The Switchers Support Programme

Regional and National Scaling Up Roadmaps

Haula Remmal – Enrd² – Morocco

switchmed

SwitchMed Programme is
funded by the European Union

The SwitchMed Programme is funded by the European Union and implemented by the United Nations Industrial Development Organization (UNIDO) in cooperation with UN Environment Mediterranean Action Plan (UN Environment/MAP), the Regional Activity Centre for Sustainable Consumption and Production (SCP/RAC), and the UN Environment Economy Division.

The content of this publication is the sole responsibility of the UN Environment MAP SCP/RAC and can in no way be taken to reflect the views of the European Union.

Publication coordination and supervisors:
- Burcu Tunçer, Team Leader, SwitchMed - Networking Facility, UN Environment MAP SCP/RAC
- Giorgio Mosangini, Team Leader, SwitchMed - Green Entrepreneurship & Civil Society, UN Environment MAP SCP/RAC
- Alessandro Miraglia, Project Manager, UN Environment MAP SCP/RAC

Authors:
- Burcu Tunçer, Team Leader, UN Environment MAP SCP/RAC
- Giorgio Mosangini, Team Leader, UN Environment MAP SCP/RAC
- Alessandro Miraglia, Project Manager, UN Environment MAP SCP/RAC
- Anna Ibañez de Arolas, Project Manager, UN Environment MAP SCP/RAC
- Claudia Pani, Project Manager, UN Environment MAP SCP/RAC
- Daniel Hires, Project Manager, UN Environment MAP SCP/RAC
- Hichem Salem, Project Manager, UN Environment MAP SCP/RAC

Text editing: T&S - Multilingual Publishing Services

Pictures by: Bernat Mestres, Folch Studio

Graphic Design: Florencia Cufré Meyer

Our social media channels

Implementing partners

UNIDO

UN environment
United Nations Environment Programme

MAP
Mediterranean Action Plan
Barcelona Convention

Regional Activity Centre
for Sustainable Consumption
and Production

Foreword

Green entrepreneurs implementing eco-innovative business models and solutions are acknowledged by the 22 Contracting Parties to the Barcelona Convention as key drivers for the Green Economy in the Mediterranean. Similarly, strengthening technical capacities of businesses, entrepreneurs, financing agents and civil society implementing SCP solutions is identified as a Strategic Objective of the Mid-Term Strategy 2016 - 2021 (MTS) of the UN Environment Mediterranean Action Plan (MAP). This approach has been fully in line with the objectives 5.1 and 5.4 of the Mediterranean Strategy for Sustainable Development (MSSD) and the Sustainable Consumption and Production (SCP) Regional Action Plan (Actions 50, 16 and 24 among others).

Following the policy guidance from the MTS and the MSSD, at the UN Environment MAP Regional Activity Centre for Sustainable Consumption and Production (SCP/RAC), we focus on creating an enabling ecosystem for entrepreneurs and SMEs in the Mediterranean. This includes delivery of training, advice, networking services and access to funding for green entrepreneurs and green businesses.

Thanks to the kind EU financing, as part of the SwitchMed Programme, we were able to implement the Green Entrepreneurship Support Programme in 8 Southern Mediterranean countries. Using an innovative training methodology, 2,200 green entrepreneurs were trained to develop their green business models and 48 of them were selected for the incubation programme including technical support and advisory services. In addition, a community of green entrepreneurs, namely the Switchers was created to provide them with visibility and a more advanced pack of business development services. One major challenge identified was access to finance that we started addressing by matching the green entrepreneurs with investors, supporting development of crowdfunding campaigns and launching a customised grants scheme as part of the 'SwitchersFund'. As a result of this four years long intense work, we are proud to help create 200 new green businesses providing more than 1,000 green jobs.

While these results and impact are notable, there is still an ample opportunity behind green business models for tackling environmental challenges and creating green jobs. Several studies estimate the potential to be at the scale of several billion euros and hundreds of millions of green jobs.

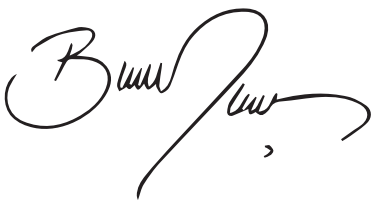
In order to tap into this opportunity, we believe that a sound strategy for scaling up of the successful demonstration efforts is required. In this document, we are suggesting a clear set of actions at the operational, management, political and mindset levels developed in consultation with national stakeholders within the green entrepreneurship ecosystem.

The Networking & Partnerships and Green Entrepreneurship teams at the SCP/RAC worked very closely in the development of this strategy, both at the regional and national levels. The process lasting more than two years included trends and benchmark studies, strengths and weaknesses analysis of the business support services and country consultations using a theoretical framework based on systems thinking that facilitated systematic derivation of leverage points for scaling up.

We would like to express our appreciation for the financing kindly provided by the European Commission. We believe that this study has played a key role in the development of the approach and activities included in Second Phase of the SwitchMed Programme.

In fact, this document will continue to be instrumental not only in the implementation of the Second Phase of the SwitchMed, but also in the execution of the overall strategy of the Centre in supporting green businesses during the coming years.

We finally like to acknowledge and express our appreciation for the valuable contributions provided by the regional and national stakeholders, our partners and the SCP/RAC team members.



Burcu Tunçer
Team Leader, Networking & Partnerships, SCP/RAC

Giorgio Mosangini
Team Leader, Green Entrepreneurship, SCP/RAC

Acronyms and Abbreviations

- **BMD** – Business Model Development
- **BoP** – Bottom of the Pyramid
- **BSO** – Business Support Organisations
- **B2B** – Business to Business
- **CSR** – Corporate Social Responsibility
- **ETA** – External Technical Assistance
- **GE** – Green Entrepreneurship
- **KPI** – Key Performance Indicator
- **MENA** – Middle East and North Africa
- **MFI** – Micro-Finance Institutions
- **MSME** – Micro, Small and Medium Enterprise
- **MVP** – Minimum Viable Product
- **PPP** – Public Private Partnership
- **SCP** – Sustainable Consumption and Production
- **SDG** – Sustainable Development Goal
- **SME** – Small and Medium Enterprise
- **TBL** – Triple Bottom Line

Organisations

- **AFD** – Agence Française de Développement
- **AFSED** – Arab Fund for Economic & Social Development
- **AICS** – Agenzia Italiana per la Cooperazione allo Sviluppo
- **AMIDEAST** – America-Mideast Educational and Training Services
- **BAD** – Banque Africaine de Développement
- **BTC** – Belgian Development Agency
- **CEDARE** – The Centre for Environment and Development for the Arab Region and Europe
- **CIDA** – The Canadian International Development Agency
- **DFID** – Department for International Development
- **EBRD** – European Bank for Reconstruction and Development
- **EIB** – European Investment Bank
- **ENI CBC MED** – European Neighbourhood Instrument Cross–Border Cooperation
- **EU EIP** – European Union External Investment Plan
- **GIZ** – Deutsche Gesellschaft für Internationale Zusammenarbeit
- **H2020** – Horizon 2020
- **IDB** – Islamic Development Bank
- **IES MED** – Innovacció I Economia Social en la Mediterrania
- **IFC** – International Finance Corporation
- **ILO** – International Labour Office
- **JICA** – Japan International Cooperation Agency
- **KfW** – Kreditanstalt für Wiederaufbau
- **MEVP** – Middle East Venture Partners
- **OFID – OPEC** Fund for International Development
- **OSCE** – Organization for Security and Cooperation in Europe
- **SCP/RAC** – Sustainable Consumption and Production / Regional Activity Centre
- **SIDA** – Swedish International Development Cooperation Agency
- **UfM** – Union for the Mediterranean
- **UNDP** – United Nations Development Programme
- **UNEP-MAP** – United Nations Environment Programme – Mediterranean Action Plan
- **UNIDO** – United Nations Industrial Development Organization

Algeria

- **CNTPP** (Algeria) – Centre National des Technologies de Production plus Propre
- **MEDAFCO** (Algeria) – Méditerrannée Afrique Co– développement
- **CES – MED** (Algeria) – Cleaner Energy Saving Mediterranean Cities
- **MEPI** (Algeria) – The Middle East Partnership Initiative
- **ANVEREDET** (Algeria) – Agence nationale de valorisation des résultats de la recherche et du développement technologique
- **ANSEJ** (Algeria) – Agence Nationale de Soutien à l'Emploi des Jeunes
- **AFEV** (Algeria) – Association des Femmes en Economie Verte
- **AND** (Algeria) – Agence Nationale de Déchets
- **FGAR** (Algeria) – Fonds De Garantie Des Crédits Aux PME
- **CNAC** (Algeria) – Caisse nationale d'assurance-chômage
- **ANPT** (Algeria) – Agence Nationale Promotion et de Développement des Parcs Technologiques

Egypt

- **ENCPC** (Egypt) – Egypt National Cleaner Production Center
- **CIPE** (Egypt) – Center for International Private Enterprise

Israel

- **ESCO** Center (Israel) – Israeli Center for Social Business
- **ISEMI** (Israel) – The Institute for the Study of Entrepreneurship and Management of Israel
- **IVN** (Israel) – Israel Venture Network
- **MoEI** (Israel) – Ministry of Economy and Industry
- **MoE** (Israel) – Ministry of Education
- **MoEP** (Israel) – Ministry of Environmental Protection

Jordan

- **KAFD** (Jordan) – King Abdullah II Fund for Development
- **BDC** (Jordan) – Business Development Center
- **JGBC** (Jordan) – Jordan Green Building Council
- **QRCE** (Jordan) – The Queen Rania Center for Entrepreneurship
- **RSCN** (Jordan) – Royal Society for the Conservation of Nature
- **RSS** (Jordan) – Royal Scientific Society
- **JEF** (Jordan) – Jordan Environment Fund

Lebanon

- **AEP** (Lebanon) – Association d'Entraide Professionnelle
- **IDAL** (Lebanon) – Investment Development Authority of Lebanon
- **IBL** (Lebanon) – Intercontinental Bank of Lebanon
- **ESA** (Lebanon) – École Supérieure des Affaires
- **LCPC** (Lebanon) – Lebanese Cleaner Production Center
- **ELCIM** (Lebanon) – Euro-Lebanese Centre For Industrial Modernisation
- **MoI** (Lebanon) – Ministry of Industry
- **MoF** (Lebanon) – Ministry of Finance
- **MoET** (Lebanon) – Ministry of Economy and Trade
- **MOIM** (Lebanon) – Ministry of Interior and Municipalities
- **NEEREA** (Lebanon) – National Energy Efficiency and Renewable Energy Action
- **LSE** (Lebanon) – Lebanese Social Economy Association

Morocco
• **MCISE** (Morocco) – Moroccan Center for Innovation and Social Entrepreneurship
• **REMESS** (Morocco) – Le Réseau Marocain de l'Economie Sociale et Solidaire
• **FJE** (Morocco) – Fondation du Jeune Entrepreneur
• **CEED** (Morocco) – Center for Entrepreneurship and Executive Development
• **ANAPEC** (Morocco) – L'Agence nationale de promotion de l'emploi et des compétences
• **CGEM** (Morocco) – Confédération Générale des Entreprises Du Maroc
• **OMPIC** (Morocco) – L'Office Marocain de la Propriété Industrielle et Commerciale
• **AMAPPE** (Morocco) – Association Marocaine d'Appui à la Promotion de la Petite Entreprise
• **CMPP** (Morocco) – Centre Marocain de Production Propre
• **MASCIR** (Morocco) – Moroccan Foundation for Advanced Science, Innovation & Reserarch
• **IRESEN** (Morocco) – Institute Research Energy Solaire Et Energies Nouvelles
• **CCG** (Morocco) – Caisse Centrale de Garantie
• **FNAM** (Morocco) – Fédération Nationale des Associations de Microcrédit
• **BMCE** (Morocco) – Banque Marocaine du Commerce Extérieur
• **ACAPS** (Morocco) – l'Autorité de Contrôle des Assurances et de la Prévoyance Sociale
• **AMEE** (Morocco) – Agence Marocaine pour l'Efficacité Energétique

Palestine
• **PIF** (Palestine) – Palestinian Investment Fund
• **JEST** (Palestine) – Jerusalem Entrepreneurs Society and Technology
• **PICTI (**Palestine) – Palestine Information and Communications Technology Incubator
• **ACAD** (Palestine) – Arab Center for Agriculture Development
• **PMA** (Palestine) – Palestinian Monetary Authority
• **EQA** (Palestine) – Environment Quality Authority
• **LACS** (Palestine) – Local Aid Coordination Secretariat
• **PENGON** (Palestine) – Palestinian Environmental NGOs Network
• **MOPAD** (Palestine) – Ministry of Planning and Administrative Development

Tunisia
• **CITET** (Tunisia) – Centre International des Technologies de l'Environnement de Tunis
• **CONECT** (Tunisia) – Confédération des Entreprises Citoyennes de Tunisie
• **EFE** (Tunisia) – Education for Employment
• **TCSE** (Tunisia) – Tunisian Center for Social Entrepreneurship
• **BTS** (Tunisia) – Banque Tunisienne de Solidarité
• **BFPME** (Tunisia) – Banque de Financement des Petites et Moyennes Entreprises
• **BNA** (Tunisia) – Banque Nationale Agricole en Tunisie
• **SIDCO** (Tunisia) – Société d'Investissement et de Développement du Centre– Ouest
• **SODIS SICAR** (Tunisia) – Société de Développement et d'Investissement du Sud « SODIS SICAR »
• **APII** (Tunisia) – Agence de promotion de l'industrie et de l'innovation
• **APIA** (Tunisia) – Agence de Promotion des Investissements Agricoles
• **CEPEX** (Tunisia) – Centre de Promotion des Exportations

