10 YEARS OF ECONOMIC DEVELOPMENT IN THE MEDITERRANEAN
ANIMA NETWORK MEMBERS

ALGERIA

ANDI - National Agency of Investment Development
ANIREP - Intermediation and Land Regulation National Agency
ANVREDDET - National Agency for the Promotion of Research results and Technological Development
FCE - Business Leaders' Forum

BELGIUM

AWEX - Walloon Foreign Trade and Investment Agency
EBAN - European Business Angel Network
EBIN - European Business and Innovation Centre Network
EURADA - European Association of Development Agencies
MBAN - MENA Business Angels Network

CYPRUS

CIPA - Cyprus Investment Promotion Agency

EGYPT

GAFI - General Authority for Investment and Free Zones

SPAIN

ACCIO - Agency for Business Competitiveness of Catalonia
AFAEMME - Association of Organisations of Mediterranean Businesswomen
AMECO - Association of the Internationalised Industrial Companies

FRANCE

ACIM - Agency for International Co-operation and local development in the Mediterranean
Ader Méditerranée - Association for the Development of Higher education and Research in the Mediterranean
AFD - French development agency
APIM - Association for the information in the Mediterranean
ARIS - Regional Agency for Innovation and Internationalization of Companies
Bpifrance - Public investment bank
Business France - National Agency for International Development of the French economy
CCIFM - Italian Chamber of Commerce for France in Marseille
CCIMP - Chamber of Commerce and Industry of Marseille-Provence
CINEAM-LIAMM - Mediterranean Agronomic Institute of Montpellier
Club du XXIème Siècle - Young Mediterranean Leaders (YML) Network
Euromed Capital Forum - Association for Euro-Mediterranean Dialogue on Private Equity
EureMéditerranée - EuroMediterranean Planning and Development Agency
FCM - Finances & Advices in the Mediterranean
IPEMED - Economic Foresight Institute for the Mediterranean region
IRD - Research institute for development
KEDGE Business School - Kedge Group of business schools
Marseille Innovation - Business and Innovation Centre of Provence-Alpes-Côte d’Azur (MEDITI)
MIMM - Mediterranean Centre of the Fashion Industry
Provence Meeting - Busibooast network of the economic actors of Bouches-du-Rhône
PROVENCE PROMOTION - Regional economic development agency (Bouches-du-Rhône)
Provence-Alpes-Côte d’Azur Region
REI - International Entrepreneurship Network
RMEI - Mediterranean network of engineering schools
City of Marseille

GREECE

Entreprise Greece - Investment and Trade Promotion Agency of Greece
Routes of the Olive Tree - Cultural Foundation
UTH - University of Thessaly

ISRAEL

Invest in Israel - Israel’s Investment Promotion Center

ITALY

CEIPiMONTE - Piemonte Agency for Investments, Export and Tourism
INSME - International Network for Small and Medium Sized Enterprises
PROMOS - Special Agency of the Milan Chamber of Commerce for the promotion of international activities
Toscana Promozione - Economic Promotion Agency of Tuscany

JORDAN

JIC - Jordan Investment Commission

LEBANON

CCIABML - Chamber of Commerce, Industry and Agriculture of Beirut & Mount Lebanon
CCIAZ - Chamber of Commerce, Industry and Agriculture of Zahle and Bekaa

MALTA

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

MOROCCO

Agence de l’Oriental - Oriental regional development agency
AMDI - Moroccan Investment Development Agency
APDN - Agency for the Promotion and Development of the North Region
CRI Chaouia-Ouardigha - Regional Investment Centre of Chaouia-Ouardigha
CRI Fès Boulemane - Regional Investment Centre of Fès Boulemane
CRI Guemlilm Oued Noun - Regional Investment Centre of Guemlilm Oued Noun
CRI Kenitra - Regional Investment Centre of Kenitra
CRI Sous Massa Draa - Regional Investment Centre of Sous Massa Draa
FBPCE - Foundation for the creation of companies

PALESTINE

PICTI - Palestine Information and Communications Technology Incubator
PIPA - Palestinian Investment Promotion Agency

UNITED KINGDOM

The Mowgli Foundation - Mentorship for entrepreneurs
British Council - UK’s international organisation for cultural relations and educational opportunities

SYRIA

SEBC - Syrian Enterprise and Business Center

TUNISIA

APII Tunisie - Agency for the Promotion of Industry and Innovation

INTERNATIONAL ORGANISATIONS

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

CAS - Sfax Business Development Centre
CEPEX - Export Promotion Centre
CONNECT - Confederation of Corporate Citizens of Tunisia
FIPA Tunisia - Foreign Investment Promotion Agency of Tunisia
PAEB - Bizzerta Economic Activities Park

TURKEY

IZKA - Izmir Development Agency

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THE BIRTH OF ANIMA

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BÉNÉDICT DE SAINT-LAURENT


Born in 1948, Bénédict de Saint-Laurent is a civil engineer (Ecole Centrale de Paris, 1970) and holds a PhD in economics (Paris-Sorbonne University, 1974).

WHAT JUSTIFIED THE LAUNCH OF A PROJECT ON INVESTMENT IN THE MEDITERRANEAN IN 2002?

The European Union (EU) had as soon as 1998 issued a call for tenders to help create investment agencies in the South of the Mediterranean and provide them with tools to better perform their mission. The chosen offer was led by DATAR (France). At the time, Southern Mediterranean countries (except Israel, and to a lesser extent Morocco, Turkey, Egypt and Malta) only just began to see the interest in foreign investments, their exemplarity (transfer of know-how, competences) and their potential input to growth and employment. Half of them had no agency in charge of the field and many considered foreign companies in a very formal way (legal aspects, shareholding, capital control), if not bureaucratic (licenses, various authorisations).

Personally, I came back from South Africa (where I did a similar job in early 2001 upon demand from DATAR in order to revive such project. In the meantime, DATAR got involved in the creation of Invest in France (AFI) and Europe accepted a programme to be prepared over-the-counter. The president of API Didier Lombard could therefore sign a contract in April 2002 with an Arab partner (Morocco, Directorate of Investment) and a European partner (Italy, Institute of Foreign Trade).


The ANIMA team was very lucky. Its mission started at a time when the issue was mature in several countries where agencies were being created (Turkey, Jordan, Algeria, Palestine, Syria, Cyprus), and the region was experiencing strong economic growth, as opposed to the previous period. More liberal staff came to hold decision-making positions in several countries –which by the way later occasioned the question of social redistribution and spatial spill-over of investments: projects usually too favourable to the private sector and established elites, with a low multiplier for local SMEs, investment sectors often linked to rent –energy, real estate, tourism—and absence of integrated industrial strategy, except in Turkey and Malta.

In this context, ANIMA soon gained certain confidence from investment agencies (all of them 100% public), ministries, innovation poles, etc. and could train hundreds of executives from Southern countries on concepts and approaches inspired by the best European examples (territorial marketing, investor targeting, innovation, economic intelligence, aftercare, etc.). Issues specific to developing countries were tackled (diasporas, one-stop shop, privatizations, introduction of finance, etc.). A small ‘community’ shaped around the tools developed by ANIMA (economic monitoring, investment observatory, training modules, etc.).

The motivations of beneficiary countries have evolved, from the mere opportunity to participate in a European programme, up to more specific and committing demands (work on country image, drafting of legislation on investment, industrial strategy on such and such value chain, creation of agencies, development of their website, etc.). The participation of countries was uneven. Cyprus and Malta quickly became Member-States (May 2004), but requested to continue their integration in the programme. Syria joined the programme later and on a modest scale, contrary to countries such as Morocco, Tunisia and Egypt, who fully benefitted from trainings and pilot actions. An actual network was created by associating other partners to investment agencies (chambers of commerce, regions and territories, innovation structures, professional networks, etc.). The spirit of the programme was very centred on training (“capacity building” – more than 60 multi-country seminars organised over 5 years), but many pilot actions were jointly performed to make such training effective, in order to put it into practice (receivings, albeit not without difficulty).
A network strengthened by common values

Emmanuel Noutary
ANIMA Investment Network, General Delegate

Emmanuel is General Delegate of ANIMA Investment Network. He joined Invest in France and ANIMA in Marseille in August 2008, as Project Director in the field of innovation, SME financing and investment. He was in charge of ANIMA contribution in the European programme Medibitkar – Euromed Innovation & Technology Programme – and pursued with the coordination of the European programme Invest in Med. Emmanuel spent 12 years in the telecommunications, internet and communications sector, telecoms consultant in Paris, marketing director of a pioneer operator in the field of internet telephony based in London, and targeting the MENA operators. Besides he participated to several editorial projects (launch of Le Méditerranéen – weekly newsmag focused on Euromed, collaboration to the African Development Bank publications, correspondence for Le nouveau Economiste). He is graduated in London, and targeting the MENA sector: telecoms consultant in Paris; telecoms, internet and communications marketing director of a pioneer operator in the field of internet telephony based in London, and targeting the MENA operators. Besides he participated to several editorial projects (launch of Le Méditerranéen – weekly newsmag focused on Euromed, collaboration to the African Development Bank publications, correspondence for Le nouveau Economiste). He is graduated from University Paris IX Dauphine: Master 1 in Management Science and Master 2 in Management of Telecoms and New Medias.

