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
ANIVREDT - Agence Nationale de Valorisation des Résultats de la Recherche et du Développement Technologique

Andorre / Andorra
ACTUA* - Agence andorrane 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
EURAADA - European Association of Development Agencies

Chypre / Cyprus
CPA - Cyprus Investment Promotion Agency

Egypte / Egypt
FFI - Federation of Egyptian Industries
GAFI - General Authority for Investment and Free Zones

Espagne / Spain
ACCOI - Agencia por la competitividad de la empresa
AFAMME - Association of Organisations of Mediterranean Businesswomen
AEMEC - ASOCIACION MULTISECTORIAL DE EMPRESAS

France
AFD - Agence Française de Développement
APIM - Association pour l’Information en Méditerranée
AR1 - Agence Régionale d’Innovation et d’Internationalisation de la région PACA
Business France - Agence française pour les investissements internationaux
CSFMI - Chambre de Commerce Italiennne pour la France à Marseille
COMPM - Chambre de Commerce et d’Industrie de Marseille-Provence
CHEAM-IAMM - Centre International des Hautes Études Agronomiques Méditerranéennes, Institut Agronomique Méditerranéen de Montpellier
Club du 22ème Siècle - Réseau Young Mediterranean Leaders (YMML)
Euromed Capital - Association de promotion des échanges sur le capital investissement euro-méditerranéen
EuromedMéditerranée - Etablissement public d'aménagement EuroMéditerranée

Grece / Greece
FEMSE - Forum EuroMéditerranéen des des Instituts de Sciences Economiques
FRE - Fondation pour l’Université de Lyon
IEP Aix-en-Provence - Institut d’Etudes Politiques, réseau euro-méditerranéen des anciens élèves
IPREMED - Institut de Prospective Economique du Monde Méditerranéen
IRD - Institut de Recherche pour le Développement
KEDGE Business School - Grande Ecole de Commerce et de management
Manise Innovation - European Community Business and Innovation of the SUD region
Marseille Métropole - Métropole Aix Marseille Provence
MWMM - Maison Méditerranéenne des Métiers de la Mode
Provençal Meeting - Réseau Busbook des acteurs économiques des Bouches-du-Rhône
Provence Promotion - Agence de développement économique des Bouches-du-Rhône
Réunion Sud - Réunion Provence-Alpes-Côte d’Azur
RMEI - Réseau Méditerranéen des Écoles d’Ingénieurs
Ville de Marseille

Maroc / Morocco
Agence de l'Oriental - Agence de développement de l'Oriental
AMDE - Agence Marocaine de Développement de l'Investissement
APDIN - Agence pour la Promotion et le Développement du Nord
CRI Fès-Meknès - Centre Régional d’Investissement de Fès-Meknès
CRI Guémmam Oued Noun - Centre Régional d’Investissement Guémmam Oued Noun
CRI Oriental - Centre Régional d’Investissement de l’Oriental
CRI Sous Massa Draa - Centre Régional d’Investissement de la région Sous Massa Draa
SMIT - Société Marocaine d’Organisation Touristique

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
API 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
FIR Tunisie - Agence de développement économique de Tunisie
PAEB - Parc d’Activités Economiques de Bizerte

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

Turquie / Turkey
IZKA - İzmir Development Agency

Organisations Internationales
OECO - Organisation for Economic Co-operation and Development
WAPA - World Association of Investment Promotion Agencies

*Adhésion effective en 2019
Effetice membership in 2019
This ANIMA Annual Report 2018 was prepared and written by Emmanuel Noutary.

Activity monitoring is coordinated by Zoé Luçon with contributions from the entire team.

