences Economiques
FPUL - Fondation pour l'Université de Lyon
IEP Aix-en-Provence - Institut d'Etudes Politiques, réseau euro-méditerranéen des anciens élèves
IPEMED - Institut de Prospective Economique du Monde Méditerranéen
IRD - Institut de Recherche pour le Développement
KEDGE Business School - Grande Ecole de Commerce et de management
Marseille Innovation - European Community Business and Innovation of the SUD region
Métropole AMP - Métropole Aix Marseille Provence
MMMM - Maison Méditerranéenne des Métiers de la Mode
Provence Meeting - Réseau Busibook des acteurs économiques des Bouches-du-Rhône
PROVENCE PROMOTION - Agence de développement économique des Bouches-du-Rhône
Région SUD - Région Provence-Alpes-Côte d'Azur
RMEI - Réseau Méditerranéen des Ecoles d'Ingénieurs
Ville de Marseille

Grèce / Greece



Enterprise Greece - Investment and Trade Promotion Agency of Greece
IED - Institute of Entrepreneurship Development

Italie / Italy



CEIPIEMONTE - Centro estero per l'Internazionalizzazione S.c.p.a
Consorzio Euromed - Euro-Mediterranean International Trade Consortium
IBAN - International Network for Small and Medium Sized Enterprises
INSME - International Network for Small and Medium Enterprises
PROMOS - Special Agency of the Milan Chamber of Commerce for the promotion of international activities

Jordanie / Jordan



JIC - Jordan Investment Commission

Liban / Lebanon



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

Malte / Malta



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

Maroc / Morocco



Agence de l'Oriental - Agence de développement de l'Oriental
AMDIE - Agence Marocaine de Développement de l'Investissement
APDN - Agence pour la Promotion et le Développement du Nord
CRI Fès-Meknes - Centre Régional d'Investissement de Fès-Meknes
CRI Guelmim Oued Noun - Centre Régional d'Investissement Guelmim Oued Noun
CRI Oriental - Centre Régional d'Investissement de l'Oriental
CRI Souss Massa Draa - Centre Régional d'Investissement de la région Souss Massa Draa
SMTI - Société Marocaine d'Ingénierie Touristique

Palestine / Palestine



HCEI* - 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

Royaume-Uni / United Kingdom



The Mowgli Foundation - Mowgli Mentoring
British Council - UK's international organisation for cultural relations and educational opportunities

Syrie / Syria



SEBC - Syrian Enterprise and Business Center

Tunisie / Tunisia



APII Tunisie - Agence de Promotion de l'Industrie et de l'Innovation de Tunisie
CAS - Centre d'Affaires de Sfax
CONECT - Confédération des entreprises citoyennes de Tunisie
FIPA Tunisia - Agence de développement économique de Tunisie
PAEB - Parc d'Activités Economiques de Bizerte

Turquie / Turkey



IZKA - Izmir Development Agency

Organisations Internationales

International organisations

OECD - Organisation for Economic Co-operation and Development
WAIPA - World Association of Investment Promotion Agencies

*Adhésion effective en 2019
Effective membership in 2019

This ANIMA Annual Report 2018 was prepared and written by Emmanuel Noutary.



Emmanuel NOUTARY
General Delegate



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DiafrikInvest Masterclass in Tunis

Overall Assessment

Main Activities and Results



Main events of the network in 2018

Launch of THE NEXT SOCIETY Club @ Station F – 15 February – Paris, FR

Diaspora Masterclasses – Launch of the DiafriInvest & LECAP mentoring programme – Tunis, Rabat and Dakar – between March and June

ANIMA Annual Meeting – 27 June 2018 – Tunis, including:

- + **Business Innovation Day Tunisia**
- + THE NEXT SOCIETY Annual Conference
- + Launch of the capacity building programme in the framework of EBSOMED
- + ANIMA General Assembly – 26 June 2018

DiafriInvest Business Fora (3) in Morocco, Tunisia, Senegal between May and September

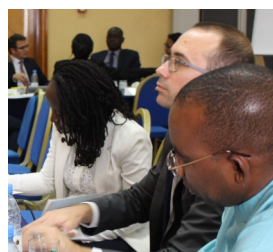
Business Innovation Day Palestine – 8 October - Ramallah, PAL

The Mediterranean of the Future Act II Conference – 13 November - Marseille, FR

Emerging Valley – 20 November - Marseille, FR

THE NEXT SOCIETY Start-up Africa Summit – 6-8 December - Rabat, MO

Advocacy panels on innovation strategies (5) – between February and November in Egypt, Jordan, Lebanon, Morocco, Tunisia



Main Publications

DiafriInvest Policy Papers – Advocacy for the mobilisation of Diaspora productive investment—Morocco, Tunisia, Senegal



New Challenges and Initiatives

Renewal of directors | GA 2018

Launch of **THE NEXT SOCIETY Business Club**

Launch of ANIMA Expertise | Technical assistance offer based on the expertise of ANIMA and members

Launch of i-Financing | Monitoring and alerts service on cooperation and financing opportunities for strategic members

Development of Economic Development Masterclasses | Certified trainings implemented within the framework of the EBSOMED project

Development of the Peer Learning Programme | Technical assistance missions between members implemented in the framework of the EBSOMED project

Recruitment of 70 entrepreneurs from the Mediterranean and the Moroccan, Tunisian and Senegalese Diaspora which will benefit from the support of THE NEXT SOCIETY and DiafriInvest programmes

Network Development

New Members

Strategic Members

- ⇒ **Berytech**, Lebanon; 1st Lebanese incubator and innovation hub
- ⇒ **Société Marocaine d'Ingénierie Touristique (SMIT)**, Morocco: agency created by the Moroccan State in 2007
- ⇒ **CRI Casablanca**, Morocco
- ⇒ **HCIE, Palestine**: Higher Council for Innovation and Excellence