Table of contents

1 Background

1.1 About The Switchers Support Programme 8
1.1.1 Outcomes And Impact 9
1.2 Objectives Of The Scaling Up Roadmap 12
1.3 The Approach 12

2 Benchmarking & Trends Analysis

2.1 Introduction & Methodology 15
2.2 Main Conclusions 16

3 Service Delivery Analysis

3.1 Introduction & Methodology 20
3.2 The Green Entrepreneurship Programme Service Offer 21
3.2.1 Green Business Model Development 21
3.2.1.1 Good Practices 22
3.2.1.2 Lessons Learned 22
3.2.2 Green Business Plan Development 23
3.2.2.1 Good Practices 23
3.2.2.2 Lessons Learned 24
3.2.3 External Technical Assistance 24
3.2.3.1 Good Practices 24
3.2.3.2 Lessons Learned 24
3.2.4 Network Development 25
3.2.4.1 Good Practices 25
3.2.4.2 Lessons Learned 26
3.2.5 Access To Finance 26
3.2.5.1 Good Practices 26
3.2.5.2 Lessons Learned 27
3.2.6 Access To Market 27
3.2.6.1 Good Practices 27
3.2.6.2 Lessons Learned 27
3.2.7 Enabling Policies 27
3.2.7.1 Good Practices 27
3.2.7.2 Lesson Learned 28

4 Regional Strategy & Roadmap

4.1 Introduction & Methodology 30
4.2 Strategic Interventions of the Switchers Support Programme 31
4.2.1 The Target Groups 37
4.2.2 Operations – Enhancing Capacities & Services 37
4.2.3 Management – Improving Institutional Structures and Fixing Market Failures 38
4.2.4 Policy – Developing Conducive and Regulatory Frameworks 39
4.2.5 Mindset – Influencing The Way that People Think about the System 40

5 National Strategies & Roadmaps

5.1 Introduction & Methodology 42
5.2 Algeria 43
5.3 Egypt 46
5.4 Israel 49
5.5 Jordan 52
5.6 Lebanon 55
5.7 Morocco 58
5.8 Palestine 61
5.9 Tunisia 64

6 Conclusions 68

1 Background

Nadaf Leshem – TOYSWAP – Israel

1.1 About the Switchers Support Programme

Given the huge challenges of water scarcity, sustainable energy supply, waste management and marine litter prevention in the Southern Neighbourhood countries, Circular Economy principles offer meaningful alternative pathways to conventional and rather wasteful production and consumption practices. In the Middle East and North Africa alone, these opportunities would generate more than €500 billion across the region by 2030, as well as delivering enormous environmental and social benefits[1].

A key point of intervention for achieving a switch to a Circular Economy is to nourish the eco-innovative business models, applying principles of eco-design, closing the loop of materials via reuse, remanufacturing, refurbishment, recycling and challenging ownership models. In this respect, the SwitchMed Green Entrepreneurship Programme (renamed as the Switchers Support Programme) is working to create an enabling ecosystem for entrepreneurs and SMEs in the Mediterranean pursuing Circular Economy business models. The Switchers Support Programme works closely with young entrepreneurs that develop sustainable products and services; carefully engages with a wide range of partners (policy-makers, business intermediaries and impact financing institutions).

The Switchers is the community of inspiring change makers in the Mediterranean region. Switchers are individuals, enterprises or civil society organisations implementing innovative and ecological solutions that contribute to sustainable and fair consumption and production models. They are active in a variety of fields, such as organic farming, green tourism, renewable energy, or waste management.

Specifically, the Programme provides entrepreneurs, business support organisations and local communities with business development services (Green Business Model and Plan Development, Mentoring and Technical Expertise), networking opportunities (#TheSwitchers, SwitchMed Connect) and, most importantly, access to finance services (Green Start-Ups Meet Investors, Crowdfunding Campaign Support and grants via the Switchers Fund). (See Figure 1)

The Switchers Support Programme is one of the demo-sub components of the EU-funded SwitchMed Programme launched in 2013 to speed up the shift to sustainable consumption and production patterns in the Southern Mediterranean, notably through the promotion of circular economy approaches. The activities benefit the private and public sector actors in 8 countries, namely Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia.

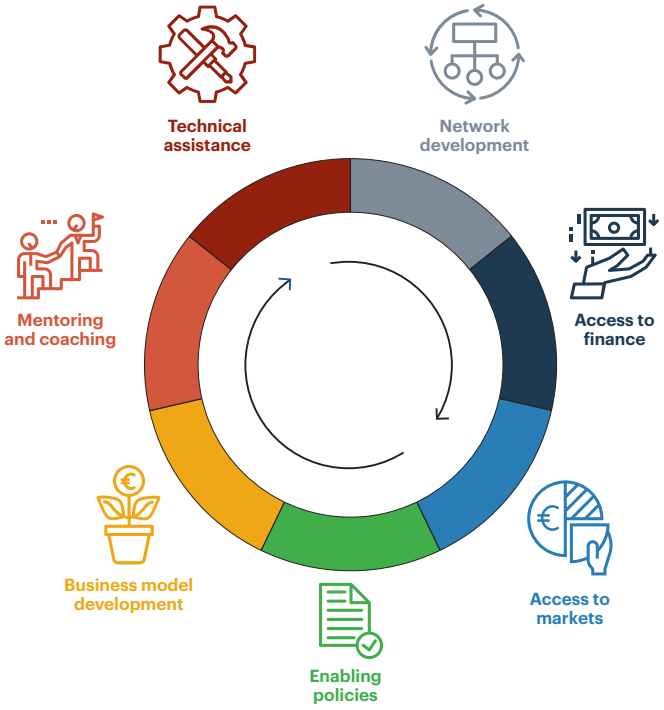


Figure 1. The service chain of the Switchers Support Programme

1 http://report.businesscommission.org/reports/better-business-better-world-middle-east-north-africa

1.1.1 Outcomes and Impact

The training services have supported the Switchers through an innovative training methodology provided by more than 123 local instructors from the 8 countries in which the programme has been implemented. By the end of 2018, approximately 5,900 applications for these training sessions had been submitted, .from almost 2,200 green entrepreneurs were selected and trained on the development of their environmental business models. Furthermore, in the region 50 Green Entrepreneurs were selected for the incubation programme, which included technical support and advisory services, and are now on their way to launching their new green businesses. By the end of the programme approximately 2,200 entrepreneurs have received, it is estimated that more than 2,300 entrepreneurs will have received training and 200 new green businesses been established, providing around 1,000 jobs.

73% of the sustainable entrepreneurs surveyed by the SwitchMed affirm that access to funding represents the main challenge for driving their businesses. To that end, the 'SwitchersFund' was established as part of the SwitchMed Programme, which works as a catalyser for innovative ideas through direct financing, as a way of strengthening the projects from the beginning and also as a springboard for raising additional funds in their countries. The SwitchersFund, officially launched its activities in 2017 with a first call for grants, through which 6 Green Entrepreneurs were awarded €15,000 each to implement their green businesses. Entrepreneurs receive a full package of business support services that include Green Start-Ups Meet Investors events, Crowdfunding Campaign Support and the access to finance self-help toolkit. To date, the SwitchersFund has facilitated opportunities for more than 70 Green Entrepreneurs (37% Women) to pitch to around 80 investors. Around 70% of the Switchers were successfully matched with investors, raising funds totalling almost €1.5 million, while interest was generated equating to more than €2 million worth of investment.

48 Incubated Green Entrepreneurs.

29 International experts involved in the selection process of the incubated green entrepreneurs through an International High Level Jury.

+200 SwitchMed contributed to the creation of +200 green companies.

123 Local trainers trained.

+2,200 Trainees.

+1,000 SwitchMed contributed to the creation of +1,000 jobs.

4 Unique methodologies and toolkits to support Green Business Development developed and tested: 1) Green Business Model Development Toolkit, 2) Green Business Plan Development Toolkit, 3) Access to Finance Guide and 4) Crowdfunding Guide.

8 White Papers for the promotion of green entrepreneurship developed as a result of national stakeholders consultation processes.

+133 Workshops.

10 Local partners.

+5,900 Applicants.

Figure 2. A few of the outcomes and impact of the SwitchMed Green Entrepreneurship Programme (renamed as the Switchers Support Programme) by end of 2018.

Number of applicants, trainees, coached and incubated per country

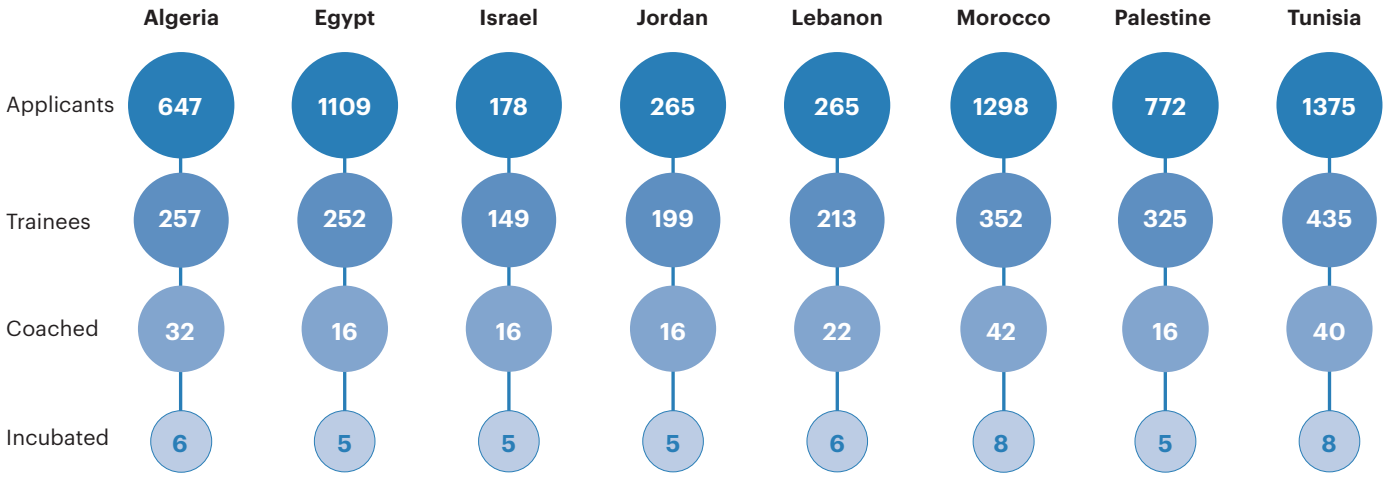
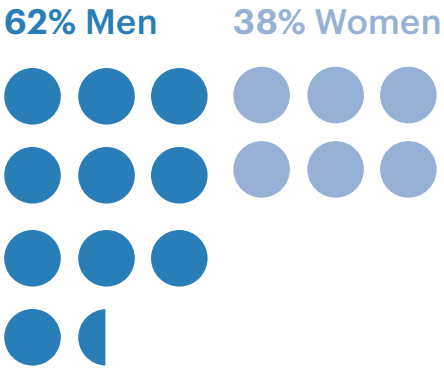
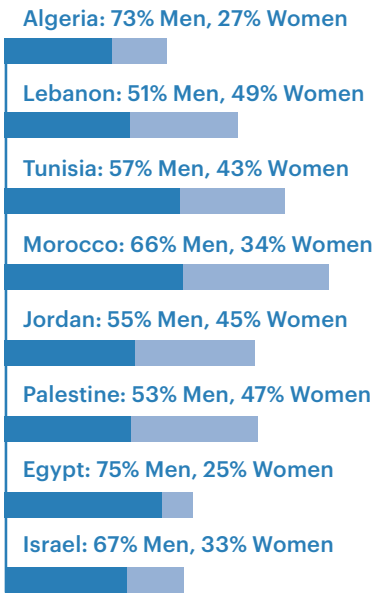


Figure 3. Switchers Support Programme - Number of applicants, trainees, coached and incubated per country