After ten years of existence, the ANIMA network displays a solid track record, from its international recognition to its results on the ground. Such success was made possible by a very committed and dynamic team, but also by its members. Along the past decade there were three presidencies (Morocco, Egypt, Tunisia), and the Executive Board has always included an average of a dozen countries, some of which whose diplomatic relations were sometimes difficult.

Nonetheless, never has such multi-country governance been an obstacle to the functioning and effectiveness of ANIMA, as it can be the case in some international organisations. Tactfully year after year, the members of ANIMA have succeeded in keeping several values that bring them together and guarantee mutual respect and proper functioning of cooperation within the network.

Some of these values were inherited from the founders of the network associated with Business France in the ANIMA project (2002-2007). Others were inspired by the leaders and collaborators who contributed to shaping an “ANIMA spirit” as the association was structuring itself. Not a single time were these values formulated or waved as red lines. Yet, they carry on strengthening the network and kindling the association’s collaborators.

In 2006, 18 partners of ANIMA decided to continue their cooperation while bearing certain risks, meaning maintaining the existing networks with no certainty of European funding. The Invest in Med project will start only later, in spring 2008. The ANIMA team was aware of the remaining way to go, to improve investment content (sectors, quality of projects), their destination (to be directed more towards the periphery of countries), and the type of project carrier (small companies, start-ups, diasporas, even informal sector). The annual volume of foreign investment had significantly increased, but critics started to appear concerning some “pharaonic” projects, damage to the environment or the lack of local spill-over.

Awareness started to be raised on the limits of a development model greatly based on export products (energy, mines, electronics, agri-business), tourism and remote services (call centres - all of them being foreign demand-driven sectors, not aimed at satisfying local demand.

The network’s action also needed to become more effective in terms of results, which explains the strong insistence of Invest in Med on BtoB meetings. Some activity diversification seemed necessary (diaporas, innovation, followed by “private equity”, etc.), which gave rise to new projects.

ANIMA eventually had to transform during this period, from the management team of one single large European programme focused on public investment agencies into a sort of NGO/consultancy structure in charge of assisting various clients, including chambers of commerce, companies, innovation poles, etc., and meeting new needs such as the necessity to encourage entrepreneurship, “new” economic actors (women, expatriates, etc.), innovative or breakthrough niches (ecotourism for example).

Given the burdens of all sorts that affect Euro-Mediterranean cooperation (European cumbersome formalism, language and culture differences, distance and logistical obstacles), ANIMA can be proud of what remains from all such action: useful display on countries and their opportunities; fine knowledge of actual investment flows; reflection on truly sustainable economic development approaches; establishment of trust-based relations between all sorts of executives; awareness and professionalisation of stakeholders in charge of supporting investors; and concrete projects directly generated by the programme.

Particularly, the experience was humbly rich for all participants, who have had the feeling of working to benefit the greater good, as a team, and eventually on exciting topics.

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It might be useful, on the occasion of this anniversary year, to try and put them on paper.

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ANIMA has issued a significant corpus of studies, diagnoses, reports and comparative guides about all the Southern Mediterranean countries. Such work aims at simultaneously promoting the global economic image of the Mediterranean region, informing economic stakeholders on business and investment climate, and the opportunities and challenges that may exist, as well as suggesting improvements by bringing new ideas. These topics are often at the border between economy and politics.

The members of ANIMA accept to consider that such activity of the network will be all the more useful and credible that it is possible for it to say things clearly, in an argued and honest fashion towards economic and political decision-makers. This implies speaking truth in economic and political terms, to contribute to the necessary debate on the reasons which might explain the lack of commitment from national or international investors, or the lack of effectiveness of certain private sector support policies.

As soon as the association was created, ANIMA had the ambition to contribute to change, to the improvement of business and investment climate, to the development of South Mediterranean countries. Therefore the network has never limited itself to diagnoses and advocacy, or just incantation, and on the contrary strived to implement its recommendations, when they were within its reach, in the framework of projects.

This is how thanks to the action of ANIMA some investment agencies were created (Cyprus, Turkey), some regulations changed (Syria), the first business angel networks were created in some countries (Morocco, Tunisia, Jordan), or certain regions set up clusters in the dairy sector (Alexandria - Egypt, Beqaa and Baalbek-Hermel - Lebanon, Bizerte and Beja - Tunisia, Thessaly - Greece, Sicily - Italy).

It is also in this spirit that ANIMA started to organise missions of foreign businesses in Mediterranean countries and inter-cluster meetings, to foster business relations and put the spotlight on these markets at a time when European investment was declining in the region. ANIMA also enabled the funding of tens of businesses thanks to the FARO fund and the organisation of business-investor meetings.

ANIMA eventually developed a number of shared services and tools for which the added value of a network organisation was undeniable: the Euro-Mediterranean matchmaking platform (business partnerships) and the cooperation engineering service (support to project development and access to international funding).

Despite the political situations in some countries, the ANIMA network has continued to function, adapting to these circumstances and continuing its work. The network has never limited itself to diagnoses and advocacy, or just incantation, and on the contrary strived to implement its recommendations.

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The network’s will is also to assist, accompany, support, direct if necessary, but never replace its members. All the actions of ANIMA on the network’s cooperation territories are implemented by its members and partners, often in cooperation with others or with the support of collaborators. ANIMA considers that whatever the context and difficulty, in the long run it is always more effective to strengthen and legitimate existing structures rather than substituting their action, even on an ad-hoc basis.

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ADOPTING A PRINCIPLE OF SUBSIDIARITY AND COLLABORATION

Since its origin, the ANIMA network spirit is cooperative. All partners, whether from the EU or South Mediterranean countries, give and receive. The same goes for partners of the network in the same country. Each within the ANIMA network, whether from a governmental, territorial, public or private organisation, from a North or a South country, is treated equally.
ANIMA’s expert collaborators enjoy a privileged position to develop new ideas. Through action, they are faced with hundreds of counterparts and experiences. Within the network they have access to 80 members from 22 countries and can identify good practices applicable at national or regional level. In their missions they all carry out monitoring which is then consolidated to feed ANIMA’s reports and diagnoses, and future projects. Thanks to that, its light structure and flexible governance, ANIMA has managed to stay ahead which grants the network part of its relevance and added value.

As soon as the first half of the 2000s, ANIMA familiarised investment agencies with aftercare, to retain investors and generate reinvestment. In 2005, ANIMA started working on mobilising Diasporas as an input of skill and investment. ANIMA and Marseille Innovation created Medinnov, first innovation network that same year, to raise awareness on the importance of innovation and initiate cooperation in this field. In continuity, ANIMA supported in 2009 the creation of the first business angel networks in Morocco, Tunisia and Jordan. In 2008, conscious that investment capacities were decreasing, ANIMA deployed together with Chambers of Commerce and Industry (CCIs) and employers’ federations networks a large number of business meetings to keep bringing companies into Mediterranean markets through local partnerships. Since 2010, ANIMA advocates working on the quality and the inclusion of investments on the part of countries, and develops through the EDILE initiative since 2013 tools to measure and monitor the economic, social and environmental impact of projects, destined for businesses and territories.

Building upon such legacy, ANIMA prepares for its future. The association aims for a faster rate of publication in the coming years, in order to contribute more widely to the debates on economic development. New shared services will appear as of 2017, with the objective of further strengthening the capacities of the network’s members. Innovative subjects developed by ANIMA are still a central concern to decision-makers in Mediterranean countries today. Migrant crisis, uneven economic and social development of territories, need for the Mediterranean industry to gain competitiveness, all these are challenges which will keep on shaping the action of ANIMA on such issues, together with its partners.

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HISTORICAL OVERVIEW

LAUNCH OF THE ANIMA PROJECT

In 2002, the European Commission solicits the Invest in France Agency (AFII, France) to create a Euro-Mediterranean network of Investment Promotion Agencies (IPAs): such initiative gives rise to the ANIMA project (€3.95 M), led by AFII with the Istituto nazionale per il Commercio Estero (ICE, Italy) and the Directorate of Investment (DI, Morocco).

ANIMA provides institutional support to over forty IPAs and promotes investments, particularly through studies and international conferences. During five years, ANIMA provides institutional support to over forty IPAs and promotes investments, particularly through studies and international conferences. The project is based on setting up an information centre on economic intelligence in the region and detects 2,500 foreign direct investment (FDI) projects from 2003 to 2007. In the meantime, the MedIntelligence scientific network is developed.

ANIMA also moves towards more technical assistance and develops the capacities and effectiveness of IPAs (1,500 professionals trained), contributing to the increase of FDI in Euro-Mediterranean partner countries, and already shows interest for investors from diasporas.

As a regional project funded by the European Union, ANIMA comes to an end in 2007. Nonetheless, the network wishes to continue its action and establishes the ANIMA Investment Network association in late 2006.