Full Members

- ⇒ **UCAS - TI**, Palestine: technology incubator at UCAS University in Gaza
- ⇒ **IBAN**, Italy: Italian Business Angels Network
- ⇒ **ACTUA - Invest in Andora**, Andorra: investment promotion agency

At the end of 2018, ANIMA has 71 members including 29 strategic members in 18 countries



THE NEXT SOCIETY Club - New Members

- ⇒ **BPI France**; French public investment bank
- ⇒ **Verdi Ingénierie**: French leader in regional urban and environmental engineering
- ⇒ **Greenflex**: Subsidiary of the Total Group, leader in energy transition
- ⇒ **Provence Alpes-Côte d'Azur Regional Council**: ANIMA member and initiator of The Mediterranean of the Future Summit

Strategic Partnerships

- ⇒ **OECD**: ANIMA joins the Advisory Council of the EU-OECD Investment Promotion Programme
- ⇒ **RIAFPI**: Signing of an agreement for the organisation of training and promotional events with the network of French-speaking investment promotion agencies
- ⇒ **Provence Alpes-Côte d'Azur Region** - Partnership for the Zero Plastic Waste in the Mediterranean Challenge.

Statutory Life

Statutory Meetings

The association has held three Board meetings in April, June and November. Among the important decisions made during these meetings, a revision of the internal rules of procedures to conform to the new statutes voted at the 2017 General Assembly, as well as the launching of strategic work to give the directions of the next term.

The Tunis General Assembly was also the occasion of the election of the new Board of Directors for the 2019-2021 term.

New Board of Directors 2019-2021



Abdelkader BETARI
Agence de l'Oriental
Morocco
President



Laurent Collin
CCIMP
France
Treasurer



Oia-EL-KOBROSY
GAFI
Egypt
Vice president



Philippe Yvergniaux
Business France
France
Vice president



Philomena Meli
Malta Enterprise
Malta
Vice president



Abdelbasset Ghanmi
FIPA
Tunisia
Vice president



Grigoris Stergioulis
Enterprise Greece
Greece
Vice president



George Catinis
SEBC
Syria
Vice president



Hicham Boudraa
AMDJ
Morocco
Board member



Diego Guri
AMEC
Spain
Board member



Giuliano Lengo
Ceipiemonte
Italy
Board member



Tarak Cherif
CONNECT
Tunisia
Board member



Giovanni Zazzerini
INSME
Italy
Board member



Caroline Pozmentier
Région Sud
France
Board member



Didier Parakian
Ville de Marseille
France
Board member



Emmanuel Noutary
ANIMA
France
General Delegate

Entrepreneur-Investor meetings at Emerging Valley in Marseille



Overall Impact

Activity Indicators

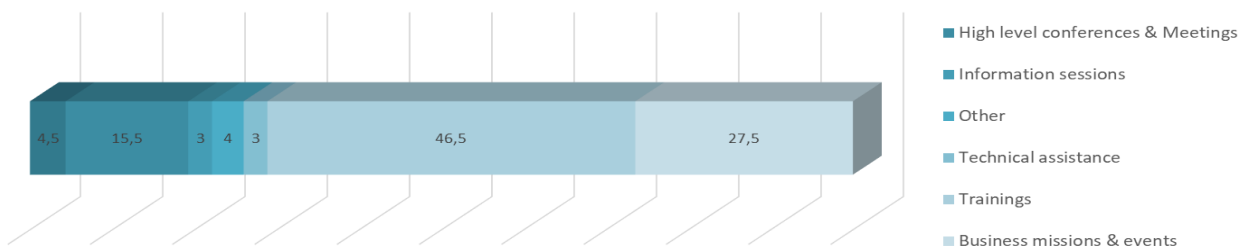


One ANIMA event every 2 working days

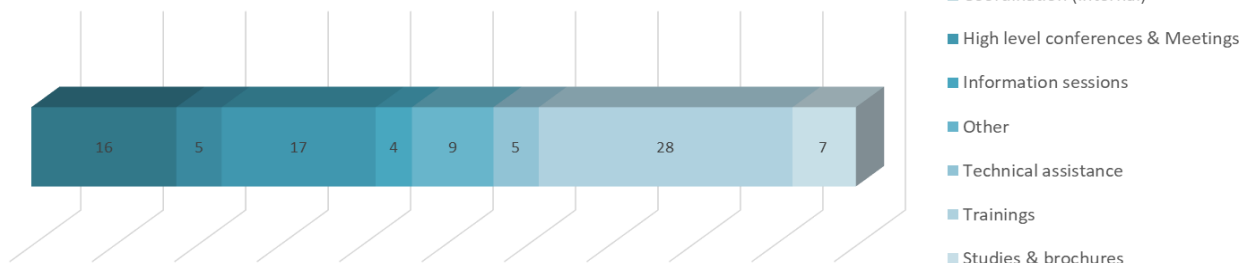
With 91 events organised, 2018 was a year marked especially by the implementation of conferences, trainings for entrepreneurs and clusters, and advocacy panels organised in the framework of THE NEXT SOCIETY and DiafrikInvest projects.

7 major business events were also organised, notably in the context of the Business Innovation Days (Tunisia, Palestine) and the Business Fora of the DiafrikInvest project.