Trainees gender balance





Incubated gender balance

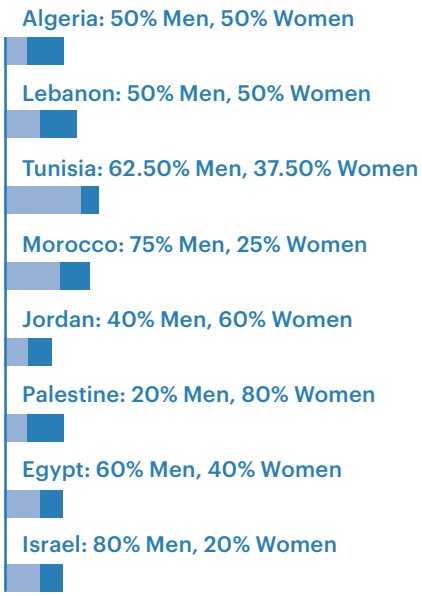


Figure 4. The Switchers Support Programme - Gender Outlook

Trainees per sector

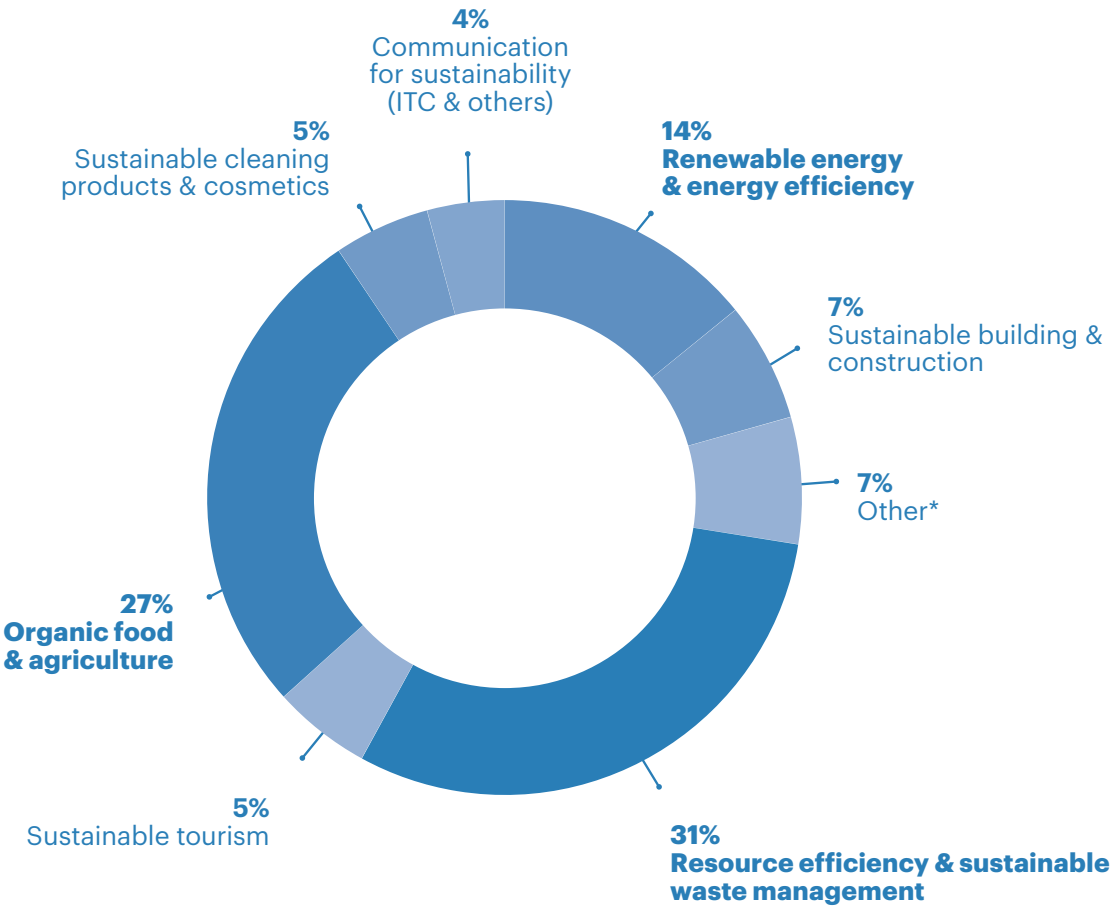


Figure 5. Main activity sectors targeted by Green Entrepreneurs

***Other sectors breakdown:** Sustainable clothing & textiles; sustainable electrical & electronic equipments; sustainable furniture; sustainable mobility and sustainable transport.

1.2 Objectives of the Scaling Up Roadmap

The compelling outcomes and impact achieved by the SwitchMed Green Entrepreneurship Programme indicate the growing demand for business support in the Southern Mediterranean countries for the creation of Circular Economy business models and clearly demonstrate the potential benefits of these business models. As the full potential equates to the creation of millions of jobs, effective strategies should be explored for scaling up the impact achieved. In this respect, this document presents:

1. An analysis of the strengths and weaknesses of the business development and support services offered by the SwitchMed Green Entrepreneurship Programme (so called Phase I);

2. An analysis of trends and lessons learnt from similar entrepreneurship support programmes;

3. A revised theory of change linked to a result-oriented monitoring scheme in order to give clarity to the Programme's logic of intervention;

4. A regional strategy for the Programme based on the analyses carried out and systems thinking approach; and

5. National level scaling up roadmaps with country specific actions suggested at operational, management, political and mindset levels of intervention developed in consultation with national stakeholders within the green entrepreneurship ecosystem.

All in all, the aim is to provide an effective strategy at regional and national level for the next phase of the Programme to support the creation and development of Circular Economy business models in Southern Mediterranean countries.

1.3 The Approach

This report is the result of a truly joint effort between the Networking Facility and the Green Entrepreneurship teams of the SwitchMed Programme with the aim of publicising the programme's outcomes and communicating future implementation strategies.

The Networking Facility designed a general theoretical framework for scaling-up analysis based on the identification of a specific strategy tailored on the SwitchMed programme. To gain traction on Sustainable Consumption and Production and generate greater impact, the scaling up of the SwitchMed programme has been defined as "expanding, adapting and sustaining demonstration actions in more locations and over time to reach beyond the original target groups, with an ultimate vision of sustainable consumption and production becoming mainstreamed into everyday economic life across Southern Mediterranean countries." (Green Paper on Scaling-Up of MED-TEST II Activities, 2016).

A systemic approach (Meadow, 2009) has been used to design an analysis guiding framework relying on the identification of leverage points at different levels which are able to produce shifts which might affect the whole system, either positively or negatively. The study of these leverage points allows for a more efficient use of resources and indicates future action strategies. As such, and in order to better adapt the concept to our needs, leverage points have been clustered around the four main analysis categories this scaling up study follows:

1. Operations;
2. Management;
3. Policy; and
4. Mindset.

These categories formed the general research framework for qualitative data collection and analysis implemented at two levels:

1. Regional level. An external service was required to conduct approximatively 70 direct interviews with different green entrepreneurship eco-system players and practitioners in the Mediterranean. The analysis outputs have been processed to evaluate multiple dimensions of the services delivered by the Switcher Support Programme.

2. National level. SCP/RAC directly conducted field missions within each target country, mapping, profiling and engaging key stakeholders through semi-structured interviews. A brief presentation on the scaling up strategy was given beforehand to better structure the interviews. Analysis outputs were then used to draft national scaling up roadmaps and national ecosystem maps.

Following a specific guiding framework, reflected in the Green Paper on Scaling-Up of MED-TEST II Activities, three main steps have been applied to design this report:

1. Phase 1 – Define. Defining the theoretical framework, selecting the scaling-up analysis tools and designing the implementation roadmap.

2. Phase 2 – Identify and explore. Once inception stakeholders' analyses had been conducted at national and regional level, qualitative data analysis methods were used to collect feedback on the drivers and enablers of the green economy following the four general categories defined above. Public actors, external donors and business support organisations engaged through the interview process have been asked to reflect on the leverage points able to sustain the Switchers Support Programme beyond its project-based life and to suggest a potential partnership model for like-minded stakeholders at national and regional level.

3. Phase 3 – Validate and plan. Regional and national roadmaps have been drafted and compiled in this report which has to be considered as a tool to further plan the Switchers Support Programme widening partnership and management options.

This extensive analysis activity has been coupled with the elaboration of background studies, giving a more exhaustive picture of the green entrepreneurship system in the region and its innovation path. the various sections of this report draw on the following reports published since 2015:

1. Scaling-up Collaborative Business Models in the Mediterranean Region: Analysis of Case Studies on Collaborative Economy Projects in the Middle East and North Africa Region.

2. Open Innovation Platforms Desk Research.

3. Green Entrepreneurship Support Programmes in the MENA Region: A benchmarking Analysis (only available at SCP/RAC premises).

4. National White Papers on green entrepreneurship and grassroots social and eco-innovation initiatives.

5. Financial Instruments in MENA Countries Mapping.

The report is organised into six chapters coupled with eight National Scaling-Up Roadmaps. **Chapter 1** outlines the general background of the Switchers Support Programme and its scaling-up inception strategy. **Chapter 2** builds upon analyses which have substantially contributed to positioning the Switchers Support Programme in context within the entrepreneurship support sector in the Mediterranean, summarising main aspects of operational, governance and funding strategies used by other organisations or initiatives. **Chapter 3** delves into the Switchers Support Programme service offer, assessing delivery mechanisms and extracting good practices and lessons learned. Based on this extensive repository of strengths and opportunities, **Chapter 4** discusses a regional scaling-up approach, depicting a strategy to enhance the Switchers Support Programme's impact. This essential section portrays leverage actions following the multi-layered SwitchMed scaling-up approach, representing a valuable strategic option for green entrepreneurship support programmes in the Region. Finally, **Chapter 5** offers main takeaways at national level, capturing leverage points which may facilitate the construction of more enabling national ecosystems and more fruitful partnership models. **Chapter 6** devises final conclusions, highlighting main contributions of the scaling-up analysis.

2 Benchmarking & Trends Analysis

Lina al Kurdi – Green Roof – Jordan

2.1 Introduction & Methodology

In order to design a sound scaling-up strategy for the Switchers Support Programme, the SCP/RAC conducted an extensive benchmarking analysis and investigated the current shift towards Circular Economy business models in addition to the evaluation of the Programme's strengthens and weaknesses. The objective was to fully understand the opportunities and threats based on the experience of other green or social business support programmes and to assess market trends. These analyses were implemented between 2015 and 2017 and included three key assessments:

1. Collaborative Economy in the MENA Region;
2. Open Innovation Platforms in the MENA Region; and
3. Green Entrepreneurship Support Programmes in the MENA Region (accessible on request).

The benchmarking analysis mapped and assessed 20 social and green entrepreneurship support programmes following a common pattern in terms of programme structure, logic and funding. The objective of the analysis was to put the SwitchMed in context within the entrepreneurship support sector to better inform strategic decisions and steer operations. Each programme has been profiled and the main organisations have been clustered around specific service sectors in order to gain maximum insight with regard to their strategic approaches and performance. Service delivery mechanisms, funding and sector innovation have been assessed to better understand how the entrepreneurship support programmes are evolving.

The analysis sheds light on the strategic approaches global support organisations adopt to facilitate impact for entrepreneurs in terms of their business models and organisational outlines. For an overall picture, the analysis draws upon the vast amount of data collected, depicts a common trend toward more flexible and quality delivery mechanisms and more refined impact metrics, which are key elements to renew the entrepreneurs' pipeline, to compete for funding and eventually increase the demand for more mature social and green investments.

Service-based programmes have also been correlated based on their fundraising strategies and financial attractiveness, assessing viable and sustainable financial models and their source of funding. Understanding which programme components and delivery mechanisms are able to match public and private investors increases financial visibility, decoupling service offer from programme cycle and enhancing sustainability.

Finally the benchmarking analysis pulls together innovation approaches within the sector, presenting latest developments and how those are central to enhancing delivery mechanisms, improving accessibility and fostering knowledge diffusion.

2.2 Main Conclusions

Current Programme Model in the Region

Most support programmes follow a similar methodology, benefitting ideation and early-stage entrepreneurs through a variety of services, which are accessed gradually. An entrepreneur will have to accomplish a specific goal linked to the service (e.g. training) to access further support facilities (e.g. access to finance).

Intensity and codification of direct delivery is higher in ideation/incubation programmes

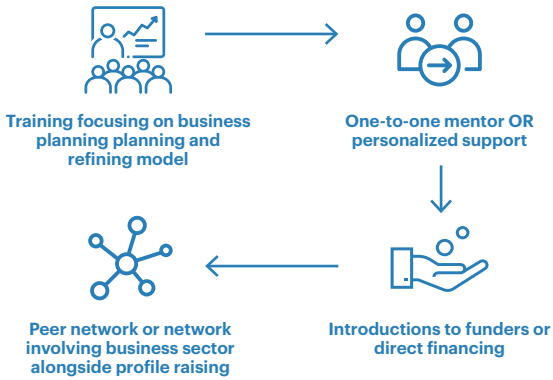


Figure 6. Common elements in Entrepreneurship Support Programmes.

Support programmes move with a different intensity along this line with a certain degree of innovation relying on the allocated funds and effectiveness of their partnership models. Despite certain degree of vertical specialization in the sector, no one in the region is focusing on alternative service delivery mechanisms, such as:

- High intensity pull-based programmes focusing on local or community environmental challenges.
- Narrow focus and target specific green economic sectors with high level of expert support.
- Incubation service delivered within existing organisations or other enterprises.

Targeting strategy

Given the broad objective of the region's programmes to generate a positive impact either within the entrepreneurial enterprises themselves or via the outcomes of their ventures, the main variable defining the impact strategy is the kind of entrepreneur targeted by the programmes. Early-stage entrepreneurs or high-potential ones are chosen depending on the scale and dimension of the outcomes and how those can affect a desired impact. Entry and exit criteria will be strictly defined, as they are all specific variables of the final programme outcomes. Geographic location (rural/urban), education level, entrepreneurial experience, socio-economic situation and inclusiveness all contribute to shaping the assessed programme models.