2002

2003

MIPO OBSERVATORY

The ANIMA-MIPO observatory (Mediterranean Investment and Partnership Observatory) is created to allow the business community to know in real time all investment and partnership announcements directed towards the southern shore of the Mediterranean (“MED-11” countries: Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria, Tunisia et Turkey).

A dedicated monitoring/intelligence team detects, since and on a daily basis, the announcements of foreign investors from tens of national and regional information sources, then analyses and qualifies them according to 40 criteria (country, sectors, jobs, amounts, geo-tracking, type of project). Since 2003, MIPO has identified more than 7,000 foreign direct investment (FDI) projects and over 2,500 partnerships. Such unique database, a compass for foreign investment in the Mediterranean, generates briefing papers, annual reports and specific studies. MIPO is a tool for benchmarking, for competitive intelligence or commercial prospection, as well as a wealth of information for economists and the general public, and enables policymakers, development agencies and institutional investors to better evaluate and adjust their actions.

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The Med-Academy seminars are training and experience exchange seminars involving economic development actors. They aim at reinforcing the capacities of business support organisations and fostering North-South and South-South dialogue.

Within 10 years, ANIMA has organised along with its partners 93 Med-Academy seminars involving 4,500 professionals, the majority of them from investment promotion agencies. Alternating between interventions from experts, presentation of tools, exchanges of good practices and case studies, these two- to three-day seminars tackle the different aspects and steps to take into account in order to set up adapted strategies and tools in the fields of attractiveness, business support and territorial promotion. They allow participants to better understand the stakes of the subject matter, adopt the practices of their Euro-Mediterranean peers adapted to their context and consider joint initiatives.

The concept later extended to other trainings designed for new audiences and other needs, for example in the form of MasterClasses for entrepreneurs or coaching for start-ups, enabling ANIMA to contribute to the skill development of more than 5,000 representatives from economic development organisations and SMEs through 175 trainings.

ANIMA teams up with The Economist Conferences, with the support of local and regional authorities as well as several partners, to launch in Marseille the first Euro-Mediterranean Investment Summit. The event gathers more than 300 people representing investors, large companies, financers, international organisations, public partners and policymakers, of which 8 ministers (Algeria, Egypt, France, Jordan, Morocco, Syria and Turkey). This summit allows discussing ways of increasing investments and exchanges in the Euro-Mediterranean region, one of the largest markets in the world with over 720 million inhabitants (including all the EU), as well as the expertise to mobilise in order to accelerate cooperation.

During this first summit, participating countries shared incentive measures implemented at national level to encourage private investment. Data from the MIPO observatory, presented for the first time for the year 2004, came to encourage exchanges and discussions: 400 projects mapped, representing a 45% increase over the previous year.

The summit will be organised again in Marseille in 2006, then 2007, and will be the origin, together with the Economic Rendez-vous of the Mediterranean, of the Mediterranean Economic Week in Marseille.
Conscious of the contribution of innovation to the competitiveness of businesses and the importance of a better access to information, funding and the constitution of networks to facilitate the innovation process, ANIMA and Marseille Innovation launch “MEDINNOV”. This Euro-Mediterranean innovation network gathers all organisations that contribute to innovation: practitioners (research laboratories, technology parks, etc.), decision-makers or “facilitators” (associations or clubs of innovative businesses, development or investment promotion agencies, financial institutions, etc.).

MEDINNOV commits to strengthening the research / innovation / industry bond by creating national innovation networks. The initiative also enables identifying and disseminating, within the network, research studies and innovative projects carried out by the different stakeholders, and organising international conferences gathering hundreds of decision-makers from all over the world, such as in Morocco in 2006 or in Marseille in 2007, paving the way for strategic work on an issue that ANIMA will relentlessly work on throughout its projects (FARO Fund, MedVentures, Euromed@Change, etc.).

MEDINNOV – THE EURO-MEDITERRANEAN INNOVATION NETWORK

MEDINNOV – EUROMED INNOVATION & TECHNOLOGY PROGRAMME

Starting from 2006 with the launch of project Medibtikar (2006-2009), ANIMA launches activities dedicated to supporting innovation. In this project, ANIMA holds the role of partner in charge of coordinating activities related to innovation funding. The project name comes from the Arabic word for innovation (Ibtikar). With a budget of €7.3 M, it was implemented in 10 countries (Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Syria, Palestine, Tunisia and Turkey). Its mission? Provide new, more performant instruments to encourage innovation, and establish networks in the region, between countries of the region and with EU States.

It also encourages good practices in terms of technology and knowledge transfer from administrations, companies, industry federations, chambers of commerce, etc.

Medibtikar thus contributed in developing innovation culture within businesses through its support to organisations dedicated to private sector support such as innovation and technology centres, Technoparks and incubators, helping their developing of innovative management, from national innovation strategies to the identification of services to offer.

During this project ANIMA initiate the creation of the first Business Angel Networks in Morocco (Atlas Business Angel Network), Tunisia (Carthage Business Angel Network) and Jordan (Bedaya Business Angel Network) and prefigures an Investment Facility for innovative companies in the region that will be followed by the FARO fund then the MBAN - Iris MENA Innovation Fund.

It is thanks to Medibtikar that Morocco and Egypt are integrated into the Enterprise Europe Network (EEN) and that the first business angel networks are created in Jordan, Morocco and Tunisia.
Before becoming the association which today celebrates its 10 years, ANIMA was a European project, implemented from 2002 to 2007. The objective of the project was to reinforce the intervention capacities of national agencies in charge of investment in MEDA* countries, and through such network, increase foreign direct investment in the Mediterranean region.

The project ANIMA was led by a Euro-Mediterranean consortium composed of three entities: the Invest in France Agency (AFII, France), l’Istituto nazionale per il Commercio Estero (ICE, Italy) and the Directorate of Investment (DI, Morocco). The ANIMA yearly programme included over fifty operations (seminars, regional events, studies, quarterly newsletters, promotional materials, website main steps, new database).

In 2006, project partners decided to create an international organisation to continue their collaborative work: ANIMA Investment Network was established in Marseille in June 2006. At the beginning, the ANIMA network was made of twenty partners. 10 years later, with 50 cooperation projects developed, 10,000 FDI analysed, 5,000 training beneficiaries, 70 start-ups funded, 2,000 business partnership projects generated, 70 studies carried out, and 80 members in 22 countries from Europe and the Mediterranean, ANIMA has gone a long way!

ANIMA, FROM THE PROJECT TO THE ASSOCIATION

**ANIMA Investment Network**

Together for a competitive Mediterranean

2006

LAILA SBITI BECOMES THE FIRST PRESIDENT OF ANIMA

Deputy Director of Investment at the Ministry of General Affairs, Laila Sbiti is elected in November 2006 to head the new association ANIMA Investment Network, then essentially composed of Mediterranean investment promotion agencies.

Her career is multiple: State textile engineer holding a French-Moroccan MBA, she held the positions of head of division of cooperation promotion and communication, manager in charge of cooperation and Europe project management at the Ministry of Economy, Finance, Privatisation and Tourism, and was also managing editor of the “Istitmar” newspaper in 1999. After entering the Directorate of Investment in 1998 as a senior executive, she progressively climbed the ladder to become nine years later number two of an administration which tasks have been enhanced to manage national investments in addition to foreign investments.

Her mandate as President saw the signature of a highly strategic project for ANIMA, Invest in Med, signed in 2008 and co-financed by the European Union. In late 2008, following her mandate at the head of ANIMA, she becomes Deputy Director of Investment at the Ministry of General and Economic Affairs of Morocco, before continuing her career in the private sector.

In 2006, project partners decided to create an international organisation to continue their collaborative work.\(^1\)

\(^1\) Algeria, Cyprus, Egypt, Israel, Jordan, Lebanon, Libya, Malta, Morocco, Palestine, Syria, Tunisia, Turkey.
Initiated in 2008, the Invest in Med project contributes until 2011 to the development of business networks in the Euro-Mediterranean region. Funded up to €12M and co-financed by the European Commission (75%) and the MedAlliance (25%), Invest In Med has launched 48 structuring initiatives in strategic economic sectors for the South and the North of the Mediterranean, thereby mobilising 298 business support organisations. The 307 events organised throughout the project thus contributed in facilitating the internationalisation of companies and start-ups in the region, reinforcing the skills of economic development organisations staff and boosting exchanges in sectors such as tourism, renewable energies, digital, agri-food and industrial sectors. As a consequence, the project triggered the development of around 2,000 business partnerships and trained over 4,000 people.

The MedAlliance is a Euro-Mediterranean consortium gathering over 400 public or private business support organisations (agencies, chambers of commerce, business federations). Since 2008, the MedAlliance has emerged as the legitimate counterpart for all initiatives related to the development of investments and the cooperation between companies in the Mediterranean region.