2018: 104 days of events
(publications & communication excluded)



2018: 91 activities
(online communication excluded)

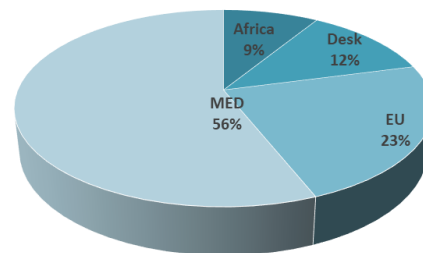


64% of activities organised in the South, 9% of which in sub-Saharan Africa

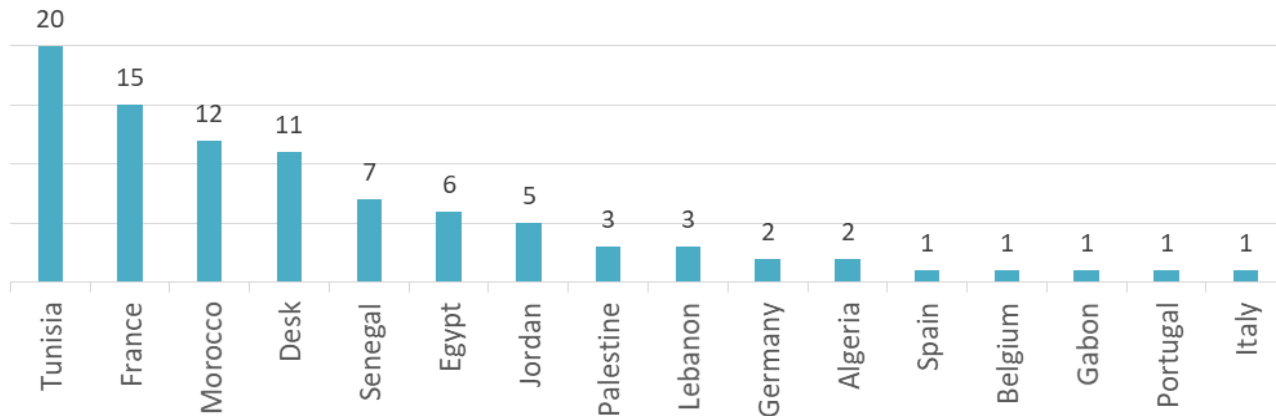
ANIMA's activities are still concentrated mainly in the southern Mediterranean partner countries. This year was also marked by a dynamic activity in Senegal thanks to the DiafriInvest project gaining steady momentum.

Tunisia is the leading country for ANIMA activities in 2018. This is linked to the good mobilisation of Tunisian partners this year, but it is also due to the sequence of events in June around the ANIMA General Assembly and THE NEXT SOCIETY project.

2018: 56% of the activities organised in MED countries

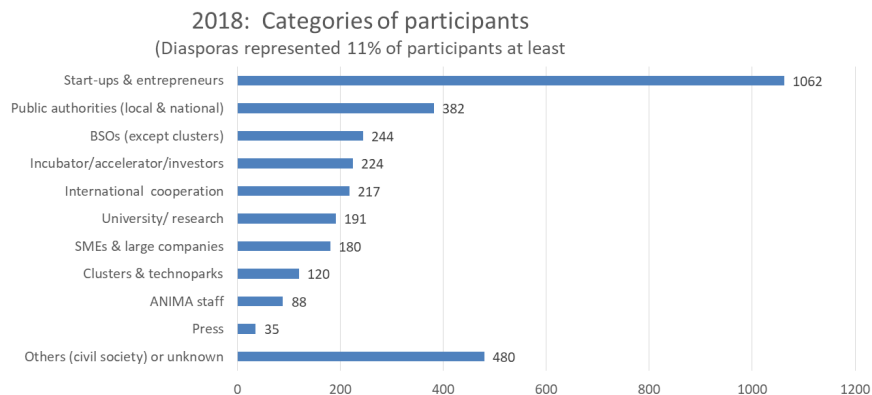


2018: 91 activities organised in 15 different countries

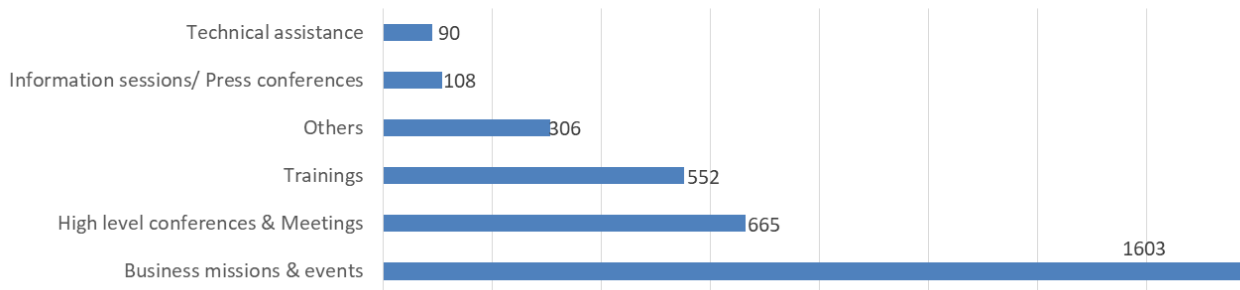


More than 3000 participants including a third of companies

Business events were particularly strong in mobilising this year (+1600 participants), as well as training and advocacy panels. Overall more than 1200 businesses and more than 1000 intermediate business support organisations have been mobilised on network operations this year.