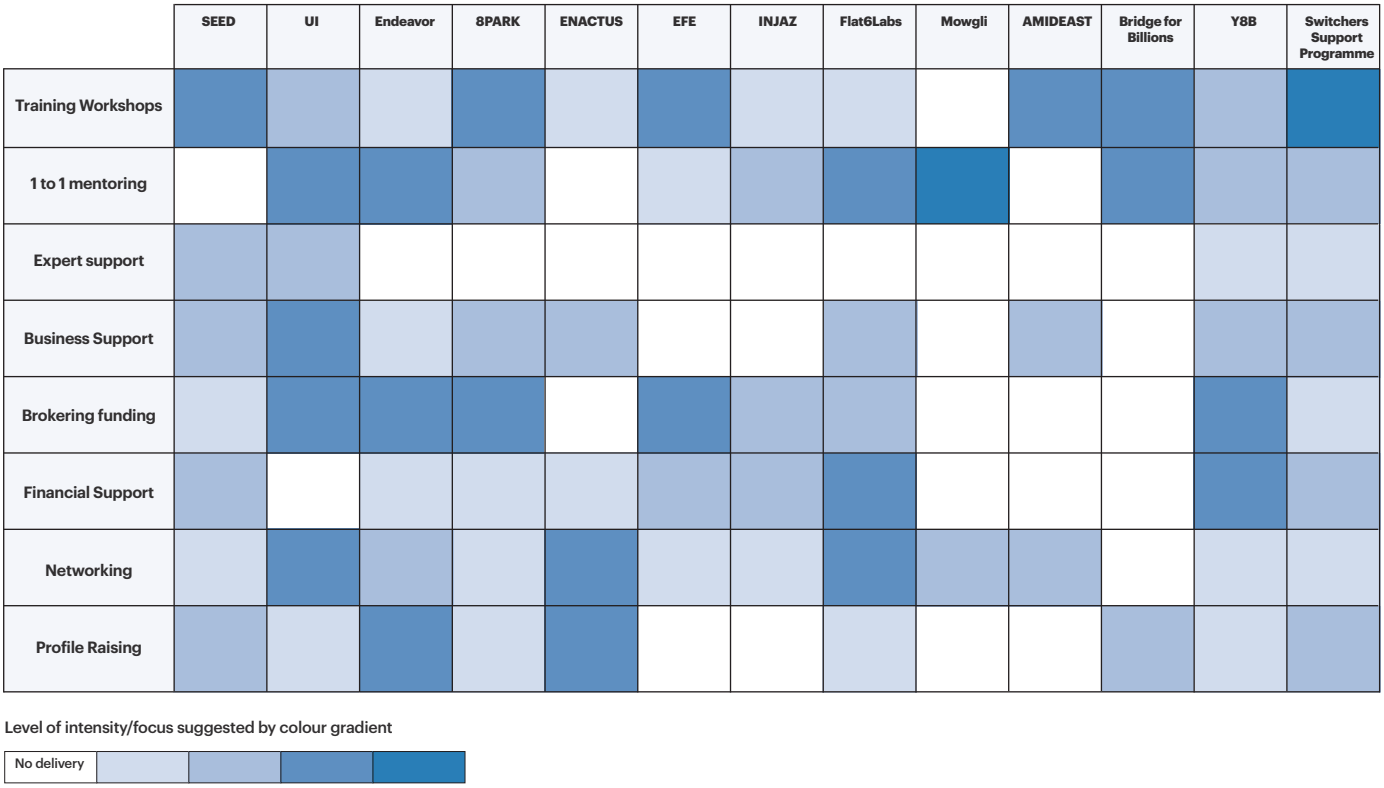


Figure 7. Programme elements and their levels of focus

Main Service Offer

Programme elements have been assessed in terms of general service offer and the intensity each service represents for the most relevant organisations. This cross-service analysis and the in-depth profiling of each specific service offered insights to facilitate the better positioning of the Switchers Support Programme.

A) Training

Most support programmes offer similar training methodologies targeting ideation and early stage entrepreneurs. Few of them deal with environmental challenges as an added value for business opportunities and a very limited number of organisations provide general or sectoral green business training. Standardised training offers opportunities to enhance inclusiveness of the support programmes. However, a gap exists in terms of specific knowledge for each entrepreneurs devoted to a specific sector.

Partnering with academic institutions or business school with a strong focus on green business represents an opportunity to explore in order to enhance depth of the training services.

B) Mentoring and Technical Assistance

There are several factors shaping the technical assistance delivered to entrepreneurs, among which the mentoring modality and team composition stand out for their impact on the green venture viability and scale. A very limited number of organisations offer in-depth sectoral support other than `business-launching support´. External technical assistance can supply specific sectoral support limited to the extent of the allocated funds and directly related to the objective of the support programme (inclusiveness vs. demo impact).

Opportunities shall be explored through partnership with other green business and environmental organisations, companies or ventures. Very few support programmes offer a systematic partnership approach and other `non-business´ support which can catalyse external opportunities.

C) Access to finance

This service area is considered essential for the success of green ventures and almost all the assessed support programmes offer, with varying degrees of intensity, a variety of mechanisms to meet entrepreneurs' financial needs. The lesson here is to tailor access to finance support based on the real needs of the green entrepreneurs to avoid funds to be blanketed or allocated with the same intensity across different development stages. By matching the level of financial need with the right financial instrument green entrepreneurs are able to avoid failures that might compromise their enterprise taking-off or scalability.

Although support programmes engage with access to finance services, lack of continuity, performance monitoring and clear funding objectives undermine the investment's value potential and do not create real opportunities.

Opportunities for the sector stem from innovative approaches based on matchmaking and partnerships; payment-by-results methods; loan guarantee funds; and alternative funding avenues based on innovative business models, such as crowdfunding.

Delivery and Partnership

The analysis revealed a general lack of quality assurance mechanisms, considering that the outputs of the support programmes greatly differ depending on the location where they are offered. The degree of performance of these mechanisms is also influenced by the partnership model used to deliver services, with some organisations using top-down approaches while other rely on partnership mechanisms, transferring delivery responsibilities to national organisations.

The key elements associated with ensuring uniformity and quality delivery mechanisms are: clarity across objective and programme offer, tested delivery model, use of KPIs and high sense of mutual accountability. However, it is also worth noting the importance placed on localism by a number of programmes, suggesting fidelity to a proven model is not necessarily more important than variation resulting from (semi) autonomous local delivery.

Social innovation, participation and evidence-based management represent opportunities to increase the effectiveness of the delivery models. Very few entrepreneurs or their networks are being utilised in delivery services or in shaping programme governance. Formalised peer-to-peer support within programmes is limited as is the use of programme graduates in delivering programme elements to current participants. Furthermore, the lack of entrepreneurs being utilised on staff bodies as advisors and board members is noticeable.

Impact Monitoring and Evaluation

An endemic lack of impact reporting, both impact of the programme on entrepreneurs (as mentioned above and showed in Figure 8) and the impact of the ventures themselves post-support, is identified. Most reporting is output rather than outcome reporting. Initiatives report on the scale of their delivery and then extrapolate the number of 'lives benefitted' by the social ventures they have supported.

Monitoring, assessing and communicating both the programmes and the ventures impacts are ultimately the main drivers to increasing critical mass around the green entrepreneurship movement, to attracting investment and to increasing aid transparency and effectiveness. Positioning green entrepreneurship impact measurement, by using its triple bottom line, represents a unique opportunity to increase its potential social and economic value, leveraging the attractiveness of support programmes to public and private investors.

Number of Entrepreneurs	Endeavor	SPARK	Enactus	EFE	INJAZ	Flat6Labs	Y8B
Revenue of ventures	SEED	UI	Endeavor				
Jobs created by ventures	SEED	UI	SPARK	Flat6Labs	Mowgli	Y8B	
Social impact created by ventures	Ashoka						
Green impact created by ventures	SEED						
Growth/survival rate of ventures	SEED	UI	Endeavor	SPARK	Flat6Labs	Mowgli	
Size of support network	SEED	Endeavor					
Number of female entrepreneurs	SEED	UI	SPARK	Mowgli			
Total lives benefitted	UI	Enactus	EFE	Y8B			

Figure 8. Impact reporting for relevant assessed organisations

Fundraising

Green entrepreneurship support programmes rely heavily on philanthropy to nurture their service offer and pipelines. Official aid for development and public support combined with private contributions are ensuring vast sums for those who build successful strategic funding partnership. As corporations base their CSR objectives around their sector, this would suggest that there are a wealth of corporations which are likely to have a global footprint and an environmental focus, suitable for the SwitchMed to make use of.

A limited number of organisations support their business models by generating direct service revenues, charging entrepreneurs for their services or selling their service model externally. More traditionally other organisations take equity stakes to support ventures or operate an investment fund to ensure their financial sustainability.

Innovative fundraising mechanisms are limited, while opportunities to blend public and private aid are gradually increasing. Prospects to leverage the revenue model of green support programmes can be triggered by the intersection between investment capital, entrepreneurship in emerging and BoP markets and environmental impact.

Technology and Open Innovation

Mainstreaming technological solutions represents an important opportunity for green support programmes both to provide innovative programme elements and to increase outreach and partnership potential.

Digital solutions can be applied in modular form following specific objectives in line with that mentioned earlier in relation to targeting strategy and programme models, or used to help the implementation of traditional delivery modalities.

Opportunities can be seized using platform-based operations management to improve business prospects for green entrepreneurs. Open innovation platforms will be targeted for their capacity to create value through common challenges and ability to attract funding and increase competitiveness and effectiveness in the sector.

3 Service Delivery Analysis

Wissam Mansour – Lili's Farm – Lebanon

3.1 Introduction & Methodology

In order to design a scaling-up strategy, SCP/RAC implemented an extensive analysis of the SwitchMed Green Entrepreneurship Programme's service offer. Services have been analysed taking into account management setting, outreach and performance. A repository of lessons learned and good practices were extracted based on this analysis and suggestions for the revision of the service offer were made, laying the basis for the regional and national scaling-up roadmaps.

68 interviews with key stakeholders in the target countries were conducted by an independent consultant in the second semester of 2017. 56% of the semi-structured interviews were conducted with stakeholders who have actively taken part in or benefitted from the SwitchMed Green Entrepreneurship Programme.

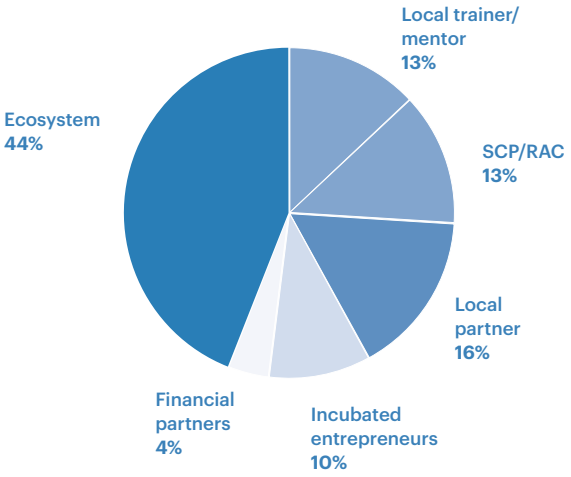


Figure 9. Distribution of semi-structured interviews across type of stakeholder

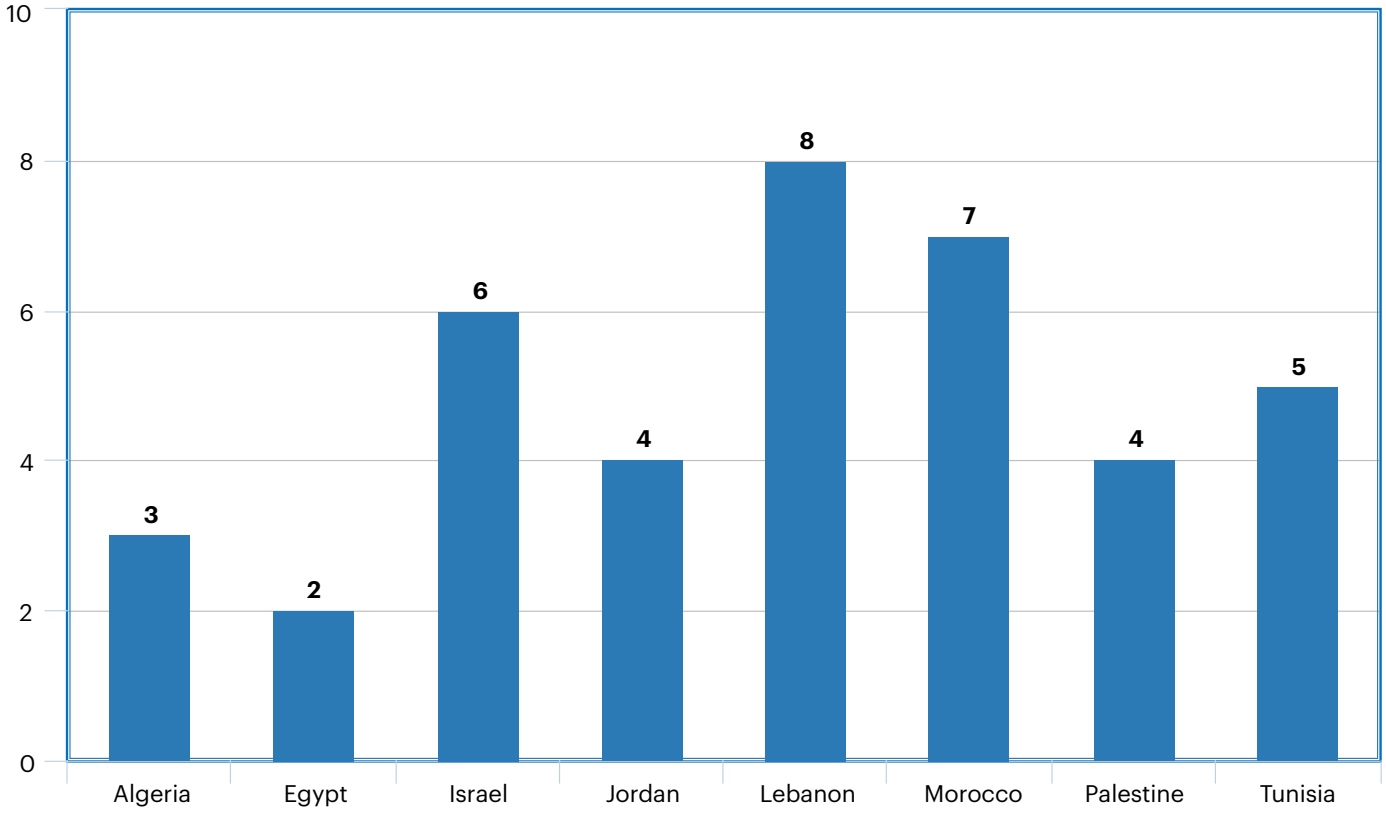


Figure 10. Number of interviews in the eight MENA countries where the programme is active

3.2 The Green Entrepreneurship Programme Service Offer

A set of services has been designed, prototyped and tested to support ideation and early stage green entrepreneurs in the Mediterranean.