Wafaa Sobhy, Vice-President of the General Authority for Investment of Egypt (GAFI), is unanimously elected President of ANIMA Investment Network. She takes over the presidency of the association in January 2010, extending the positive influence of women leadership among the network, which contributes to a rich and serene dialogue, despite a sometimes complex regional context.

An economist by training, Wafaa Sobhy started her career as a researcher within the Suez Canal Authority, before joining GAFI, where she held various positions during 30 years, actively contributing to the development of investments and to the promotion of Egypt in the framework of national, regional and multilateral initiatives. She is also involved in the associative field with women and young entrepreneurs, and held the position of Vice-President of the Office for Economic Cooperation in the Mediterranean and the Middle-East.
LAUNCH OF FARO FUND

The seed, realisation and orientation Fund (FARO, 2010-2013) is launched in the framework of the Union for the Mediterranean, confirming the importance of the stakes of creating and sharing value for economic development in the Mediterranean. Its ambition is also to stimulate co-innovation between the two shores of the Mediterranean.

With a €1 M budget and initiated by the Interministerial Mission of the Union for the Mediterranean, the French Development Agency (AFD), Caisse des Dépôts (CDC) and OSEO, the fund allowed 30 European entrepreneurs to study the feasibility of innovative projects carried out in collaboration with partners from the South of the Mediterranean.

Some products, such as the first Southern Mediterranean electric car, result directly from these projects.

LAUNCH OF PROJECT MEDVENTURES

With MedVentures, ANIMA mobilises for the first time all new innovation support ecosystems. MedVentures targeted high potential Mediterranean start-ups which aimed at gaining international dimension, by providing them with visibility, personalised coaching, connections with potential commercial, technological and financial partners.

The initiative was funded in the framework of the project Invest in Med. It was based on an international competition to distinguish the 100 best start-ups from 10 countries of the southern shore of the Mediterranean. 10 finalists were awarded prizes up to €90,000, whilst all winners were proposed coaching workshops.

MedVentures initiated a dynamic involving 15 countries and 50 incubator and entrepreneur networks, which allowed ANIMA to capitalise for the development of new projects and actions over the following years.
The project Euromed@Change is implemented from 2013 to 2014. It aims at developing innovative SME networks and clusters on high growth sectors between Europe and 4 partner countries (Morocco, Tunisia, Egypt and Lebanon).

EuroMed@Change forms part of a two-year preparatory action (2013-2014) initiated by the European Parliament and implemented by the European Commission (DG Enterprise and Industry).

Thanks to such project, ANIMA sets up a Euro-Mediterranean matchmaking platform which now constitutes a major tool for ANIMA and its networks in organising business and partnership meetings. 3,000 companies and support structures are registered and use it to seek partners and organise their meetings during business events.

The project also allowed the creation of the MENA Business Angel Network, as well as a Mediterranean softlanding network gathering business incubators. By the end of the project, the results are convincing:

11 softlanding missions and 7 business events organised, over 1,000 matchmakings, more than 100 promising partnerships, 700 people trained and 70 start-ups supported.

ANIMA partners with CIHEAM-IAMM to launch its first sectoral initiative for territorial promotion, in agri-food: the LACTIMED project (funded up to 90%, for an amount of €4.35 M by the European Union through the ENPI CBC MED Programme) commits during three years to strengthen the production and distribution of typical and innovative dairy products in the Mediterranean. Coordinated from France, it targets five pilot territories in Egypt, Greece, Italy, Lebanon and Tunisia.

Eight pilot dairy clusters emerged from local diagnosis assessments initiating a collective dynamic. The project also supported and funded entrepreneurs in the value chain with their innovation approaches (to promote quality and commercialisation of traditional dairy products).

Our participation in this competition was fruitful and LACTIMED’s initiative encourages SMEs to open up to new prospects. The competition award is a real incentive for developing our project.
The EDILE project (€2 M, 2014-2016) aims to optimise investment projects and contribute to generating positive local spillovers, especially in terms of employment, subcontracting and environment compliance. Such ambitious reflection, co-construction and conviction process led by ANIMA and its partners now makes room for a second phase which will be developed in partnership with the Union for the Mediterranean. After a two-year pilot phase, EDILE has set up:

1. A rating tool for territories and businesses which allows measuring and comparing performances of projects on local development based on 35 criteria;
2. An international label conceived to be compatible with existing CSR labels and act as a passport proving the commitment of the company in various countries;
3. A strategic council, which associates territories, international donors and private sector, drives the EDILE strategy and grants the label to companies;
4. A community of committed companies that share the same values and wish to cooperate between corporate citizens.

Tunisia would gain from being inspired by EDILE indicators and capitalising such interesting experience in its policy of measuring the economic, social and environmental impact of investment projects, in the framework of building its new monitoring and impact evaluation database for public projects.

Mongia Khemiri, General Director of Monitoring and Evaluation, Ministry of Development, Investment and International Cooperation - Tunisia

Noureddine Zekri, Tunisian senior official and General Director of the Foreign Investment Promotion Agency (FIPA), takes over the presidency of ANIMA from 2013 to November 2014. Graduated in economic sciences from the National School of Administration of Tunisia, he held various positions at the industry promotion Agency, the Ministry of Development and International Cooperation, and the National Office of Tunisian Tourism. In January 2014, he is appointed Secretary of State for Development and International Cooperation, then becomes head of the Maghreb Bank of Investment and External Trade in late 2015.

Noureddine Zekri also represented Tunisia in the OECD MENA programme for investment...
As of 2005, ANIMA understood the strategic potential of diasporas and the necessity to include them in the reflection on development issues in the Mediterranean. Seminars, studies and projects such as MedVentures included sections specifically dedicated to diasporas. However, it is with the MedGeneration project (€1.92 M in the framework of the ENPI CBC MED Programme of the European Union) launched in 2013, that ANIMA deploys an actual exhaustive strategy on the matter.

MedGeneration allows identifying talents from the Diaspora of Lebanon, Jordan and Palestine, and mobilising them in various ways: mentors for young entrepreneurs, business relays, investors, opinion leaders to dialogue with authorities, mobilisation of skills and know-how for the development of large structuring projects.

In spite of a sometimes shaky sub-regional context, MedGeneration enabled the setting up of a national coordination in Palestine for the mobilisation of Diaspora, and connecting the three countries to more than 100 high level talents.

Robert Ayan
Managing Partner, Cambridge Adviser (Jordanian Diaspora)

EUROMED Invest (€5 M for the 2014-2017 period) is a project which aims at developing private investments and business partnerships in the Euro-Mediterranean area. Funded by the European Commission and supported by several partners among which the MedAlliance, Provence-Alpes-Côte d’Azur Region and the City of Marseille, it builds upon Invest in Med, implemented from 2008 to 2011.

To stimulate an inclusive economic development of the region, it provides support to business and investment networks in implementing strategies to support the creation and international development of Micro, Small and Medium Enterprises (MSMEs). EUROMED Invest targets promising sectors in terms of job creation, value creation and economic spillovers in the Mediterranean: agri-food, water and renewable energies, transport and logistics, cultural and creative industries.

The project implements business meetings in Europe and South Mediterranean countries, masterclasses for young entrepreneurs, mentoring actions in businesses and business support organisations, seminars to share good practices on improving services provided to businesses and connecting stakeholders together.

Dario Grua
Beneficiary of the EUROMED Invest project
Italy
KHALIL LAABIDI IS ELECTED PRESIDENT OF ANIMA

Following the appointment of Noureddine Zekri as Secretary of State for Development and International Cooperation, Khalil Laabidi takes the leadership of FIPA-Tunisia, thus becoming the new President of ANIMA. He is renewed for a second term from 2016 to 2018.

Graduated from the National School of Taxes in France (ENI) in 1996 and the National School of Administration (ENA, Tunis) in 1997, he has since had various responsibilities within the Tunisian administration, as Advisor of public services or General Director of tax studies and legislation at the Ministry of Finance.

He has also been participating since 2000 to the OECD world forum on international tax conventions and represented Tunisia as observer member in the group of United Nations experts in Geneva in 2003. Moreover, he has taught taxation in several graduate economics and finance schools and institutes (ESSEC, ISG and ENF in Tunisia) and currently teaches at Paris Dauphine University - Tunis Campus. Additionally, he is General Coordinator of the tax reform project and its application rules, as well as Member of the Executive Committee for the recast of the investment code within the Ministry of Development and International Cooperation of Tunisia.

UNION FOR MEDITERRANEAN LABEL FOR EUROMED INVEST AND EDILE

The 43 countries of the Union for the Mediterranean attribute the UfM label to the projects EDILE and EUROMED Invest as well as the MIP0 Observatory, bringing to 37 the number of projects supported by the UfM in its three main thematic strategies: sustainable development, inclusive growth, youth employability and women autonomisation.