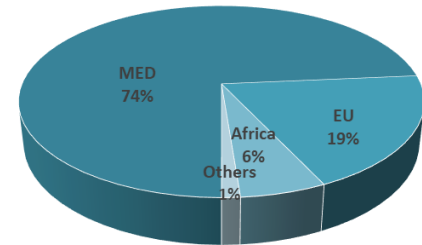
2018: 3,324 participants in 79 activities (coordination, studies & online communication excluded)



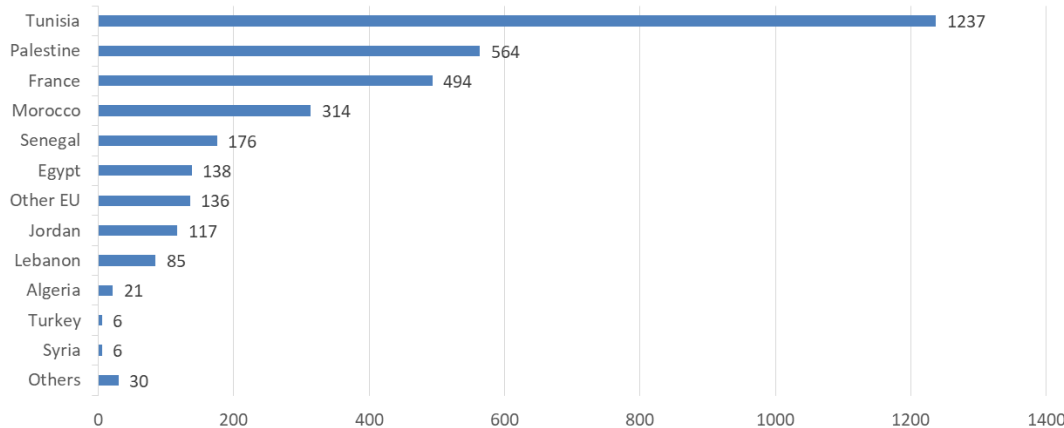
74% of participants from the southern Mediterranean

The event sequences in Tunisia and Palestine, around the Business Innovation Days organised in the framework of THE NEXT SOCIETY, generate nearly half of the year's participants. Other MED countries are equally participating (+/- 130 per country) except Morocco, which has 314 participants, mainly due to the Start-Up Africa Summit organised in December. Strong participation from Senegal and dominance of French participants among Europeans are to be noted. Efforts will be made to better mobilise throughout Europe in the future.

2018: 3,324 participants in 79 activities
(coordination, studies & online communication excluded)



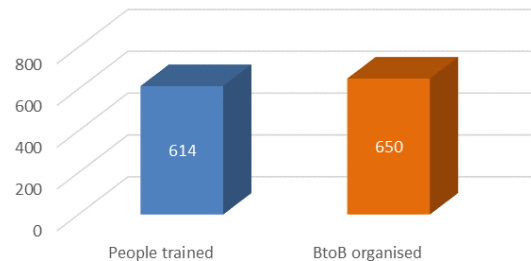
2018: Participants by origin (3,324 participants in 79 activities; coordination, studies & online communication excluded)



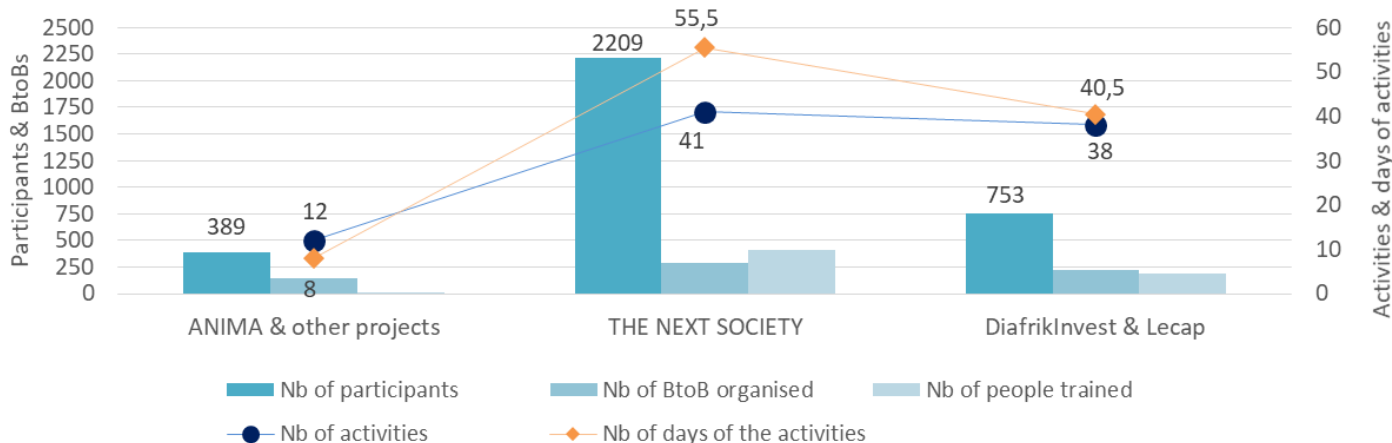
650 business meetings and 614 people trained

Unsurprisingly, THE NEXT SOCIETY project and its 41 events in 2018 mobilise the largest contingent of participants this year (+2200). Nonetheless, DiafrikInvest business fora are responsible for almost half of business meetings.