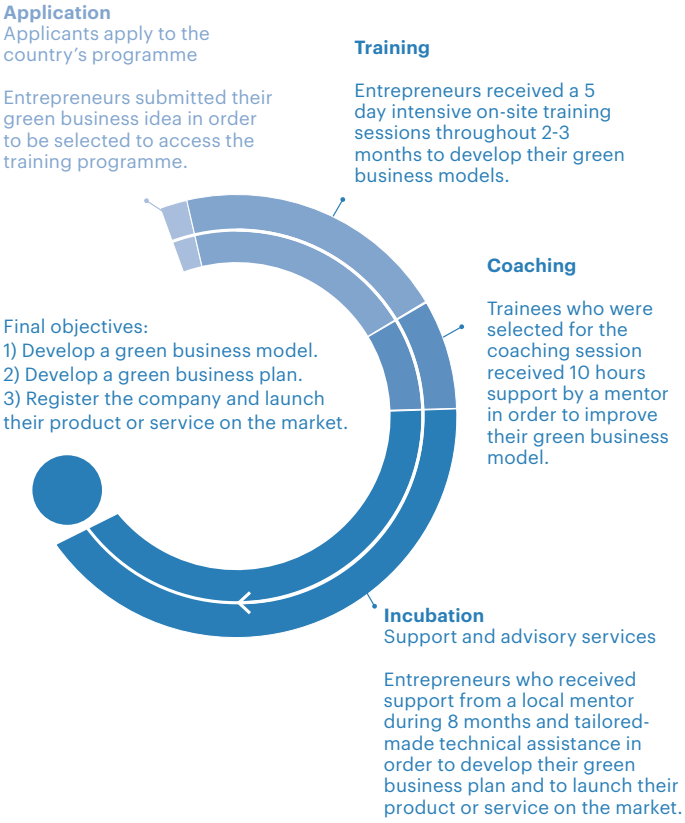


Figure 11. Delivery of services for green business development support.

An integrated approach has been used to support green entrepreneurs to develop a green business model and to test it gradually. Services are added depending on the results achieved given the rather linear nature of the model, with clear entry and exit points. This chapter analyses the good practices and lessons learned for each single prototyped step and takes into account other experiences in the Mediterranean.[2]

3.2.1 Green Business Model Development

This service builds on a 5-day training programme on green business model development, delivered over a 3- month period, in which trainees design and test their business ideas. It is based on a theoretical, hands-on learning methodology developed by the SCP/RAC aimed at training green entrepreneurs to transform their business ideas into a sustainable and successful business model. The training programme has been implemented in eight countries within the MENA region. During the training workshops, the trainees create a business model with the help of the business model canvas, based on a previous business idea that solves an environmental challenge, and a lean start-up approach.

Positive voices from the ecosystem

Feedback from trainees:

"I learned a lot about green businesses during the training programme and I became more conscious about sustainable consumption. The training was clearly structured and provided me with practical tips." (Nour Kays, incubated green entrepreneur, Lebanon)

"The SwitchMed GE training programme is very high quality compared to other entrepreneurship programmes in the region, and is very well planned. The programme is serious and motivated me to go on." (Tasneem Abu Hijleh, incubated green entrepreneur, Palestine)

Feedback from local partners:

"The training is excellent with very good tools." (Douja Gharbi, CONECT, Tunisia)

"SCP/RAC has empowered ENCPC by providing technical knowledge. (...) The training methodology is very good and proved to be successful, especially the tools and template. The training is having an impact on the participants and we at ENCPC are trying to build on it." (Mohamed Mazen, Ali Abo Sena, ENCPC, Egypt)

"The training, in particular the tools and methodology, has worked very well. This is what differentiates the SwitchMed Green Entrepreneurship Programme." (Hassan Chtaibi, REMESS, Morocco)

Feedback from local trainers & mentors:

"The training programme is very good; it helped many people to write down what their business is really about. (...) It is very good to have two trainers." (Peter Nasr, local trainer & mentor, Egypt)

"In the end, there are two profiles of participants: those, who really want to build their business and are serious about it; and those, who are not; for the ones who are serious, the training programme is just right." (Maya Karkour, local trainer & mentor, Lebanon)

2 *An extensive benchmarking study has been carried out by UpSocial and SCP/RAC as part of the Scaling-Up analysis. The benchmarking study analysed green and social entrepreneurship support models in the region, assessing both service development models and provider governance settings.*

3.2.1.1 Good Practices:

1. The Green Business Model Development service uses an inclusive and interdisciplinary approach allowing a greater outreach in terms of rural/urban patterns and targeted population. Women (38,14% of trainees; 47,05% of incubated green entrepreneurs) and young people (72,11% of applicants; 61,85% of trainees) in particular benefitted from this service as a result of specific targeting criteria, communication strategy and logistics arrangements.

2. The Green Business Model Development service builds local capacities in the field of Green and Circular Economy. The SwitchMed GE Programme have trained approximately 2,200 thanks to an extended network of trainers and national strategic partners who contribute to the delivery and monitoring of the activities. Along with creating a solid pipeline for green entrepreneurship, capacity building and awareness raising have been assessed to be positive externalities associated with this intensive training activity.

3. The training methodology of the SwitchMed GE Programme is highly relevant and applicable to the local context and needs of the green entrepreneurs. Feedback obtained throughout semi-structured interviews regarding the training content and programme methodology was very positive across the different stakeholders and various countries. Trainees, local trainers, as well as some actors from the ecosystem, all emphasised the quality, the well-structured content and the usefulness of the tools and templates. Combining the well-known methodology of the business canvas with the lean business approach in the area of green business is innovative and no similar methodology exists. Both the trainers and trainees interviewed valued the learning-by-doing approach of the methodology, as well as the wide range of relevant examples, case studies, and useful tools. This positive evaluation was also echoed in the trainee surveys, with more than 80% of trainee respondents stating that the training programme was good or very good and fulfilled their expectations. 29% of the respondents have founded businesses, 54% of those founded their businesses prior to attending the training programme. Of those that have established new business, 66% rated the training programme as having had a high or very high impact in terms of setting up their businesses. 95% of people who did not set up a business think the training programme provided them with useful skills.

4. The in-person training delivery method is adequate given the cultural local context. During the semi-structured interviews, both trainees and local trainers recognised the fact that the training had been conducted in person and by two trainers as positive benefits. The MENA has a relationship-driven culture, which is why in-person training sessions prove a lot more effective than online training. Moreover, it was reported that, although the knowledge and expertise of the participants was quite diverse in some workshops, the trainer team of two did their best to address the range of trainee needs and made efforts to dedicate sufficient attention to almost all trainees in the workshop.

3.2.1.2 Lessons Learned:

1. Trainees' profiles are very heterogeneous, making it challenging for local trainers to provide a 'one-size-fits-all' training programme. The current application criteria allow almost anyone with an idea in the green business field to apply for the training. For the selection of the final trainee cohort, the programme has established scoring principles, which take into account the applicant's business project, education, professional experience, residence and entrepreneurial spirit. This selection criteria needs to be better developed to shape the benefit chain of the service and allow for more efficient targeting.

2. Streamlining and simplifying training methodology will decrease the current the drop-out rate which is reported to be high in the first phase due to the stringent criteria applied.

3. Ensuring multiple entry points to increase opportunities for entrepreneurs who have not been selected for the incubation phase. Currently, only the two best business model canvases in each workshop compete for the coaching service. By expanding partnerships and referral/orientation services, support mechanisms can be ensured for those ideas which cannot be sponsored for financial reasons. Follow-up surveys with alumni trainees on a regular basis, for example, could provide further clarifications on the post-training activities and their potential impact.

4. Improving the SwitchMed Action Expert Network to build links between trainers, better identification with the programme and promote specialisation. Although training sessions have been rated as very positive by those stakeholders interviewed, it has been reported that there is a lack of high-quality trainers locally, especially with regards to green expertise. Many trainers have a business background but have little experience with green business. In total, 123 local trainers have been trained on the SCP/RAC methodology; however, not all of them have been selected as local trainers as they did not meet the quality standards.

3.2.2 Green Business Plan Development

Through the Green Business Plan Development service, the SwitchMed GE programme offers a tailored follow-up advisory service to selected trainees. This service is twofold:

Coaching: 10 hours of 1:1 coaching are offered to the two best business model canvases in each workshop in the eight countries to further improve and develop the business models of the green entrepreneurs. The business model is submitted to the International High Level Jury, which then decides if the green entrepreneur will go through to the incubation phase (i.e. mentoring). The best local trainers are selected as coaches.

Mentoring: 40 hours of 1:1 mentoring are offered as part of the SwitchMed GE Programme's incubation phase which runs for up to 32 weeks. Each entrepreneur is assigned a local mentor. Meetings are usually held in person with up to 30% of meetings conducted via phone and/or Skype. Entrepreneurs are asked to invest 20 hours per week during the incubation period (640 hours in total). In addition to 40 hours of mentoring, mentors are supposed to dedicate 15 hours to back-office tasks, i.e. monitoring and reporting.

Positive voices from the ecosystem

Feedback from green entrepreneurs:

"The trainer and mentor were like a safety net for me. It was really helpful to have trainers and mentors who are following up with me on my deliverables. (...) The 1:1 mentoring support provided as part of the SwitchMed Green Entrepreneurship Programme really made a difference." (Tasneem Abu Hijleh, green entrepreneur, Palestine)

"The mentoring and technical assistance were especially helpful for me." (Lina Al Kurdi, green entrepreneur, Jordan)

"The close relationship with SCP/RAC, as well as the mentors and trainers was just great." (Nour Kays, green entrepreneur, Lebanon)

Feedback from local trainers & mentors:

"Mentoring is helping the entrepreneurs a lot." (Abdullah Bdeir, local trainer & mentor, Jordan)

"The SwitchMed Green Entrepreneurship Programme is a very comprehensive programme: from training to coaching and mentoring. The mentoring is particularly key." (Maya Karkour, local trainer, mentor and partner in Lebanon)

"The GE programme is one of the best-structured programmes. I have mentored over 200 entrepreneurs in the last seven years and never had such a good structure, plan, content and templates to work with. (...) Motivation is going down after some time. I did a lot of psychological mentoring to encourage and motivate them." (Baher Dikeidek, local trainer & mentor, Palestine)

Feedback from SCP/RAC:

"Local mentors are the key to success. Their work is very important. It is important to pick very good mentors and provide them with sufficient resources to do the job." (Matthew Lagod, SCP/RAC)

3.2.2.1 Good Practices:

1. The incubation methodology is perceived as relevant and appropriate with high-quality standards and tools clearly defining the steps involved in the process. According to semi-structured interviews, mentors highly value the clear and structured methodology for the mentoring, including the tools and templates that are made available as part of the 'Launch Your Green Business - Incubation Manual'. Mentors report that the manual has facilitated their work and helped them to provide structured and useful mentoring.

2. Building capacities of and assigning centrality to the role of mentors increase entrepreneurs resilience. 'Green Business Plan Development service' received very positive feedback in the semi-structured interviews conducted. This is in line with the trainee survey, conducted in February 2017, in which more than 40% of survey respondents stated that mentoring & coaching is regarded as a helpful service by trainees and has enabled them to turn the business model canvas into a 'real' business. Coached entrepreneurs and mentees particularly rated the 1:1 support, the tailor-made advice, especially in the areas of financial planning and networking, as well as the time and attention devoted by the mentors. Given the relationship-based cultural context, local mentors and mentees appreciated that the mentoring support was mainly provided in person rather than online. This raises doubts about the suitability of online mentoring models for the GE Programme, such as Bridge for Billions. Mentees further reported in interviews that the mentors played a vital role in motivating them to keep pursuing their entrepreneurial journey.

3. Quality delivery mechanisms are ensured using extended mentoring methodology combining face-to-face mentorship and practical work over a longer period than other support programmes. With the 40 hours of 1:1 mentoring support the GE Programme is providing long-term mentoring support, which runs for about eight months. In the semi-structured interviews conducted, the length and intensity of the mentoring services was rated positively by both mentees and mentors compared to short-term mentoring programmes (e.g. as applied through boot camps). Based on a review of the benchmark study, the length and intensity of the mentoring offered by the GE Programme is also in line with the mentoring opportunities offered by other entrepreneurship programmes.

3.2.2.2 Lessons Learned:

1. Improving financial and non-financial support for mentors and streamlining their reporting activity can better catalyse their impact.

2. Increased coaching services and opportunities for successful trainees. Currently, only the two best business model canvases submitted by trainees can apply for the coaching service. The total number of entrepreneurs coached to date is 200. This represents only 9.2% of the total number of entrepreneurs trained overall. Some local trainers reported that, on several occasions, more than two good business model canvases were delivered at the end of the workshop. However, according to the rules, only two were able to apply for coaching. Mainstreaming the coaching service would nurture the green entrepreneurs' pipeline and increase readiness of green business ideas.