The message sent by UfM by attributing those labels to the projects of ANIMA is a display of confidence in the private sector’s ability to propose and implement strategies of public interest in terms of economic integration in this region. It also shows the will of Union for the Mediterranean countries to maintain the partnership between public and private sector in order to tackle the deficits in jobs, economic opportunities, wealth sharing, investment and integration.
WORKING TOWARDS A SHARED AND SUSTAINABLE ECONOMIC DEVELOPMENT FOR THE MEDITERRANEAN

After ten years, ANIMA Investment Network became the network of the actors involved in the economic development of the Mediterranean. The ANIMA network operates within 22 countries in the Euro-Mediterranean area and comprises national and regional investment promotion agencies, international organisations, business federations, innovation clusters, financial investors and research institutes from the region.

ANIMA’s objective is to contribute to the continued improvement of the Mediterranean business climate, as well as encourage a shared and sustainable economic development for the region. In this purpose, ANIMA offers its partners economic intelligence tools on the Mediterranean markets, develops projects aimed at improving the attractiveness of the region and organises economic exchange and cooperation between countries within the region.

The participants in ANIMA’s activities include companies, investors, public and private agencies, international organisations and support structures for both business and territorial development.

ACHIEVEMENTS AND IMPACT

Started in 2002, the ANIMA network today represents 80 members across 22 countries in Europe and the Mediterranean. These members are working together to accelerate economic development and cooperation across this area and create a better business environment.

Since its creation, ANIMA has notably participated in the creation of new investment promotion agencies and schemes in the Mediterranean and has facilitated the transfer of expertise to many of the region’s economic development professionals.

ANIMA has worked on the creation of the first dairy clusters in Bizerte and Beja (Tunisia), Alexandria and Beheira (Egypt), Bekaa and Baalbek-Hermel (Lebanon), Sicily (Italy) and Thessaly (Greece).

ANIMA was also the impetus behind the first business angel networks in Jordan (Bedaya Angel Network), Morocco (Atlas Business Angels) and Tunisia (Carthage Business Angels), as well as the MBAN (the Middle East North African Network for Business Angels).
17,000 participants at our events

4,500 professionals sharing experience

2,000 business partnerships

60 foreign investment and partnership projects analysed

600 investment funds monitored

300 institutions and support structures mapped

70 studies produced

The studies produced by ANIMA, as well as the data from the MIPO Observatory, allow us to continuously evaluate our position in the Mediterranean region in terms of investment attractiveness.

Ali El Yaacoubi
Investment Director
Invest in Morocco

Since 2002 the economic intelligence undertaken by ANIMA has been providing real time analysis and tailored studies. It responds to two major needs:

• The need to monitor both actively and selectively certain countries and industrial sectors around the Mediterranean (continuous economic intelligence based on a selection of more than 150 independent sources)

• The need to identify the key players and business, investment and partnership opportunities.

The ANIMA resource centre provides a dynamic overview of investments, financing opportunities and territorial development strategies in the Mediterranean:

• Mediterranean Investments and Partnerships Observatory (MIPO)

• Investment Funds Observatory (Medfunds)

• Qualified directories of business networks, clusters and support structures

• Real-time publication of economic news

• Sector and thematic studies

The ANIMA resource centre is an excellent tool. Through a simple setting up of alerts and RSS feeds, it allows us to be up-to-speed with things going on in the Mediterranean.

Reda Allal
Director
Chamber of Commerce and Industry of Dharra
Algeria

GOVERNANCE

ANIMA is run by an Executive Board chaired by Khalil Laabidi, Director General of FIPA – Tunisia. Emmanuel Noutary acts as General Delegate since 2010.

Currently, vice-presidency is held by Business France (France), CONCET (Tunisia), Enterprise Greece (Greece), General Authority for Free Zones and Investment (Egypt), Malta Enterprise (Malta), Ville de Marseille (France).

The ANIMA Secretariat team consists of 20 people.
ANIMA introduces companies to investors, strategic partners and business development or financing support structures.

The ANIMA network concentrates its efforts on companies with high growth potential. It also works with companies attentive to socially responsible investment and local development.

ANIMA offers:
• A web platform for businesses and clusters in Europe and the Mediterranean to develop partnership opportunities
• BtoB and cluster-to-cluster meetings
• Coaching sessions for entrepreneurs
• An up-to-date calendar of business events in the Mediterranean
• Tools to evaluate the economic and social impact of investment projects

Julien Fayad
Chief Movement Officer
Sheppleder
Lebanon

ANIMA has allowed us to start the pilot phase of our PACEIM project. This project has demonstrated the interest of scientific diaspora from the South of the Mediterranean in innovative entrepreneurship. Today, the project is working with almost 100 entrepreneurs.

Régis Ferron,
Innovation and Business Development Director
Valorisation du Sud
France

ANIMA develops cooperation projects and shares its expertise directly or via its network in Europe and the Mediterranean.

ANIMA works with its network members and partners to build projects and coordinates a number of pilot initiatives.
• Promotion of two-way learning between economic development actors (identification of best practices and transfer of experience)
• Support for project development (search for partners and financing)
• Coordination of projects funded by international donors
• Mobilisation of expertise

Zakaria H’mad
Minister of Industry
Tunisia

ANIMA is a dynamic and active network. It provides us with information and contacts with the Southern Mediterranean which we would otherwise lack. We are a Mediterranean business women’s network and ANIMA helps us to strengthen our links through collaborating on projects and Mediterranean Forums.

Maria-Helena de Felipe Lehtonen
President - AFAEMME
(Association of Organisations of Mediterranean Businesswomen) Spain

Our involvement in the ANIMA network has allowed the creation of dairy product business clusters in Tunisia, the strengthening of our project management and marketing skills and the development of cooperation with different Mediterranean partners.

Zakaria H’mad
Minister of Industry
Tunisia

Thanks to ANIMA, we are now actively engaged in cooperation in the Mediterranean. The network, which is the only network of Mediterranean economic development actors, supported us in boosting bilateral relations and partnerships in many EU projects. This has enabled us to enhance the capacity of GAFI’s team and other Egyptian organisations. These projects were also excellent opportunities to promote the growth of Egyptian innovative start-ups and to open up new horizons for entrepreneurs in the Euro-Mediterranean region.

Wafaa Sobhy
Vice Chairman
General Authority for Investment
& Free Zones (GAFI)
Egypt

ANIMA develops cooperation projects and shares its expertise directly or via its network in Europe and the Mediterranean.
PROMOTION OF TERRITORIES IN THE MEDITERRANEAN
FROM THE ATTRACTION OF FOREIGN INVESTMENTS TO THE INTEGRATED DEVELOPMENT OF VALUE CHAINS

Historic core business of ANIMA, the promotion of investments in the Mediterranean has undergone profound changes over the past few years, to take into account the evolution of context, challenges and stakeholders. Three major phases may be identified: the first one (from 2002 to 2007) focused on strengthening the attractiveness of MED countries to increase foreign investments; the second one (from 2008 to 2011) dedicated to the promotion of territories to encourage economic deconcentration; and the last one (from 2012 to present) dedicated to the implementation of an ecosystem favourable to the integrated development of territories.

STRENGTHENING THE ATTRACTIVENESS OF MED COUNTRIES TO PROMOTE INVESTMENTS

Born from the European project ANIMA implemented from 2002 to 2007, the network developed around the primary objective of increasing foreign direct investments (FDI) in the Mediterranean by strengthening the region’s attractiveness. Such aim was pursued through Invest in Med (2008-2011) then EUROMED Invest (2013-2016), two other projects financed by the European Commission. In our globalised economy, competition to attract investments actually sets countries to a race for attractiveness. According to Fabrice Hatem, former member of Invest in France and ANIMA, attractiveness is “the capacity of a territory to provide stakeholders with conditions that convince them to locate their projects on its territory rather than another”. Yet, the Mediterranean region truly lacks attractiveness.

In the early 2000s, it annually received between only one quarter and one third of the foreign investments it could claim, given its market and economy. In order to understand the reasons of such deficit, the ANIMA network conducted a diagnosis on the perception of the MED region by international investors (January 2005). The conclusions were pretty clear. There was no strong negative perception from businesses thus no inevitability to the rather poor image of MED countries. The region was rather considered as an intermediate market, not particularly attractive though not negligible. Various sectors and countries stood out. Overall however, businesses perceived the MED region as a difficult market, due to cultural particularisms and unstable geopolitical situation.

Therefore the ANIMA network has been working to make these perceptions change. On the one hand, it supported MED countries in improving investment climate: creation of investment promotion agencies and strengthening of their managers’ skills, drafting of investment codes and recommendations, advice on services to offer to foreign investors, etc. On the other hand, ANIMA developed numerous actions
to promote the region as an attractive investment destination: creation of an FDI observatory, publication of studies and news on the economy of MED countries, production of guides on investment conditions and sectoral opportunities, organisation of promotional events and MED pavilions on international fairs, etc.