2018: Impact on businesses and organisations



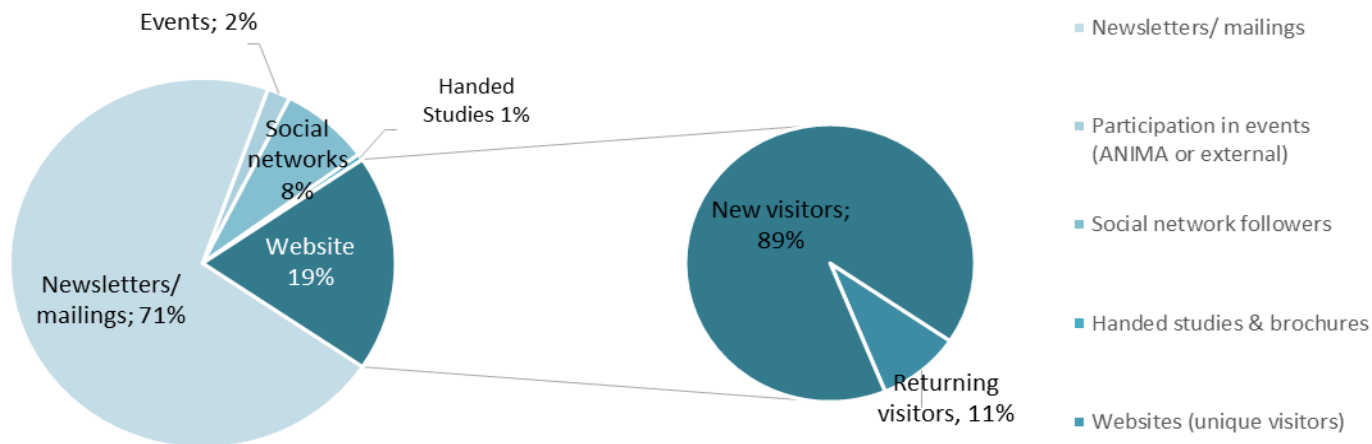
2018: Impact by project



95 000 people have been in contact with ANIMA in 2018

Overall, ANIMA has reached 319 166 people through the various channels used by the network. We estimate that 70% of these contacts involve the same people, therefore ANIMA's communication generated 95 750 single contacts.

Dissemination and outreach



270 press articles talk about ANIMA or its projects

In addition to digital visibility, ANIMA has generated more than 270 press articles. 54 are about ANIMA, 112 about DiafrikInvest, 73 about THE NEXT SOCIETY and 51 about EUROMED Invest, MADRE or EBSOMED.



THE NEXT SOCIETY Annual Conference in Tunis, gathering the 30 project partners

Life of the Projects

Partnerships and Action Plans





Project partners



Ecosystem Partners



Project coordinator



Club



Project Ambition and Action Plan

THE NEXT SOCIETY is an open movement led by a community of economic and social organisations (investment agencies, businesses, start-ups, NGOs...) from Europe and the Mediterranean countries.

It aims to **strengthen innovation ecosystems**, foster value creation and promote concrete solutions for shared prosperity in the Mediterranean and Africa. It is based on three main beliefs:

Interdependence between Europe and Africa

European and Mediterranean prosperity depends on the interconnections between the African and European continents, and the Mediterranean holds a central role in this alliance

Organic Innovation

New and effective solutions to the global challenges of sustainable development and society will be born in the South, which is the first affected

Business and Investor Citizenship

Future economic leaders are those who will integrate the general interest into their development model.

THE NEXT SOCIETY works on the strategic framework of innovation (advocacy component) and implements 3 Booster Tracks that will involve, in 7 Mediterranean countries (Morocco, Algeria, Tunisia, Egypt, Palestine, Jordan and Lebanon):

300 start-ups

THE NEXT SOCIETY
START-UP BOOSTER TRACK

THE NEXT SOCIETY calling MSEA entrepreneurs & innovators

We are looking for

Receptive early stage partners with transnational relations

Partners or activities in the following areas:

- Tech Solutions
- Food
- Environment
- Energy
- Health
- Social & Culture

Be the next!

100 clusters

THE NEXT SOCIETY
CLUSTER BOOSTER TRACK

Supporting cluster managers in the MSEA region

Diagnostic/labellisation, formation, voyages d'inspiration, jumelages, business development

We are looking for

Managers of various clusters with international relations

Activities in the following areas:

- Tech & Software
- Food
- Environment
- Energy
- Health
- Mechanicals
- Chemicals/Polymers
- Textiles
- Services
- Transport

Be the next!

60 TTO

THE NEXT SOCIETY
TTO BOOSTER TRACK

Supporting innovative and technological capacities of MSEA TTOs

Centres de valorisation de la recherche

Marketing de projet de valorisation, rendez-vous commerciaux

We are looking for

Managers of technology transfer offices (TTO) or similar organisations creating areas of interface between research and industry

In the following areas:

- Tech & Software
- Food
- Environment
- Energy
- Health
- Mechanicals
- Chemicals/Polymers
- Textiles
- Materials
- Transport

Be the next!



Main results of the project in 2018

Impact on innovation strategies in the Mediterranean countries

Egypt

The Egyptian ecosystem has sought the support of THE NEXT SOCIETY to develop an international acceleration programme.

Jordan

Three topics have been identified: supporting the formulation of a Start-Up Act, strengthening the role of HCST to promote access to technology for Jordanian businesses, and establishing new financing mechanisms.

Lebanon

The project will focus on the establishment of a financing and incentives tool for applied research.

Morocco

Challenges include structuring the ecosystem, financing, and recognition of innovative companies, as well as research and development made by businesses in order to offer a suitable administrative and tax framework. THE NEXT SOCIETY intends to collaborate with AMIC and CGEM to work on the legal aspects, including the definition of start-ups and the associated legal and tax framework.

Palestine

The project will come to assist HCIE in designing the Innovation Act in preparation for several months, especially the legal barriers to be lifted to accelerate business innovation.

Tunisia

The project will work on formulating new legal provisions favouring convergence between the world of research and the private sector: status of researchers, equity investments in businesses and new financial instruments dedicated to the promotion of research and technology transfer. Support is also sought for the implementation of the Start-Up Act, regarding investment funds and currency transferability.

Results of the Start-up Booster Track

38 South Mediterranean start-ups have been supported by the project for 2017-2018, and THE NEXT SOCIETY has recruited in 2018 40 new start-ups that will constitute the second cohort.

The first cohort took part in the Milan Innovators Academy (May 2018) to work on intellectual property and fundraising strategies, and a 12-month mentoring programme coordinated by Mowgli. The cohort also benefitted from a mission to the Lisbon Web Summit in November to rub shoulders with the global tech scene. At the same time, a soft landing programme on European markets coordinated by EBN was opened to all Mediterranean start-ups wishing to benefit from it. Meetings between THE NEXT SOCIETY entrepreneurs and investors were also organised by EBAN during Emerging Valley in November in Marseille, in partnership with AFD.