The photos published in the report are copyright-free and have been selected by Inmaculada Ruiz.
Main events of the network in 2018

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

Diaspora Masterclasses – Launch of the DiafrikInvest & 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

DiafrikInvest 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

DiafrìkInvest 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 DiafrìkInvest 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
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

Ola-EL-KOBROSY
GAFI
Egypt
Vice president

Philippe Yverniaux
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
AMDI
Morocco
Board member

Diego Guri
AMEC
Spain
Board member

Giuliano Lengo
Ceipiemonte
Italy
Board member

Tarak Cherif
CONECT
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 DiafrIkInvest 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.
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: Categories of participants
(Diasporas represented 11% of participants at least)

- Start-ups & entrepreneurs: 382
- Public authorities (local & national): 244
- BSOs (except clusters): 224
- Incubator/accelerator/investors: 217
- International cooperation: 191
- University/ research: 180
- SMEs & large companies: 120
- Clusters & technoparks: 88
- ANIMA staff: 35
- Press: others (civil society) or unknown: 480

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

- Technical assistance: 90
- Information sessions/ Press conferences: 108
- Others: 306
- Trainings: 552
- High level conferences & Meetings: 665
- Business missions & events: 1603

2018 ANIMA Annual Report
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.
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, DiafrkInvest business fora are responsible for almost half of business meetings.
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

- Newsletters/mailings: 71%
- Social networks: 8%
- Website: 19%
- Handed studies: 1%
- Events: 2%
- New visitors: 89%
- Returning visitors: 11%
- Newsletters/mailings
- Participation in events (ANIMA or external)
- Social network followers
- Handed studies & brochures
- Websites (unique visitors)

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 funded by the
EUROPEAN UNION

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):
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

<table>
<thead>
<tr>
<th>Partners</th>
<th>AMBITION STRATEGIQUE</th>
<th>AMBITION MICROECONOMIQUE</th>
<th>AMBITION FINANCIERE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Objectif: Promouvoir une relation durable entre la communauté expatriée et les pays africains ciblés</td>
<td>Objectif: Développer les entrepreneurs grâce à la diaspora</td>
<td>Objectif: Dynamiser l’investissement productif et le développement local via des instruments innovants associant la diaspora</td>
</tr>
<tr>
<td></td>
<td>&gt; Identification de hauts talents et entrepreneurs de la Diaspora en Europe</td>
<td>&gt; Mentorat et coaching individuel</td>
<td>&gt; Préparation à la recherche de financement</td>
</tr>
<tr>
<td></td>
<td>&gt; Concertation entre les hauts talents et les institutions nationales</td>
<td>&gt; Assistance technique et conseil</td>
<td>&gt; Promotion de projets en recherche d’investissement (crowdfunding)</td>
</tr>
<tr>
<td></td>
<td>&gt; Coordination nationale et nouvelles stratégies pro-Diaspora</td>
<td>&gt; Missions sur les marchés ciblés</td>
<td>&gt; Mise en réseau business angels diaspora et investisseurs des pays d’origine</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt; Participation à des grands événements d’affaires</td>
<td>&gt; Rencontres avec des investisseurs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt; Rencontres avec des grands acheteurs</td>
<td></td>
</tr>
</tbody>
</table>

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

120 bénéficiaires Diaspora Lab/Diaspora Tech

- 30 entrepreneurs de la Diaspora accompagnés
- 30 entrepreneurs accompagnés dans les pays d’origine

50 entrepreneurs formés à la recherche de financement

- 30 projets accompagnés dans leur stratégie
- 20 campagnes de levée de fonds lancées

Financer: European Commission (DG NEAR); SUD Region, Project Partners
Budget: 2.2 M€ (90% EU Grant)
Duration: 2017 - 2020
Role of ANIMA: Pilot
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
- 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"
- Faciliti exectives (living conditions, international schools, culture)
- How to organize the 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

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
- How to expect 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

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
- Building 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
- Project legislation
- 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
- Developing an evaluation report
- Sharing results and adopting recommendations
- Capitalising and sharing knowledge
- Case studies, group work and role play
- Transferring TEDM Project development and management curricula to professional environment

Financer: European Commission (DG NEAR);
SUD Region, Project Partners
Budget: 6.250 M€ (80% EU Grant)
Duration: 2018 - 2022
Role of ANIMA: Partner
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 on 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 on 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 on 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.
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.

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.