These efforts were rewarded by a remarkable increase of FDI until 2006, record year during which MED countries attracted a share of world FDI equivalent to their demographic weight (around 4% according to UNCTAD). Foreign investment towards MED countries then entered a phase of decline, first related to the world economic crisis then to the repercussions of “Arab springs”. In such a difficult context, ANIMA carries on with its advocacy for the Mediterranean by showcasing positive evolutions, fields in which MED countries stand out, success stories of local entrepreneurs and geographical areas that have supported the investment growth, the ANIMA network subsequently devoted itself to disseminate a proactive culture of investment promotion at local scale, for a better sharing of investments, jobs and wealth. Indeed, while in Europe decentralisation and deconcentration enabled territories to influence the policies conditioning their attractiveness, MED countries are still characterised by strong centralisation of economic development policies, which strengthens the concentration of economic activities in major urban centres and coastal areas. Yet the regional – even local- level offers greater proximity to the field and better knowledge of the territorial ecosystem, which allows acute and extensive support of investment projects.

After several years dedicated to strengthening the capacities of national investment promotion players, the ANIMA network then worked, especially through the MedAcademy, to meet the needs expressed by new territorial players involved in investment promotion: local or regional economic development agencies (in Europe, Morocco and Lebanon), regional investment centres (in Morocco), chambers of commerce and industry, local authorities, decentralised administrations, clusters, business parks and special economic zones (in all countries). The results of these training and experience-sharing seminars were then summarised and made widely available in the form of e-learning modules, corresponding to the various activities of investment promotion: FDI analysis and project evaluation; territorial strategy and marketing; image building and communication; project lifecycle management.

Conceived as a toolkit, the “Local Investment Promotion in the Mediterranean” guide published in 2011 also aimed at answering, through 10 Euro-Mediterranean case studies, the operational issues faced by promotion stakeholders at subnational level: how to define a territorial strategy and offer (sectoral chains, areas of expertise, industrial sites, opportunities, etc.) that enables promoting the comparative advantages of my territory and differentiate it from its competitors? How to put them into an effective communication plan (creation of a territory image/brand, formulation of a message audible to businesses, selection of the most suitable communication channels, supports and actions)? How to calibrate my prospecting programme in order to reach target businesses while limiting the necessary means?

**PROMOTING TERRITORIES TO ENCOURAGE ECONOMIC DECONCENTRATION**

Conscious that the deep social unrest shaking MED countries since the beginning of the 2010s is largely due to uneven economic growth, the ANIMA network subsequently devoted itself to disseminate a proactive culture of investment promotion at local scale, for a better sharing of investments, jobs and wealth. Indeed, while in Europe decentralisation and deconcentration enabled territories to influence the policies conditioning their attractiveness, MED countries are still characterised by strong centralisation of economic development policies, which strengthens the concentration of economic activities in major urban centres and coastal areas. Yet the regional – even local- level offers greater proximity to the field and better knowledge of the territorial ecosystem, which allows acute and extensive support of investment projects.

**CAPITALISING ON CINEMA TO DEVELOP TOURISM**

Through the MovieMed initiative (implemented by the Chamber of Commerce and Industry of Marseille-Provence) which associated territorial promotion actors together with tourist and audio-visual organisations, ANIMA more specifically supported the structuring of a Mediterranean audio-visual production offer, acknowledged as a promising economic and tourism development lever. Indeed, hosting filmings generates direct economic spill-over whilst promoting the territory’s image towards general public and especially tourists. Attracting the sector’s decision-makers needs the setting up of a hosting structure (Film Commission, filming one-stop shop, Cinema Foundation or Cinema Chamber according to the country), inserting it into an international network, implementing effective communication and offering technical, material and human facilities. Once selected as a film location, it is essential for the territory to wisely communicate to maximise economic, cultural and image impacts and optimise the synergies between the audio-visual sector and tourism.
IMPLEMENTING AN ECOSYSTEM FAVOURABLE TO THE INTEGRATED DEVELOPMENT OF SECTORS

This said, a territorial offer will be attractive only if it is based on a dense and dynamic ecosystem. In fact, the motivations of investors are multiple: have a large enough market nearby, easy access to skilled labour force, local providers and subcontractors, etc. And even if they seek cheap labour costs, they cannot do without effective transport and communication infrastructure, or certain services to businesses. These past years, ANIMA has adopted a new approach of territorial promotion, mixing exogenous and endogenous development. Beyond the mere promotion of the comparative advantages of territories and offered incentives, the network has worked to improve practices and strengthen the capacities of stakeholders involved in the endogenous development of Mediterranean territories. Therefore, the organisation of value chains and the promotion of entrepreneurship and innovation have made their way to the core of ANIMA’s actions.

In this context, clusters emerged as a key factor to the organisation of value chains and the creation of a local ecosystem. Such partnership networks between businesses, research and development centres, financial organisations and public administrations indeed allow reaching a critical mass in terms of offer and markets as well as promoting a culture of entrepreneurship, innovation and cooperation. Existing clusters in the MED region display very strong heterogeneity in terms of size, areas of specialisation, history and perspectives. Indeed, their development relies on very diverse dynamics, where spontaneous phenomena and proactive public policies interact in various ways and timeframes from one case to another. In the framework of its actions, ANIMA encourages bottom-up approaches which often prove more sustainable because they are based on the initiative of concerned businesses and meet their needs better. Such is the logic retained for the creation of dairy clusters in the framework of the LACTIMED project (cf. insert below).

Eventually, once structured, clusters may be promoted to build a differentiated and attractive territorial offer for targeted investors. This needs articulating endogenous development and cluster promotion policies by improving the local business environment in order to attract external companies, and by targeting investments allowing the strengthening of local value chains and dynamics. For this to happen, it is essential to coordinate the action of all stakeholders involved in the development of a given cluster, value chain or territory: economic development and/or promotion agencies; local authorities; cluster governance/management bodies; local project promoters, etc. ANIMA conceives the promotion of Mediterranean territories in this spirit of networking and cooperation between various stakeholders.

INNOVATING ON THE TRADITIONAL KNOW-HOW OF TERRITORIES

Initiated in 2012, LACTIMED is a sectoral project which goal is the integrated development of the dairy chain in Mediterranean territories. Based on a diagnosis of five local chains in Egypt, Greece, Italy, Tunisia and Lebanon, the project first worked on creating an ecosystem of SMEs, research hubs, professional organisations, etc. with the creation of dairy clusters, resulting in increased competitiveness. Actions encouraging entrepreneurship and innovation were implemented meanwhile this local networking, fostering an endogenous development of targeted territories. In exogenous terms, the structuring of local value chains allowed identifying and promoting investment and partnership opportunities connected to clusters. A Route of Mediterranean dairy products was also created to strengthen the tourist attractiveness of these rural territories, promote their products and generate additional income for producers and local communities. Lastly, LACTIMED led actions (fairs, exhibitions) to promote the products and the territories they come from in order to contribute to their national and international outreach.
ANIMA INVESTMENT NETWORK

INNOVATION AND COMPETITIVENESS

In a context where modern societies are faced with increasingly complex economic, social and environmental issues, innovation emerges as a necessity. Now a performance indicator, innovation contributes to generating jobs and creating wealth, thus increasing the living standards of populations. It brings answers to global issues such as demographics and resource management, and finds more sustainable and inclusive solutions. Indeed, an innovation strategy opens up new prospects when it is applied to a large panel of activities, and does not remain confined to the world of research or technology. More broadly, it means the introduction of an additional competitiveness element and impacts the transformation of social practices and consumption patterns.

Conscious that innovation was becoming an indispensable part of the development of territories and their attractiveness, ANIMA has as soon as 2005 given attention to this topic which is subject to various and transverse public policies and implies interaction between several public and private actors. In order to consider the topic of innovation in the Mediterranean, the challenge for ANIMA consisted in working on its barriers (funding, connection of stakeholders), identifying new growth drivers, and supporting the implementation of initiatives carrying value and job creation in the countries.

INNOVATIVE ENTREPRENEURSHIP, A GROWTH DRIVER IN THE MEDITERRANEAN

The OECD has studied that in the United States, from 1980 to 2000, the wide majority of job creations took place in young businesses (less than five years old). In 2007, data from the United States census showed that young businesses still made for the two thirds of job creation.

In the South of the Mediterranean, we are faced with a double reality when it comes to young businesses. Most of the time, young entrepreneurs complain about a lack of access to funding, and moreover investors report difficulties in identifying qualitative and mature projects.

The education system does not promote innovation or leadership as much as technical skills, which explains a lack of entrepreneurial culture.

In most of the countries and is more or less hedged by several instruments. However the often lacking legal framework does neither encourage private investment in SME’s nor allow the setting up of crowdfunding platforms. The consequence is a very limited financing volume for entrepreneurs.

The emergence of start-ups in the region has also been accelerated by new technologies, particularly internet and mobile interfaces. These tools indeed enable reducing the costs and barriers of a business launch. This is how a generation of graduate entrepreneurs, often with international experience, stepped up. They fit into the global trends of use and commercialisation, and introduced new forms of business in their countries. The digital economy logically benefited the most from these new approaches. Yahoo’s acquisition of the web portal Maktoob, in 2009, put the spotlight on the opportunities of Mediterranean digital start-ups.