Results of the Cluster Booster Track

25 Mediterranean clusters benefitted from a diagnosis made by France Clusters and Accio following the European Cluster Excellence methodology, which helped guide their capacity building plan. A first "training and benchmarking" week was organised by Accio in Catalonia, which will be followed by inter-cluster twinning.

Other similar weeks and twinning will be organised in Wallonia by AWEX, in Provence-Alpes-Côte d'Azur by Rising SUD and in Piemonte by CEI Piemonte.

Results of Tech Transfer Booster Track

The Tech Transfer Booster Track is the project axis in which the challenges are the most significant given the few existing research valorisation structures, which when they exist, have research portfolios that are still far from the commercialisation phase. THE NEXT SOCIETY has launched two parallel approaches. On the one hand the organisation of several trainings in each country to professionalise valorisation structures in marketing their portfolios, and on the other hand the creation of a Club of THE NEXT SOCIETY business and institutions partners who wish to collaborate with researchers and innovators from the Mediterranean region. To date this Club has 7 members including the SUD Region that used THE NEXT SOCIETY network to mobilise Mediterranean innovators on its "Zero plastic waste in the Mediterranean" Challenge launched in November at The Mediterranean of the Future Act II.



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

Main results of DiafrikInvest in 2018

Supporting diaspora entrepreneurs

The DiafrikInvest project has organised 3 information meetings in Europe to present the business climate in the three project countries and to promote the call for projects to Diaspora entrepreneurs interested in developing their business in Morocco, Senegal and Tunisia. This call allowed to receive 91 applications from project promoters. Two Diaspora-Labs were organised in Brussels and Paris to prepare entrepreneurs for their internationalisation. 50 diaspora project promoters participated in these DiasporaLabs.

45 top talents from the three Diasporas have also been identified and mobilised to support innovative entrepreneurs from their home country as part of a mentoring programme. Three Master Classes organised in each country made it possible to form mentor/mentee pairs and launch the mentoring programme. This mentoring programme is still ongoing, and several missions continue to be organised so that entrepreneurs come to meet their mentors' markets (France, Belgium, United Kingdom, Switzerland, Germany, Italy). Three Business Fora and business tours for diaspora and local entrepreneurs took place in Tunisia, Senegal and Morocco, with thousands of participants attending the event, including B2B sessions.

Mobilising diaspora investment towards African businesses

DiafrikInvest has formed a group of business angels from the diaspora and home countries to create a community of co-investors likely to support African entrepreneurs together. This group was brought together in Marseille during Emerging Valley, and put in contact with investment funds and entrepreneurs identified by AFD.

Impact on national strategies for the mobilisation of diaspora investment

Several consultation workshops in the presence of institutional, entrepreneurial and international cooperation stakeholders involved in the field of diaspora entrepreneurship have been organised in each of the countries. They resulted in the publication of three advocacy documents summarising the Diaspora's proposals to mobilise their productive investment in Senegal, Morocco and Tunisia. These proposals led to the preparation of technical assistance missions aimed at implementing pilot actions in each country, which will be deployed in 2019.

DiafrikInvest was present at several high-level international events mobilising the African diaspora: Global Diaspora Week, Forum of African Diaspora, etc.



Actions launched by ANIMA: Economic Development Masterclasses

C1. Facilitating inward investment / Rationale for Foreign Direct Investment

Module A. Context and stakes

- Macro-economic aspects of FDI (world-wide, in the Mediterranean)
- Rating of Med countries (country risk)
- Opportunities for the region! SWOT
- Privatisation/PPP/BOT programmes
- Links between FDI and export (internationalisation of flows)
- EU-Med association agreements and their impact

Module B. Building a favourable business environment for investment

- Competitiveness rankings (Doing Business, IMD, WEF etc.)
- Political and social stability
- Set legal framework
- Protection of the investor
- Taxation, repatriation of profits
- Social legislation
- Training of the workforce
- Venture capital and SME nurturing
- Real estate, infrastructure and "utilities"
- Facilitate executives (living conditions, international schools, culture)
- How to organize policy advocacy to build a better business environment and ecosystem

Module C. Facilitating investment and exchanges

- Location criteria for investors
- Importance of qualitative factors (personal experience and links, confidence, political stability of the system, consistency of speech vs. reality)
- Discrepancies between the "official" framework and local practices
- Bureaucracy, red tape, other obstacles
- Technical barriers to commercial exchanges, freight transit conditions etc.
- Standards and qualifications

Module D. Support to investors

- Grants and financial aids
- Tax exemptions
- Company creation: start-ups, business incubators, micro-credit, capital funds
- Company law
- Creation of joint-ventures
- Technology transfer agreements

- Organisation of sub-contracting
- Infrastructures
- Industrial zones, free zones etc.
- Buildings, offices, real estate grants
- Local training programmes for qualified personnel
- Industrial restructuring and take-over opportunities

C2. Territorial marketing: structuring and promoting an attractive ecosystem

Module E. Defining the territorial marketing strategy

- Opening of Cycle C2 and presentation of the project certifying
- Criteria for selecting the investor's site
- Comparative advantages of the country and its investment sites
- Diagnostic tools and methods
- Set objectives, qualify targets
- The tools of territorial marketing
- Building a territorial offer
- The importance of being very selective
- Measure your performance

Module F. Governance of territorial marketing

- The components of attractiveness: from promise to proof
- An identity and marketing at the service of a shared project
- What is expected of an investment promotion agency (IPA), a regional agency, the surrounding ecosystem
- Pillars of investment promotion: strategy, institutional framework, services
- Mandates and governance of the IPY, regional agency
- Define a clear organization with stakeholders and partners
- Presentation of project topics certifying participants

Module G. Marketing territorial innovation

- Why innovation?
- Presentation of the components of an innovation ecosystem
- Innovation maturity in the MENA region
- Attract FDI that transfers value
- Marketing of innovation and innovative projects
- Integrate FDI into a winning relationship with the fabric of start-ups and innovative SMEs

Module H. Communications strategy

- Identity, brand and territory
- Building the image and deploying a campaign

- Perception vs. reality: image conveyed by the media and professionals
- Digital marketing: social marketing and data management
- Crisis management (how to give a good image in a disrupted environment)
- Hearing of the projects certifying and closing the seminar.