3. Matching the needs of green entrepreneurs with mentors with the most relevant expertise is key to providing high-quality mentoring support. The semi-structured interviews conducted with local mentors and the ecosystem, as well as the benchmark study carried out, highlighted matchmaking as the secret to generating successful mentoring relationships. In preparation for the matchmaking process, an analysis of the needs of each entrepreneur is conducted, as well as of the relevant area of expertise and experience of the available mentors. Throughout the actual matchmaking process, entrepreneurs are matched with those mentors whose experience best responds to the needs of the entrepreneur. Advanced matchmaking also takes into account personal information and tries to match mentors and entrepreneurs that have a connection on a personal level, e.g. same area of interest, country/city of origin, similar family situation, etc.

3.2.3 External Technical Assistance

Technical assistance is part of the follow up advisory services and is a service that forms an integral part of the programme's incubation phase. It is closely related to the mentoring support service, as the mentor is the one identifying and managing the contact alongside the technical expert. Procurement and contractual relations are the responsibility of the SCP/RAC team, ensuring greater transparency in terms of the management of the External Technical Assistance service.

Positive voices from the ecosystem

Feedback from green entrepreneurs:

"As part of the technical assistance service, my mentor and I were able to hire a strategist. He was key to my success today: we developed a signature print for the brand and he provided important support for me with regards to marketing, photography, social media and how to launch the sale." (Nour Kays, green entrepreneur, Lebanon)

"Mentoring and TA are among the most helpful services." (Lina Al Kurdi, green entrepreneur, Jordan)

Feedback from local trainers & mentors:

"Mentoring, including technical assistance, provides a huge added value; access to technical assistance would otherwise be not accessible to the entrepreneur." (Walid Kallel, local trainer & mentor, Tunisia)

3.2.3.1 Good Practices:

1. The External Technical Assistance service provides Green Entrepreneurs with access to high-quality technical expertise, enabling quality delivery mechanisms and accelerating the business life cycle of green entrepreneurs. Through the semi-structured interviews conducted, green entrepreneurs evaluated the advice they had received from the technical experts as being extremely helpful and providing high added value for their businesses. Technical experts provided them with high-quality advice on very specific, technical matters, which had a long-lasting impact on their business.

3.2.3.2 Lessons Learned:

1. Streamlining identification, selection and onboarding process of the external technical experts to improve timely service delivery. The main drawback reported by local mentors with regard to this service was related to the time-consuming and complex processes involved. Local mentors stated that the process of identifying and selecting the technical experts was complicated, adding that they also struggled to identify experts with the required technical expertise as they lack access to a technical network. The SwitchMed Action Network can be nurtured and better systematised to allow for a better engagement of external technical experts. Partnership with other local and regional organisations should be encouraged to promote the exchange and networking of technical capacities.

2. Developing ad-hoc funding strategies to increase allocation of the External Technical Assistance service. Both mentors and mentees expressed the need to adapt the financial allowance for the technical assistance service and/or rely on an additional volunteer network of technical experts (e.g. via corporate volunteering or industry associations). Ad-hoc funding strategies can be promoted by engaging private companies, via CSR activities, to increase funds allocated to the External Technical Assistance service.

3.2.4 Network Development

Multi-stakeholder and beneficiary oriented, the SwitchMed Networking Facility aims to connect decision-makers, technical experts, partner organisations, Civil Society Organisations and Green Entrepreneurs in order to increase critical mass toward the green economy movement in the region and to facilitate exchange of capacities and opportunities.

A set of actions and tools have been deployed:

1. The Switchers Community. The official definition of the term Switcher relates to "individuals, enterprises or civil society organisations implementing innovative and ecological solutions that contribute to sustainable and fair consumption and production models".

2. SwitchMed B2B grant facility. The SwitchMed side events and workshops. The programme provides Switchers with financial support and contacts to relevant events, such as conferences, fairs or workshops, so they can present their story and promote their products/services.

3. The SwitchMed Action Network. An online platform for the SwitchMed community and aimed at sharing documents, facilitating discussion, keeping the community informed about events in the countries and region, and promoting networking and information exchange between community members.

4. The SwitchMed Connect. SwitchMed Connect is the flagship event of the SwitchMed programme, bringing together entrepreneurs, start-ups, policy makers, industry experts, financial institutions, public and private actors to facilitate networking, build synergies, share knowledge and lessons learned for a greener Mediterranean.

Positive voices from the ecosystem

"Switch Connect was very interesting in terms of P2P exchanges, to see the others, the pilot projects, etc." (Hamid Riad, green entrepreneur, Morocco)

"In Lebanon the trainers managed to build a strong community with the current trainees. This is extremely helpful" (Nour Kays, green entrepreneur, Lebanon)

"Networking often feels like a burden if you are not in the right place, however, the spirit of Step 2017 was very engaging and active, prompting me to talk to people and exchange contacts." (Yostina Boules, green entrepreneur from Egypt about her participation at the Step Conference 2017 in Dubai, organised through the GE Programme)

Feedback from local trainers & mentors:

"The network of SwitchMed has been decisive for the positioning of the entrepreneur and his company in the ecosystem." (Wallid Kallel, local mentor, Tunisia)

"SCP/RAC's added value lies at the regional level as the GE Programme is regional. SCP/RAC will focus on connecting the region, connecting the different networks and the entrepreneurs in the EU and MENA." (Mohamed Mazen & Ali Abo Sena, local partner ENCPC, Egypt)

Feedback from the ecosystem:

"I would love to help the network of Switchers grow. There are lots of seeds out there." (Asmaa Gueira, Ouishare MENA)

Feedback from the ecosystem:

"SCP/RAC can play the role as a networker and facilitator in the region, especially because of their connection to the EU. SwitchMed gives the programme its power." (Anais Mangin, formerly SEED and freelance consultant)

"The role of the SwitchMed GE Programme should be to create a strong network of key local actors." (Lilian Volat, Cewas, Palestine)

"Startups in the early stage need to participate in multiple accelerator programmes to get more and more funding and build capacities. (...) SwitchMed's role can be to connect incubated GEs to accelerator programmes." (Michelle Mouracade, Lebanon, Alfanar Foundation)

3.2.4.1 Good Practices:

1. Strong and far-reaching networks foster visibility and attractiveness of green and circular business models. The programme consists of a large network of different types of actors across the region. Not only the geographical reach of the programme but the institutional setting in which the programme is embedded (being co-implemented by UNIDO, the UN Environment's Economy Division and the United Nations Environment Programme Mediterranean Action Plan), in particular, provides the programme with a strong credibility to fulfil its role a as a networking facilitator.

2. Considering the cultural importance of relationship building in the Region, the Network Development service fosters engagement and commitment among local stakeholders. The GE Programme and, specifically, the 'Network Development' service provide a wide range of in-person networking opportunities and foster personal relationships among the different stakeholders. Interviewees have indicated how much they value the opportunities provided for connecting with other programme stakeholders on a personal level.

3.2.4.2 Lessons Learned:

1. Facilitating peer knowledge sharing in a more systematised fashion bringing about exchanges at regional and local level (South-South; North-South). According to the semi-structured interviews conducted, trainees and practitioners would like to connect with like-minded stakeholders from other regions. Ideation stage entrepreneurs are interested in learning about the challenges other participants of the programmes have and would like to learn about their business ideas. Local trainers also reported that they would like to hear about the experience of trainers from other countries, share which challenges they deal with and learn about best practices.

2. Allocating resources in terms of fund and expertise to the Action Network management would increase networking opportunities and knowledge sharing.

3. Decentralising service offer management activities and improving representation in the target countries would leverage networking at regional level. Both the SCP/RAC team and the ecosystem stakeholders have expressed the need for a strong representation in the countries or at least the region through dedicated local partners. Currently, the programme collaborates with various local partner institutions to implement the GE programme.

3.2.5 Access to Finance

The 'Access to Finance' service provides green entrepreneurs with the necessary knowledge, skills and contacts to access financial support for their businesses. According to the Switchers survey, carried out in March 2017, 73% of green entrepreneurs view accessing finance as their top challenge. Hence, this service is particularly important for green entrepreneurs.

To bridge financial gaps and articulate a sustainable delivery mechanism, the SCP/RAC has The SwitchersFund. The SwitchersFund works as a catalyst of innovative ideas and its role is to identify innovative projects and connect them with financiers. The SwitchersFund therefore provides innovators with initial seed finance and connects them with local and international donors, banks and investors. The goal of the SwitchersFund is to support innovative green entrepreneurs in the development of their projects, first through grants and, as those projects grow, by introducing adapted financial products such as concessional loans and, ultimately, through equity participations. Under the umbrella of the SwitchersFund the SwitchMed Green Entrepreneurship Programme is currently delivering the followings services:

Coaching sessions on communication skills to access finance: A two-day workshop on finance for MSMEs, investment strategies and communication skills development.

Green start-ups meet investors: A public event bringing together high potential green entrepreneurs with investors and other companies interested in the green services/products.

Access to finance guidelines and web tools: In close collaboration with the European Federation of Ethical and Alternative Banks (FEBEA) and local consultants, SCP/RAC has mapped financing instruments in target countries and developed a comprehensive guidebook on accessing finance to help green entrepreneurs to understand the financing landscape and how to secure funding for their business. An online tool has been developed to enable green entrepreneurs to self-assess their finance needs and provide them with financing opportunities.

Crowdfunding support: At the end of the incubation phase, some trainees may receive support with their first crowdfunding campaign from experts.

Grants: The SwitchersFund launched its activities in 2017 with a first call for grants supported by the OSCE (the Organisation for Security and Cooperation in Europe).

Positive voices from the ecosystem

Feedback from the ecosystem:

"The call for finance recently issued by SwitchMed is highly relevant." (Lilan Volat, CEWAS, Middle East)

Feedback from access to finance partners:

"We have good investors on board, but they will only listen, not invest." (Tracy El Achkar, Diane Fondation, Lebanon)

3.2.5.1 Good Practices:

1. Access to Finance support is incremental and targets green entrepreneurs at ideation, early and growth stages. The SwitchersFund has been designed to target green entrepreneurs in different stages, envisaging different support mechanisms.

2. Needs-based approach is used to design the Access to Finance service. An in-depth analysis has been conducted in each target country to assess entrepreneurs' financial needs and financial system attitude towards entrepreneurship. The analyses' outcomes have informed the design and monitoring of the SwitchersFund.

3. Ensuring continuity and sustainability of Access to Finance services enables entrepreneurs to grasp real opportunities. Increasing access to financial opportunities needs long-term programmes with high-quality delivery mechanisms and focus. The regional benchmarking analysis confirms that only integrated and long-standing practices can contribute to leverage investment for the green business sector. There is a need for consolidation with regard to green entrepreneur visibility, capacity building to approach investors, better standardisation of pitching techniques and more accurate development of ad-hoc fund-raising tools.

3.2.5.2 Lessons Learned:

1. Developing an investor-ready pipeline of green entrepreneurs increases attractiveness of the sector and match-making opportunities. Local partners, who have organised the coaching sessions and pitch events, have reported difficulties in identifying investment-ready green entrepreneurs in the countries. Although this is a general problem on a global level, local partners still expect the programme to rely on a stronger pipeline of high-potential green entrepreneurs due to the extensive reach of the programme.

2. Allocating resources to raise awareness of and network with investors. According to interviews with the local financing partners for the events in Jordan, Lebanon and Palestine, they had difficulties in identifying investors that were willing to invest. Both partners had extensive experience in access to finance and a strong network of investors. However, investors are generally more reluctant to invest in green businesses than in other businesses as the return on investment period is usually longer and the risk is higher.

3.2.6 Access to Market

According to the Switchers survey, accessing markets is the second biggest challenge following accessing finance. 82% said that they were looking to export and 81% mentioned that they addressed international clients.

To facilitate Access to Market, the Programme tries to develop capacities and strategies for target market identification, penetration and expansion for green products and services.

Along with capacity and strategy development, the SCP/RAC offers green entrepreneurs the opportunity to promote their products and services via the switch-products online platform.

The programme also provides selected entrepreneurs the opportunity to attend business events so they can make relevant business connections and extent their network, especially with regards to building up their existing market and accessing new markets.

3.2.6.1 Good Practices:

1. Online, easy-to-use web platform increases visibility and exposure for green entrepreneur products and services. As a joint initiative among the network facilities of the SWITCH-Asia and the SwitchMed Programmes, the platform provides green entrepreneurs in the Asian and Mediterranean regions the opportunity to present their products and services online. The platform provides outreach and visibility for their products and services without the need to invest any financial resources.

3.2.6.2 Lessons Learned:

1. Global market research, specific sector studies and value chain analyses help to create and disseminate knowledge on market infrastructures. Development and dissemination of market opportunities for green products and services can help shape sectoral support for ideation and early stage green entrepreneurs, framing their efforts within existing or emerging trends.

2. Improving partnership strategy and engaging private companies facilitates market access for new green products and services. Strategic partnerships deliver access to markets, helping green entrepreneurs to quickly position their products or services, decreasing the time it takes to launch their ventures and increasing efficiency in terms of resources.

3.2.7 Enabling Policies

Green entrepreneurship needs to be triggered and supported by conducive policy frameworks at national level.