EMERGENCE OF ECOSYSTEMS FOSTERING INNOVATION

In fact, entrepreneurial spirit is increasing especially among youth from the South of the Mediterranean, strengthened by the 2011 popular movements and supported by the creation of numerous accelerators, co-working spaces, business plan contests, investment funds and mentoring programmes. The Diaspora also takes a growing part in the transfer of know-how and the sharing of entrepreneurial models and success stories.

ANIMA has since 2010 supported such transformation of the entrepreneurial fabric and innovation support ecosystem. That year, the network mobilised all new emerging actors during the MedVentures contest which promoted the 100 best start-ups from the South of the Mediterranean. ANIMA also enabled the creation of the first business angel networks in Morocco (Atlas BAN), Tunisia (Carthage BAN) and Jordan (Bedaya BAN) in the framework of the Medbitikar project.
As a topic, innovation should continue to be central to the network’s activities in the coming years, given ANIMA’s historical vocation to contribute to a more competitive Mediterranean.

Mediterranean countries are faced with major challenges in terms of innovation development, which can be summarised as a lack of coordination between policies of education, research, industry promotion and attractiveness. The level of Research and development (R&D) spending is weak in MED countries (less than 0.7% of GDP), and the majority of R&D is carried out by public universities and research centres.

The traditional model of innovation ecosystems essentially driven by public actors is challenged by the outbreak of these new private stakeholders, often more efficient, supported by large corporations or private investors. Public organisations, innovation centres and clusters are invited to reposition themselves and act as promoters, facilitators and links with public strategies and international cooperation opportunities. Strengthening public – private dialogue between stakeholders appears essential.

Several MED countries have created technology transfer offices (TTOs) to bridge research results with industry needs. These TTOs generally benefit from a more flexible framework than research centres, and provide services to the private sector that constitute inspiring initiatives to be deployed more widely and connected to international markets: technical solutions, intellectual property advice, prototype development, etc.

The lack of innovative products and solutions offered by Mediterranean businesses explains the limited export performance of these countries, and is the consequence of a relatively weak level of their industry in terms of quality, technology and innovation management. Identifying the existence of value chains and management skills within businesses is a prerequisite for effective coaching, technology transfer and transition towards knowledge economy. Promoting and connecting emerging clusters from the south of the Mediterranean to foreign markets and crossing sectors are also major challenges which the network will stick to in order to support the development of industrial champions in the region and make Mediterranean countries more attractive.

The OECD’s latest studies estimate the number of migrants from the South and East of the Mediterranean living abroad to be around 10 million, while a 2009 study from recruitment agency Arab Talent Republic reveals that 54% of Arab students and senior executives trained abroad (especially in Europe) do not come back to settle in their country of origin.

Economic Diasporas play a double role: pragmatic and proactive, they have long been working – often out of the spotlight – for the economic development of their “two” countries (country of residence and country of origin), reinventing bridges and methods to generate value and, by extension, shared values. In South countries, they naturally take the role of ambassador of their country of residence, their know-how and their representations, thus effectively accelerating cooperation between the two shores of the Mediterranean.

These Diasporas are more and more diversified and qualified and their contributions to development are multifaceted: transfers of skills, know-how and technologies, animation of transnational networks (professional and scientific), contribution to local development, household expenditure and education, etc. These economic Diasporas, made up of executive managers, entrepreneurs, investors, scientists and opinion leaders are indeed net contributors to economic flows (investments, strategic partnerships, opportunity drivers, business facilitators, etc.) which impact the relations between countries of residence and origin. They carry out concrete, visible and measurable
Indeed, in addition to being vectors of innovative initiatives in the economic, scientific and cultural fields, Diasporas also generate significant financial flows, which take a considerable part in the economy of South countries, especially of the MENA region: migrant remittances make for more than 22% of Lebanon’s GDP, almost 16% of Jordan’s, more than 8% of Morocco’s and more than 5% of Tunisia’s (World Bank, 2009).

These remittances have increased largely over the past fifteen years, from USD 11 billion in 2000 to USD 41 billion in 2010 only just in the countries of the southern Mediterranean shore. Furthermore, such currency inflow is more attributable to the sharp increase of the amounts sent by immigrants rather than an increase of the number of immigrants.

At world level, these financial transfers of Diaspora equal, more than double the amount of official development assistance. Nevertheless, only a negligible part of such amounts is used for productive investments, more than 80% of these remittances being used in current household consumption and for real estate investment.

Hence the mixed results of ANIMA’s experiment to use Diasporas as an investment lever. On the one hand, expatriate talents are motivated by playing a role toward their country of origin and keep a strong emotional bond; on the other, most of those who are well integrated in their social and professional life abroad are not necessarily interested in “returning” in the short/medium term. Therefore the scope of proposals should be widened to mobilise these talents abroad, without overestimating the expectations from them.

From this experience was born a reflection led by ANIMA in the framework of the Med Diaspora study in 2010, which identifies the 500 Mediterranean expatriate networks abroad, summarises the initiatives already carried out and suggests a wider action plan to mobilise expatriate talents, this time not exclusively focused on investment.

A TARGET REGULARLY MOBILISED BY ANIMA

Several actions ensued from the Med Diaspora study which gave rise to the implementation of studies, events and projects.

In 2010, ANIMA cooperated with La Poste and Planet Finance on a study entitled The expectations of migrants in terms of money transfers in the Euro-Mediterranean area. The same year, ANIMA mobilised the European Invest in Med project funding to support the pilot phase of project PACEM coordinated by IRD, which supports the creation of 58 innovative businesses by researchers from Mediterranean Diasporas, and which was renewed with the support of the French Ministry of Foreign Affairs.

54% OF ARAB STUDENTS AND SENIOR EXECUTIVES TRAINED ABROAD do not come back to settle in their country of origin.
At the same period, ANIMA was chosen by the co-chair of the Union for the Mediterranean, AFD, Caisse des Dépôts and BPI France to set up the seed capital, development and orientation fund (FARO) which supports co-innovation projects between entrepreneurs from both sides of the Mediterranean. Among the 130 candidate projects for FARO (of which 30 were to be funded), a significant share was submitted by entrepreneurs from Mediterranean Diasporas.

In the framework of project Euromed@Change, ANIMA implemented several events aiming at bringing Mediterranean talents in Europe closer to the entrepreneurial and innovative ecosystem south of the Mediterranean.

All these experiences allowed ANIMA to acquire the necessary hindsight to lay a roadmap on the issue of expatriate talents, which will be implemented along the following lines of action:

• Develop legal measures to facilitate the circulation of skills in the Mediterranean;
• Develop financial instruments allowing migrant remittances to be invested in businesses in South countries;
• Identify very high level talents and connect them with decision-makers from their countries of origin and residence, in order to create the conditions of their involvement as economic ambassadors in favour of the development of both countries, and of the recognition of their actions;
• Mobilise skills and experiences of expatriate talents to stimulate and strengthen the skills of entrepreneurs from the countries of origin;
• Encourage the meeting and connections between Diaspora networks and entrepreneur and investment networks of the countries of origin.

In the framework of project Euromed@Change, ANIMA implemented several events aiming at bringing Mediterranean talents in Europe closer to the entrepreneurial and innovative ecosystem south of the Mediterranean.

The MedGeneration project started at the end of 2013 and allowed ANIMA to implement a complete strategy in line with its roadmap on three countries: Jordan, Lebanon and Palestine. In parallel, ANIMA joined project DIAMED which was focused on the support of entrepreneurs from the Maghreb Diaspora to create a business in their country of origin.

MedGeneration could then, in coordination with the institutions of countries of origin:

• Identify over a hundred high talents present in Europe for each of the countries;
• Organise the connection between these talents and public and private authorities of the country of origin, in order to provide them with a strong high-level network to take action in the country (ministries, employers, academic institutes, financial stakeholders, etc.).

After MedGeneration, Diasporas remain a topic of growing interest for countries of origin, and an essential target for all the actions implemented by ANIMA.

TESTIMONY JADD CHAMIE, MedGeneration Coach and Mentor

Sush mentoring experience as a member of the Diaspora was very positive from a personal point of view. It allowed me to reconnect with Lebanon and recreate a connection with the local entrepreneurship environment. I was in very regular contact with Karim whom I coached, by telephone, Email, Skype, Whatsapp... I also met his associate Brahim with whom we held pitching sessions in London. I believe to have supported them, I challenged their ideas, made them change their Business Plan several times, provided them with my expertise in finance.

Today Karim and Brahim have succeeded in their fundraising and received subsidy from the British government (UK Aid), they are recruiting and buying equipment. They are in the middle of an expansion phase and from that point of view I think this is a winning bet. They went from the stage of idea one year ago to a business in the capacity to recruit now.
INVESTING FOR LOCAL IMPACT
A NEW APPROACH OF INCLUSIVE DEVELOPMENT IN THE MEDITERRANEAN

SUSTAINABLE INVESTMENT AND ECONOMIC DEVELOPMENT: UNDER WHAT CONDITIONS?

Sustainable development, social responsibility, socially responsible investment, ESG criteria (environmental, social and governance), impact investment, social economy, inclusive development...
The concepts flourish without always contributing to the clarity of purpose or effectiveness of action: how to combine investment and sustainable development?