C3. Organisation for detection and follow-up of investment projects

Module I. Identification and qualification of projects

- National Development Plans and FDI policy
- Identifying most promising sectors
- Importance of sustainable FDI
- Setting priorities and goals
- Key elements of the investment promotion strategy
- KPIs, budget allocation, defining staff skills
- Impact assessment of projects
- Performance review and annual report
- Management tools

Module J. Investment generation

- Investment generation tools
- How to organize an economic intelligence service
- Investor targeting techniques
- Build a relationship with the investor
- Due diligence, project economic & financial analysis

Module K. Facilitation of investment projects

- What kind of services is the investor expecting?
- Building the investment project facilitation process
- Investment projects management
- Project's coordination
- Site visit preparation
- Preparing the contract (exchange of letters, contract)
- Success stories media communications

Module L. After-care

- Importance of aftercare
- Setting an aftercare strategy and problem solving process
- Aftercare goals and services
- Promoting linkages with the domestic ecosystem
- Partners and tools
- Policy Advocacy



C4. Project development and management: cooperation and fundraising

Module M. Cooperation funding: opportunities for territorial change

- Donors overview
- EU programmes and projects
- The project cycle
- Formulating a concept note and a project proposal
- Evaluation and watch on funding opportunities
- Case studies and group work

Module N. Diagnostic: transform a territorial challenge into a project idea

- Cooperation project
- Identifying, collecting and analysing data
- Drafting and analysing problems
- Selecting a strategy and drafting an action plan
- Case studies, group work and role play

Module O. Designing and managing a project that match the objectives

- The logical framework
- Programming projects: resources, time and sequences
- The coordinator role
- Administrative and financial management
- Support the action through communication
- Case studies, group work and role play

Module P. Assessing the project impact and capitalisation

- Evaluation criteria
- Planning and conducting an evaluation
- Drafting an evaluation report
- Sharing results and adopting recommendations
- Capitalising and sharing knowledge
- Case studies, group work and role play
- Transferring TEDMI Project development and management curricula to professional environment

Actions launched by ANIMA in 2018: Peer Technical Assistance

P1. Management exchange

Objective

The Management exchange programme aims at facilitating preliminary exchanges between two organisations prior to a cooperation initiative (exchange of experience, joint project, or technical transfer).

Beneficiaries

The exchange programme benefits to economic development organisations from the South Mediterranean Countries.

Description

The programme offers a technical support for a value of maximum 5,000€ covering:

- Technical expertise of the host organisation;
- Travel and accommodation costs of the beneficiaries.

Application process

Application should emerge from beneficiary organisations. Application forms must include:

- The motivation for the exchange
- Any peer expert organisation identified
- The follow up envisaged.

ANIMA will organise the matching with an appropriate peer expert organisation, depending of the needs expressed.

An entry fee of 500€ is requested to cover the coordination costs*

Expertise partners

The peer-learning programme is implemented in partnership with the following expert organisations:

Agence de l'Oriental (Morocco), AWEX (Belgium), Business France, Enterprise Greece, IED (Greece), CEI Piemonte (Italy), INSME (Italy), Promos (Italy)

P2. Peer review: technical diagnostic

Objective

The Peer review is a technical diagnosis delivered by a peer organisation to another. It can cover the general organisation of the institution or the analysis of a specific service or directorate.

Beneficiaries

The exchange programme benefits to economic development organisations from the South Mediterranean Countries.

Description

The programme offers a technical support for a value of maximum 8,000€ covering:

- Technical expertise costs;
- Travel and accommodation costs.

Application process

Application should emerge from beneficiary organisations. Application forms must include:

- The motivation for the exchange
- Any peer expert organisation identified
- The follow up envisaged.

ANIMA will organise the matching with an appropriate peer expert organisation, depending of the needs expressed, and ensure the quality control and support to the beneficiary to manage the expert all along the process.

An entry fee of 1,000€ is requested to cover the coordination costs*

**ANIMA Expertise* Strategic members are exempted from the entry fee.

P3. Peer technical assistance

Objective

The Peer technical assistance is a technical support provided by a peer organisation to another. It covers the implementation of a new service/ organisation/ tool within the beneficiary organisation.

It can be a follow up to the Management exchange or the Peer review.

Beneficiaries

The exchange programme benefits to economic development organisations from the South Mediterranean Countries.

Description

The programme offers a technical support for a value of maximum 14,000€ covering:

- Technical expertise costs;
- Travel and accommodation costs.

Application process

Application should emerge from beneficiary organisations. Application forms must include:

- The motivation for the exchange
- Any peer expert organisation identified
- The commitment to implement a sustainable change within the organisation as a follow up.

ANIMA will organise the matching with an appropriate peer expert organisation, depending of the needs expressed, and ensure the quality control and support to the beneficiary to manage the expert all along the process.