SwitchMed set a participatory mechanism to advocate for and inform green and social entrepreneurship policies through the development of ad-hoc assessments and focus groups (the Synergy Workshop), the main output of which was the release of policy briefings addressing ecosystem key stakeholders (National White Papers - Promotion of Green Entrepreneurship and Grassroots Ecological and Social Innovations).

Coupled by top-down policy support activities and policy-oriented business pilot projects, this specific intervention has been considered an integral service of the SwitchMed Green Entrepreneurship Programme. Interviewees and beneficiaries acknowledged that policy dialogue mechanisms empower green entrepreneurs, increase their visibility and allow for their representation and organisation.

Ultimately the service's objective is twofold:

- To identify challenges and opportunities to promote green entrepreneurship and social eco-innovation initiatives; and
- To identify specific measures and tools to strengthen the regulatory framework and stimulate the market for sustainable products and services and invest in green entrepreneurship projects.

3.2.7.1 Good Practices:

1. Participatory policy-making approaches fill an existing gap and provide a clear value proposition to the national ecosystems. While promoting entrepreneurship has become very popular in the region, the topic of green entrepreneurship has remained underdeveloped in the eight countries of the programme. The synergy workshops fill a clear gap, showcasing a topic that brings together environment and economy. The bottom-up approach also plugs the gap between the policy level (national Green Growth plans, SCP National and Regional Action Plans, etc.) and other actors

of the ecosystem that have remained isolated. This is precisely where the added value of the policy component is recognised: bringing together actors that otherwise would not have met and fostering the creation of new links and networks around the green entrepreneurship topic.

2. Participatory policy-making approaches contribute to the ownership of green business support programmes by national actors increasing quality delivery mechanisms. Ownership by national partners and stakeholders is a key factor for success in scaling up green entrepreneurship programmes. Synergy workshops have a fundamental role to play in this process as they put national actors at the front line, encouraging them to take an active and proactive role in promoting green entrepreneurship within their country. National focal points, technical partners and green entrepreneurs are given a space to present their work, needs and challenges and to identify joint solutions. Bringing together the existing and potential players contributes to building trust among participants from different sectors, and creates a shared purpose and the sense of community which are prerequisites for collective leadership at national level and the articulation of a green entrepreneurship ecosystem.

3.2.7.2 Lesson Learned:

1. Increasing outreach at country level by multiplying and decentralising policy-making consultations. The events have been organised in the countries' capitals where all the main actors can easily meet and where organisational headquarters are usually based. While some representatives from the regions and local governments were present at some workshops, the development of an outreach strategy for local authorities is still a pending issue.

2. Supporting advocacy strategies via the Switchers Community increases public authorities' accountability and enhances policy monitoring. The regional dimension of the Switchers Community can be leveraged to design and implement impactful advocacy activities and increase the participation of green entrepreneurs and their representative bodies in designing and monitoring more conducive policy frameworks.

4 Regional Strategy & Roadmap

Sally Baghat – Oasis Community Centre – Egypt

Based on the results of the extensive SWOT analyses of the SwitchMed Green Entrepreneurship Programme, as explained in the previous two chapters, a regional scaling up strategy for the Switchers Support Programme could be produced. This chapter gives an overview of the main elements of this strategy.

4.1 Introduction & Methodology

For the development of the regional scaling up strategy, the approach of 'systems thinking'[3] and the concept of 'leverage points'[4] were applied. The reference system was defined as the current elements of the SwitchMed Green Entrepreneurship Programme and the socio-economic ecosystem of the Southern Mediterranean countries, in which the Programme has been implemented to date.

For the identification of the leverage points, the focus is defined as scaling up of the results (impact), outcomes and outputs of the SwitchMed Green Entrepreneurship Programme. As such, **scaling up means to expand, adapt, and sustain successful activities of the Programme in more locations and to reach beyond the original target groups over time. The ultimate vision is bringing more production and consumption of sustainable products and services into everyday economic life across the Southern Mediterranean countries.**

For systematic derivation of the leverage points, a simplified view of Meadow's leverage point framework[5] was developed. This new theoretical framework[6] includes four levels of intervention, namely operations, management, policy and mindset levels (See Figure 12).

Operations – Enhancing capacities & services: This level focuses on the way the ecosystem is delivering or maintaining Green Entrepreneurship service offer. Operations level has the lowest level leverage points meaning that suggested measures would be relatively easy to realise, but these changes wouldn't lead to a big scale up. Hence, tackling the failures in the efficiency of the service delivery scheme can benefit the system in the short-term. As such, the weaknesses listed in Chapter 3 were taken as necessary input for elaborating the actions at this level. The measures largely depend on how the system manages to increase and preserve its stocks (for example number of trainees, number of trainers, the duration of the trainings, available infrastructure for the trainers, skills, capacities and physical infrastructure of the business service providers, financial resources available for the service delivery, number and scope of business support services). Operations level was analysed taking into account:

- Delivery of business support services;
- Service outreach and geographical scope;
- Service sectoral focus;
- Service relevance to local environmental policies/ challenges; and
- Associated funding and diversity/presence of funding agencies.

Management - Improving institutional structures and fixing market failures: This level deals with the overall structure of the ecosystem, how it is responding to positive and negative feedback and adapting itself to be more effective. In this respect, the intensity of connections and collaboration among the business support organisations, as well as

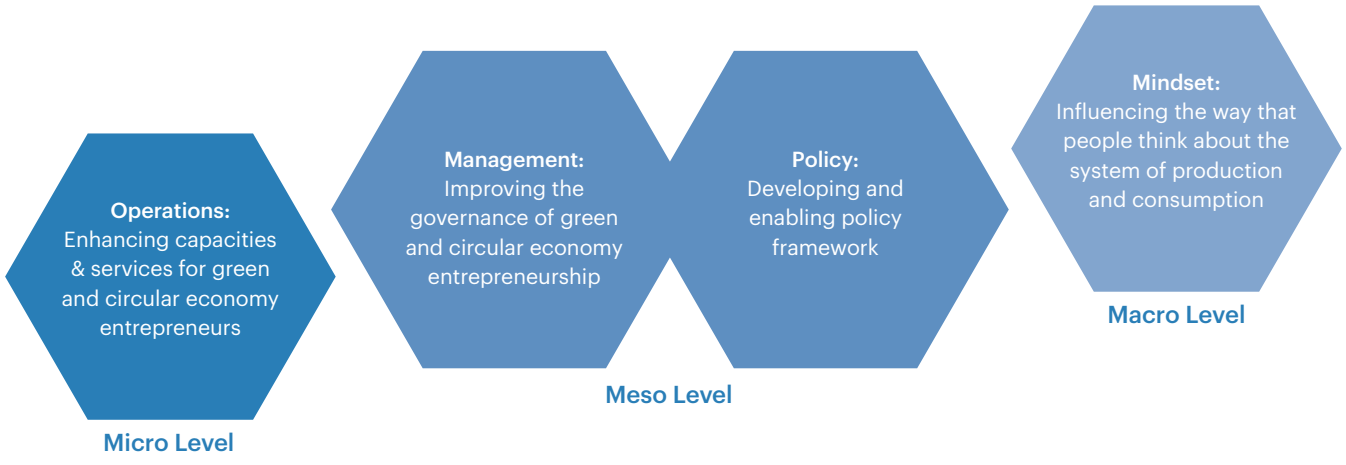


Figure 12. The framework of 'leverage points' used in the analyses.

3 *Systems thinking is a holistic approach to analysis that focuses on the way that a system's constituent parts interrelate and how systems work over time and within the context of larger systems.*

4 *The concept of leverage is one of the most powerful in all of science, reaching back to Archimedes who said "give me a place to stand and with a lever, I will move the world. In systems thinking, a leverage point refers to a place within the system's structure where a solution element can be applied. Change force refers to the effort required to prepare and make a change. If a small amount of change force causes a small change in system behaviour, this is called a low leverage point. If a small amount of change force causes a large change in system behaviour, this is referred to as a high leverage point. Meadows (1999), an environmental scientist and systems analyst, published arguably the most popular work on how to spot leverage points. She defined these as "places within complex systems where a small shift in one thing can produce big changes in everything".*

5 *Meadows identified 12 places to intervene in a system and she ordered these from the least to the most effective: http://donellameadows.org/wp-content/userfiles/Leverage_Points.pdf*

6 *The same simplified framework was also used for the scaling up of the SwitchMed MED TEST II approach and outputs. A discussion document was prepared to explain the elements of this framework and inspire the scaling up analyses. It can be downloaded via this link: https://www.switchmed.eu/en/e-library/green-paper-on-scaling-up-of-med-test-ii-activities The Resource Efficiency and Cleaner Production national scaling up roadmaps can be downloaded via this link: https://www.switchmed.eu/en/corners/service-providers/actions/copy_of_action1*

the information flows in the market were crucial factors for analysis. The information and control flows within the existing ecosystem at regional level were assessed. The leverage points identified at this level can potentially generate a bigger shift than those at the lower level. The following main categories were used to analyse and offer a response in terms of scaling up drivers:

- The capacity of the system to adapt to the needs and challenges (such as availability of a diverse set of services and customisation of services to the needs of the Green Entrepreneurs);
- The way information is collected and shared within the system, the existence of feedback mechanisms and rewarding above-average performance to guide the system (such as a performance monitoring system);
- The setup of standards and labels (such as a labelling mechanism for Green and Circular Economy business models and practices and categories of the Switchers for better guidance); and
- Existing coordination mechanisms, clusters, networks such as the Switchers Platform, local partners, trainers, incubators and their role in defining system rules.

Policy - Developing conducive and regulatory frameworks: This level deals with creation of an enabling policy framework for the scaling up of the Programme's activities, literally the rules of the system. It includes awareness among the local authorities (municipalities), national governments (ministries), as well as development agencies and institutions (DFIs) with regard to the green and circular business models, their challenges and needs. The actions plans and policy instruments required to address these challenges and needs should also be explored. Due to limited resources, for the regional strategy, the emphasis was specifically put on regional governance systems and the following were analysed:

- State of play of regional regulatory framework related to the Green and Circular Economy practices, such as the Plan of Work in the UN Environment Mediterranean Action Plan; and
- Existing or planned incentive systems to promote Green and Circular Economy practices (Development Funds, Public Finance, incentives generated through other sectors' public interventions, etc.).

Mindset – Influencing the way that people think about the system: This level deals with the shifts in attitudes, behaviours and beliefs with regard to the system actors for more production and consumption of sustainable products and services. This is the level where more leverage can be harvested, but also where the identification of drivers and enablers is most difficult and which requires a high level of resources and effectiveness. The analysis focused on the whole paradigm underpinning the system. Within the scope of the current strategy, SCP/RAC assessed the outreach of specific drivers and enablers able to ensure a shift in the system mindset. More specifically, the scaling up strategy looked at tangible aspects such as:

- The capacity of existing networks to influence economic trends and works at scale;
- The existence of like-minded personnel in positions of power and technical assistance programmes, promoting change at the very core of the system;
- Public visibility of Green and Circular Economy and action promoting transformative agendas; and
- Centrality of the Green and Circular Economy agenda within civil society organisations' political action.

4.2 Strategic Interventions for the Switchers Support Programme

As explained in the previous section, the theoretical framework provided guidance for the derivation of leverage points both in terms of the elements of the current SwitchMed Green Entrepreneurship Programme and the Programme's socio-economic ecosystem.

The leverage points to be activated in support of various target groups were systematically listed under the categories of operations, management, policy and mindset (See Table 1). The assumption is that the more points that can be actioned, the faster and more robust the scaling up of the results (impact), outcomes and outputs of the Programme can be.

4.2.1 The Target Groups

The Programme's main subject is the businesses that develop and market sustainable products and services. In the context of the Programme, those businesses are known as **'Switchers'**. The Switchers can find themselves in one of the four business development stages:

- The **ideation phase** is the first step in creating a new business, often before the business even officially exists. This typically involves a founder or a team identifying a specific, important, and large-scale programme, and a hypothesis of how to solve this problem for specific customers. Creating a prototype or Minimum Viable Product (MVP) to test the business proposition for its viability and feasibility are some of the key activities carried out during this phase.
- During the **early-stage phase**, the business has been officially launched and the team is looking to develop a product or service that customers will buy, while setting up operations to deliver this value, and establish initial marketing to

attract customers. At this stage, the team typically has prepared a business plan, established management roles and responsibilities and a first idea of the real market response or demand. The business sees its first revenues but usually is not yet profitable.

• The **growth phase** is when the business is generating a consistent source of income and regularly taking on new customers. Cash flow should start to improve as recurring revenues help to cover ongoing expenses, and profits should start to improve slowly and steadily. The management team is now dealing with a range of new demand requiring attention: Managing increasing levels of revenue, attending to customers, dealing with the competition, hiring the right talent and accommodating an expanding workforce. The business starts establishing processes to deal with the growth, and specialists take over a great deal of responsibilities from the management.

• During the **scaling phase**, the business has an established presence in its market that typically reduces marketing and sales efforts, while revenue and sales cycles are growing quickly to meet the industry standards. Operations have solidified into well-organised processes within the organisation and in strong and reliable partnerships. In order to accommodate the rapid growth, a business typically looks to enter new markets in other geographical locations and benefit from its previous success as well as economies of scale.

The **supporting partners** in the Switchers' business ecosystem can be grouped into three main target groups:

• Business service providers to the Switchers including financing services (incubators, trainers, mentors, technical experts, financial institutions), also called Business Support Organisations (BSOs);

• Corporate buyers and customers of the Switchers (retailers, manufacturers, big brands); and

• Local authorities (municipalities) & national governments (ministries).