Since its origin, the ANIMA network, worried about the low numbers of investment projects destined to the MED region, has focused its action on the quality of foreign direct investments (FDI) rather than their quantity only: several seminars thus underline the number of jobs created, the externalities for the environment, the subcontracting linkages, etc. ANIMA indeed rapidly made the observation of a gap between on the one hand investment impacts in the real economy of MED countries.

...in its analysis. The impact of FDI on the economic development of countries. State of the art and application to the MED region, ANIMA focused in 2010 on economic literature, which shows that FDI can be beneficial under certain conditions: a minimum absorption capacity of the country in terms of manpower training, minimum infrastructure, the possibility for local industrial fabric to mobilise funding to respond to FDI with its own investment, and the existence of a trustworthy and stable legal, competitive and institutional framework. Moreover the economic multiplier (creation of domestic activities, jobs, knowledge sharing, exports, etc.) is all the more significant when the FDI concerns an already well developed sector.

Under such conditions, FDI generally plays the role of GDP growth accelerator and is strongly connected to domestic investment, each stirring the other. Nevertheless, it has little direct impact on productivity, except if assertively taking into account value chains that could associate local industrial fabric, and on employment, except requirements of local counterparties (in terms of content transformed onsite, promotion of subcontractors, export objectives, etc.). However, these approaches are sometimes contested by national public institutions, which believe that investors should not be discouraged and that the priority remains to host as much volume of FDI as possible.
The arbitration is indeed sensitive for some territories which particularly lack investments.

Figure 1: Share of MED countries in global FDI flows
Source: UNCTAD

Figure 2: MED countries position in world ranking according to ease of doing business
Source: Doing Business, World Bank
ANIMA INVESTMENT NETWORK

accelerate growth and employment the sectors should investments be sought to mechanisms in the Mediterranean? In which of the several investment support areas? What about the actual effectiveness territories far from capital cities and coastal development? Which development for governance and corruption hinder economic and especially youth? To what extent do poor how to make it benefit everyone, including growth? How to support job creation, and burst out in daylight: who benefits from Questions avoided until then in the region.

The Arab revolutions break in 2011, and
highlight with strength the necessity to rethink economic development policies in the region. Questions avoided until then burst out in daylight: who benefits from growth? How to support job creation, and how to make it benefit everyone, including and especially youth? To what extent do poor governance and corruption hinder economic development? Which development for territories far from capital cities and coastal areas? What about the actual effectiveness of the several investment support mechanisms in the Mediterranean? In which sectors should investments be sought to accelerate growth and employment the most? In short, can we think of socially more effective economic steering and attractiveness strategies?

The historic yet sometimes tragic pages that are being written in the Mediterranean consolidate ANIMA in the continuation of the undertaken thinking: the Mediterranean niches & sectors with high potential of job creation & growth study, published in June 2011 for the World Bank, explores job creation in the sectors receiving FDI thanks to data from the MIPO observatory. It appears that the sectors which attract the largest amounts of FDI (conventional energy, banking and financial services, telecoms, real estate, cement, glass and materials) display some of the weakest ratios of job creations per million euro invested, except for banking. On the contrary, the most effective sectors are those of consultancy, software, mechanical industry, textiles, automotive and electrical components.

Then in September 2011, the Socially responsible investment: which strategy for the Mediterranean? study describes the state of play of the main initiatives implemented by public authorities, economic development organisations, businesses and financial actors. ANIMA formulates several recommendations such as the definition of a clear and shared framework for socially responsible investment, the adoption of an incentive approach for businesses, and the implementation of a favourable ecosystem: creation of “sustainable” business hosting infrastructure and strengthening of business support organisations on the matter.

EDILE: INVESTING FOR LOCAL IMPACT A PACT FOR THE FUTURE BETWEEN TERRITORIES AND BUSINESSES

These years of observation and reflection result in the launch of the EDILE initiative. First supported by OCEMED (2012) then by the European Union’s ENPI CBC MED programme and the Union for the Mediterranean (UMI), EDILE aims at establishing a new deal in the relations between businesses and territories, based on an approach of economic performance.

EDILE aims at establishing a new deal in the relations between businesses and territories, based on an approach of global performance. EDILE seeks to optimise the local impacts of investment projects by proposing evaluation tools destined to public authorities involved in investment regulation or support, but also to businesses, economic development organisations, financial stakeholders and civil society. The mobilised consortium includes 7 partners from 6 countries that carry the EDILE project in 2013-2016, and tens of organisations and businesses are associated to the information, training and awareness-raising activities. The EDILE strategic council created in 2012 suggests to include within project outcomes a tool able to lastingly mobilise businesses: the EDILE label was born. Built by experts, supported by the 43 countries of the Union for the Mediterranean (EDILE is labelled by the UIM in November 2015) as well as several international institutions such as the European Union, the EIB and AFD, the EDILE label aims at identifying and promoting investment projects which have a positive impact on their area of implementation in economic, social, environmental and community terms. Such “inclusive” performance steering tool is based on 35 rating criteria tested during 2 years within pilot companies in Lebanon and Tunisia. The logic of EDILE is to support businesses towards more local impact, step by step and according to their specific needs: a network of associated

FROM OBSERVATION... TO REVOLUTIONS

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Experts and consultants can guide the company wishing to obtain the label in identifying and implementing actions in order to improve its local impacts in each of the 4 concerned fields.

The objective of the EDILE label is to promote companies which have good practices, to direct incentives and support mechanisms that exist in Mediterranean countries towards them in priority: tax advantages, funding, priority administrative processing, etc. As international corporations are more and more questioned on their behaviour abroad, when they subcontract or produce in emerging countries, the EDILE project also develops a community of responsible businesses committed to the optimisation of local impacts: the EDILE Club. The objective? That these businesses may work confidently with respect to social responsibility values with regard to national and international institutions... so many milestones to anchor the EDILE label in the economic and entrepreneurial environment of a more performant and inclusive Mediterranean.

Better economic performance for businesses, more local spillovers for territories, public subsidies directed towards the most effective investment projects: such is the dynamic that ANIMA and its partners wish to impulse with EDILE. The Union for the Mediterranean label, the commitment of recognised partners in Tunisia, Lebanon, Palestine, France, Spain and Italy and tomorrow all Euro-Mediterranean countries, the support of national and international institutions... so many milestones to anchor the EDILE label in the economic and entrepreneurial environment of a more performant and inclusive Mediterranean.

**List of Abbreviations**

AFD: Agence Française de Développement
AFI: Invest in France
BAN: Business Angels Network
BtoB: Business to business
CDC: Caisse des Dépôts
EC: European Commission
CIHEAM-IAMM: Mediterranean Agronomic Institute of Montpellier
CONECT: Confederation of Tunisian Citizen Entreprises
CSR: Corporate social responsibility
DATAR: Intermunicipal Delegation of Land Planning and Regional Attractiveness
DBSA: Development Bank of Southern Africa
DI: Directorate of Investment
EDILE: Economic Development through Inclusive and Local Empowerment
EIB: European Investment Bank
ENA: Ecole Nationale d’Administration
ENF: Ecole Nationale des Finances
ENI: Ecole Nationale des Impôts
ENPI CBC MED: European Neighbourhood and Partnership Instrument Cross-Border Cooperation Mediterranean Sea Basin Programme
ESSEC: Business School
EU: European Union
FARO: Seed capital, development and orientation Fund
FDI: Foreign Direct Investment
FIPA: Foreign Investment Promotion Agency
GAF: General Authority for Investment and Free Zones (Egypt)
GDP: Gross Domestic Product
ICE: Italian Trade Agency
IPA: Investment Promotion Agency
IRD: Institut de Recherche pour le Développement (France)
ISO: Institut Supérieur de Gestion de Tunis
MBA: Master in Business and Administration
MEDI: European Union cooperation programme with Mediterranean countries
MENA: Middle East and North Africa
MIP: Mediterranean Investment and Partnership Observatory
NGO: Non-Governmental Organisation
OECD: Organisation for Economic Co-operation and Development
OCEM: Office for economic cooperation in the Mediterranean and the Middle East
PACEIM: Programme d’aide à la création d’entreprises innovantes en Méditerranée
R&D: Research & Development
SME: Small and Medium Enterprises
TTO: Technology Transfer Office
UfM: Union for the Mediterranean
UNCTAD: United Nations Conference on Trade and Development
UNIDO: United Nations Industrial Development Organization
UNDP: United Nations Development Programme
ANIMA Investment Network is a multi-country cooperation platform for economic development in the Mediterranean. The ANIMA network gathers national and regional investment promotion agencies, international organisations, business federations, innovation clusters, financial investors and research institutes from the region. It is operated from Marseille (France) and is chaired by Khalil Laabidi, General Manager, FIPA Tunisia. ANIMA’s objective is to contribute to the continued improvement of the Mediterranean business climate, as well as encourage a shared and sustainable economic development for the region.

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