An entry fee of 1,500€ is requested to cover the coordination costs*

**ANIMA Expertise* Strategic members are exempted from the entry fee.



ANIMA General Assembly in Tunis

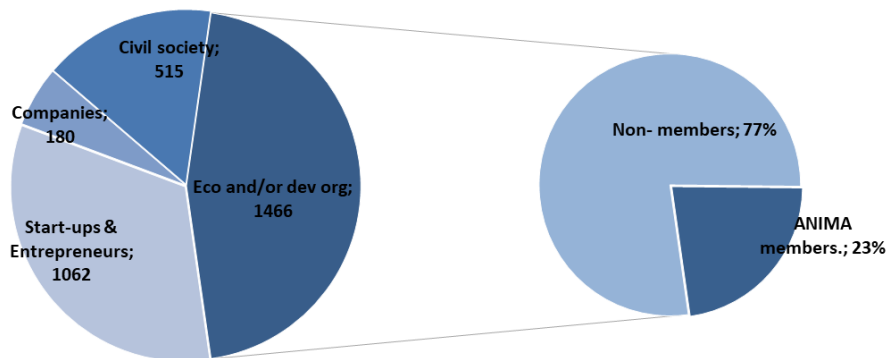
Involvement of Members

Participation in activities



331 ANIMA members have participated in the network activities

23% of economic development org. participating are members of ANIMA



Financial relationship with members

Contributions and financing

In total, membership contributions amounted to **107 000 €** in 2018, representing a 6% increase over last year and 8% of the association's resources.

Financing provided by ANIMA to members in the framework of projects

In total, ANIMA will have provided in 2018 **618 359 €** in funding to associate members of the association for the co-financing of activities implemented within the framework of projects managed by the association. This amount represents a 10% increase over last year.

29 members are involved in the consortia led by ANIMA



Institut de la Méditerranée, KEDGE Business School, MENA Business Angel Network, CONECT and APII (TU), Forum des Chefs d'Entreprise (AL), GAFI (EG), Berytech (LB), INSME (Global Network for SMEs, IT), Mowgli Mentoring (UK), EBN and EBAN (BEL), MBAN (BEL + Bahrain), Mowgli mentoring, Big Booster (Lyon Univ.), ACCIÓ (SP), APII (TU), AWEX (BEL), ARII (FR), Berytech (LB), CEIPiemonte (IT), Forum des Chefs d'Entreprises (AL), GAFI (EG), PICTI (PAL)



CONECT (TU), AMDIE (MO)



Agence de l'Oriental (MO), AWEX (BE), Business France (FR), Enterprise Greece (GR), IED (GR), CEIPiemonte (IT), INSME (IT), Promos (IT)



SUD Region - ANIMA cooperation agreement and launch of the "zero plastic waste in the Mediterranean" hackathon

Benefactor Members

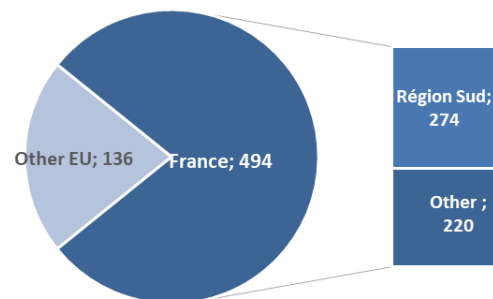
Collaborations with the local authorities of
Marseille-Provence and the SUD Region



274 stakeholders from Region SUD have participated in ANIMA activities

Given its presence in Marseille, and in the framework of its partnership with the Region SUD, the Aix-Marseille-Provence Metropolis and the City of Marseille, ANIMA puts specific effort in supporting stakeholders of this region in their cooperation and internationalisation towards the south of the Mediterranean. In 2018, they represented 43% of European participants in ANIMA's activities, which is three times higher in absolute terms than last year.

2018: 43% of EU participants are based in the Sud - Provence-Alpes-Côte d'Azur Region



Participation in the strategies of local authorities and stakeholders

ANIMA takes part in several consultative bodies in the region SUD Provence-Alpes-Côte-d'Azur, in order to share its expertise with the local authorities and stakeholders of this region:

- ⇒ The ANIMA General Delegate is a member of the Development Council of the Aix-Marseille-Provence Metropolis.
- ⇒ The General Delegate is technical advisor to the Development Council of the Nice-Côte d'Azur Metropolis.
- ⇒ ANIMA is a member of Team Sud Export, working group of the regional stakeholders of internationalisation.
- ⇒ ANIMA also participates in the preparation of international strategies and missions of local authorities, producing strategic notes or putting them in touch with its network. Thus in 2018, ANIMA has participated in a mission to Morocco with the Aix-Marseille-Provence Metropolis and mobilised CRI Casablanca and Start-Up Morocco to meet the Marseille delegation.
- ⇒ ANIMA also supports local stakeholders in their influence in the Mediterranean. Cap Energie, EA Ecoentreprise and Pôle Mer clusters as well as CCIMP and Institut de la Méditerranée benefitted in 2018 from ANIMA's engineering service, and the accelerators P-Factory and Zebox joined THE NEXT SOCIETY project.

The Mediterranean of the Future - Act II



This year again, ANIMA took part in organising the second edition of The Mediterranean of the Future summit alongside the SUD Region, which focused on youth and innovation.

During this 13 November 2018 edition, ANIMA took charge of organising two workshops. The first one on the innovation ecosystems that mobilised its THE NEXT SOCIETY initiative partners in the south of the Mediterranean and in Marseille. The second one, organised in collaboration with AFD, on the impact of collective intelligence on the evolution of cooperation programmes.

The event was also the occasion of signing an agreement between ANIMA and the Region SUD, through which the latter joined THE NEXT SOCIETY Club and now involves our initiative to mobilise Mediterranean applications to the "zero plastic waste in the Mediterranean" hackathon.

Emerging Valley

ANIMA took part this year in the second edition of Emerging Valley, by organising in collaboration with AFD's Social and Inclusive Business Camp (SIBC) meetings between entrepreneurs and investors.

These meetings mobilised entrepreneurs supported by THE NEXT SOCIETY alongside those of SIBC and the club of European and African investors involved in the EBAN network and the DiafrikInvest project.





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