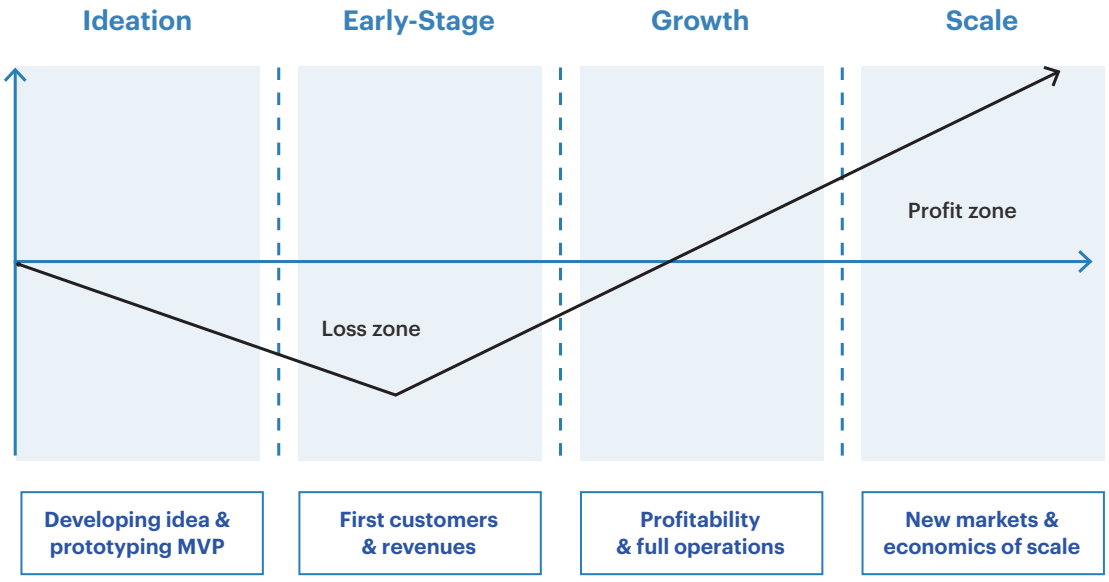


Figure 13. Business lifecycle stages.

Table 1. Leverage points to be activated in support of various target groups to scale up the Switchers Support Programme

Categories of Leverage Points	Switchers (Start-ups and small producers at Ideation, Seed & Growth Stages)	Business service providers (incubators, trainers, mentors, technical experts, financial institutions)	Local Governments (municipalities) & National Governments (ministries)	Corporate Buyers and Customers of Switchers (retailers, manufacturers, big brands)
OPERATIONS: Enhancing capacities & services for creation, incubation and acceleration of green and circular business models	**Optimise the Business Model Development (BMD) service** for ensuring delivery of as many high quality green business canvases as possible and reducing the drop-out rate. **Develop sector or value chain specific adaptations** of the BMD service. **Clarify the function of the Coaching service.** **Optimise the Technical Assistance and Mentoring services** to secure development of as many high quality business plans as possible and to assure continuity for acceleration services. **Break out the Technical Assistance and Mentoring services into sub-services** (e.g. market validation, guidance on financing options). Increase access to **Technical Assistance and Mentoring services** to serve as many high quality entrepreneurs as possible **(i.e. multiple entry points).** Optimise the online self-help tool for facilitating **access to financial instruments** (for incubation). Develop – most needed – online self-help tool for **accessing (national and international) markets** (for incubation). **Develop new – sector specific – Technical Assistance services** for early stage and growth stage Switchers based on the already available expertise at the SCP/RAC.	**Identify the projects and initiatives providing business support at regional level that are interested in engaging with the Switchers** and to support service delivery by providing more resources and opportunities. **Create procedures of engagement** for those initiatives and projects to scout, recruit and support the Switchers. **Build capacity among service providers on the existing tools** for development and support of green and circular business models **Increase the skills set of the trainers** on green and circular business models. **Create a database of trainers/mentors/ technical experts** **Improve the match between that offered by the trainers/mentors/technical experts and the needs of the Switchers.** **Map the regional and national private/public financing instruments** that can service the Switchers in the ideation, early-stage, growth and scale-up stages. **Build capacity in the financial institutions on Green and Circular Economy opportunities.** **Create awareness and recognition among the regional and national private/public financing institutions regarding the Switchers' community and the approaching pipeline of companies.**	**Create awareness and recognition among the regional public agencies and national public institutions regarding the Switchers' community.** **Define their roles (including commitment of resources)** and procedures to follow in the efficient and effective implementation of the Programme. **Identify most relevant, resourceful and interested cities** that are ready to engage with the Switchers. **Develop a benchmark of best case city level initiatives** in support of green and circular economy business models. **Identify sustainability challenges and eco-innovation needs** that the short listed cities have. **Create procedures of engagement** to work with those national and city governments to scout, recruit and support the Switchers. **Start building capacity in policy makers in the existing tools** for development and support of green and circular business models.	**Identify a short list of regional corporate buyers interested in engaging with the Switchers.** Identify a short **list of regional corporate buyers that want to sponsor the service delivery** providing more resources and opportunities via Corporate Social Responsibility (CSR) activities or supply chain engagement.

Categories of Leverage Points	Switchers (Start-ups and small producers at Ideation, Seed & Growth Stages)	Business service providers (incubators, trainers, mentors, technical experts, financial institutions)	Local Governments (municipalities) & National Governments (ministries)	Corporate Buyers and Customers of Switchers (retailers, manufacturers, big brands)
MANAGEMENT: Improving institutional structures and fixing market failures	**Improve identification of Switchers' stage of development and specific business development needs** (e.g. online self-diagnosis tool). **Set up a Standard/Labelling Scheme for the Switchers Community of Practice.** **Systematise the exchange between the Switchers** (peer-to-peer networking). **Facilitate multiple accesses to the Switchers Community of Practice** in collaboration with regional/national partners. **Understand the resource and capacity-building needs of various categories of Switchers** and adjust the delivery of service accordingly. **Develop and pilot an impact assessment and monitoring scheme** and train the Switchers on impact communications. **Communicate the Impact and Added Value for the Switchers'** business models and products.	**Develop business service provider support scheme** (Switcher Supporter) **Develop definitions for various types of business service providers** (Switchers Supporter) and categorise them (at the regional and national level). **Systematise capacity and skills building in relation to service providers,** as well as networking among them. **Create partnerships with business service providers,** for the delivery of Technical Assistance services already in place. **Create and support a network of Switchers Mentors.** **Develop sector or value chain specific mentorship and Technical Assistance.** **Increase financial effectiveness of the Technical Assistance** services by linking these with the SwitchersFund. **Develop matchmaking platforms** to facilitate engagement between the Switchers and corporate buyers for enabling access to markets. Develop **Impact Measurement** scheme for the SwitchersFund.	**Acquire national and city government recognition of the Switchers Standard/ Labelling** and create awareness on the Switchers' offers. **Measure market share and impact of Switchers Community of Practice at national and city level.** **Engage public buyers** to purchase from the Switchers Community of Practice. **Engage the city governments to provide the Switchers Community of Practice with resources and to develop new service business support offers** (physical space, finance, contacts, etc.) **Promote good examples and set up an award for the cities** that are innovatively engaging the Switchers.	**Identify sustainability challenges and eco-innovation needs** that the short listed corporate buyers have. **Make corporate buyers aware of the Switchers Community of Practice and Switchers' offers.** **Bring corporate buyers interested in Switchers' offers together via a platform** (such as open innovation platforms). **Engage buyers to purchase from the Switchers.**

Categories of Leverage Points	Switchers (Start-ups and small producers at Ideation, Seed & Growth Stages)	Business service providers (incubators, trainers, mentors, technical experts, financial institutions)	Local Governments (municipalities) & National Governments (ministries)	Corporate Buyers and Customers of Switchers (retailers, manufacturers, big brands)
POLICY: Developing an enabling policy framework	**Analyse regulatory, informational, voluntary/ procedural and economic policy instruments** in support of the Switchers' businesses at national and city level, focusing on priority value chains. Set up **National Switchers Chambers** (to provide representation leverage and power of negotiation). **Provide capacity building** to the Switchers on how to exploit policy support available for enabling creation, development, growth and financing of their businesses	**Explore informational instruments** (such as online platforms collecting intelligence for creation, development, growth and financing of Green and Circular Economy businesses). **Support the voluntary instrument/procedural instruments** (such as the **Switchers Label/ Standard** proving a company's value and potential) **Offer financial literacy courses** (by financial institutions, especially Development Financing Institutions). **Develop innovative financing instruments to close the missing middle** (risk capital from €15,000 to €150,000). **Develop and support informational instruments** (such as green entrepreneurship national hubs, dialogue platforms, open eco-innovation platforms).	**Build capacity in national public agencies** on Green and Circular Economy business opportunities & challenges, policy gaps in priority value chains and how to close them. **Build capacity in city government agencies** on Green and Circular Economy business opportunities & challenges and explore how to support their creation, development, growth and financing. **Create overarching (regional and national) policy framework** in support of Green and Circular Economy businesses (e.g. Italian Startup Act, draft Tunisian Startup Act) **Regulatory instruments pilots** in priority value chains at national or city level (including status recognition for green entrepreneurship, simplification of administrative procedures, enforcement of existing environmental laws, passing green public procurement laws). **Voluntary/procedural instrument pilots** (including voluntary initiatives such as the Switchers Standard/Label – proof of a company's value and potential, voluntary agreements with BSOs and Public Private Partnerships with corporate buyers and customers in support of green entrepreneurs) **Informational instrument pilots** (including platforms to inform green entrepreneurs, public awareness campaigns on sustainable products and services, collection, analysis and dissemination of market data, eco-label schemes)	**Explore voluntary/procedural policy instruments** (such as Public Private Partnerships, CSR Programmes) able to facilitate the creation, development, growth and financing of Switcher businesses.

Categories of Leverage Points	Switchers (Start-ups and small producers at Ideation, Seed & Growth Stages)	Business service providers (incubators, trainers, mentors, technical experts, financial institutions)	Local Governments (municipalities) & National Governments (ministries)	Corporate Buyers and Customers of Switchers (retailers, manufacturers, big brands)
MINDSET: Influencing the way that people think about the system	**Support Switchers in placing their stories in major media houses** to trigger public discussion on why a switch to Green and Circular Economy business models is necessary, possible and valuable. **Develop and implement communications tools to showcase the value of Switcher businesses to the public** (for example via Social Media channels).	**Partner the BSOs to work with media houses for disseminating the stories of the Switchers.**	**Create public debate on the necessary shift to Green and Circular Economy business models.** **Organise awareness raising campaigns to show the added value associated with the Switcher business models** (such as organising special trade fairs, providing space to the Switchers at the city markets, strategic communications campaigns at governmental buildings).	**Partner corporate buyers and customers to work with media houses for disseminating the stories of the Switchers.** **Train corporate staff on Green and Circular Economy opportunities.** **Develop staff volunteering schemes to engage with the Switchers**

4.2.2 Operations – Enhancing Capacities & Services

At the Operations level, the leverage points focus on enhancing business support services for the creation, incubation and acceleration of green and circular business models and building capacity in the target groups to improve their skills set for servicing the Switchers community.

In terms of the services for the Switchers at the ideation phase, optimisation of the Business Model Development (BMD) service (with a focus on the selection process and duration) will ensure delivery of high quality green business canvases and reduce drop-out rates.

In addition, sector specific adaptations of the BMD can further increase the success rate. To date, the top three sectors in which the green entrepreneurs submitted their canvases were resource efficiency and waste management, organic food and agriculture and renewable energy and energy efficiency. The regional SCP Action Plan sector priorities, namely food, fisheries and agriculture, tourism, goods manufacturing as well as the National SCP Action Plans can inform the selection.

Moreover, moving from a linear training – coaching – mentoring – technical assistance route to a multiple entry service pack will allow early stage and growth stage Switchers to access the services and eventually enhance the outcomes and impact of the Programme.

Furthermore, development of new Technical Assistance services that are sector specific will strengthen the Programme further and attract more Switchers. Especially, for the Switchers at the growth stage, the services can be diversified based on the sector based knowledge and experience of the SCP/RAC as shown in the Box.

Switchers Support Services to be optimised and/or developed

For Ideation Stage Switchers:

- Green Business Model Development (to be optimised)
- Mentoring/replication between a Switchers Alumni and Switcher Starter
- Impact measurement (Switchers Impact Scheme)

For Early Stage Switchers:

- Green Business Plan Development (to be optimised)
- Online self-help tool for facilitating access to financial instruments (to be optimised)
- Pitches at meet-ups with financing institutions
- Crowdfunding support (to be optimised)
- Mentoring/replication between a Switchers Alumni and Switcher Seed
- Prototyping and market validation (for those that have no functioning business)
- SWITCH-Products platform presence (for those that have products in the market) (to be optimised)
- Online self-help tool for accessing (national and international) markets
- Facilitation of attendance at trade fairs and business events (for those that have products in the market)
- Awareness-raising with regard to the enabling policy framework
- Impact measurement (Switchers Impact Scheme)

For Growth Stage Switchers:

- Eco-design guidelines for food & beverage products
- Eco-construction guidelines for eco-tourism businesses
- Eco-tour development guidelines
- Sustainable agro-food product marketing guidelines
- Textile design for upcycling guidelines
- Natural dyeing of textiles guidelines
- Training module on circular economy in textile sector
- How to acquire an eco-label? (Olive oil, eco-tourism)
- Replication based on the SEED Replication Module
- Online self-help tool for facilitating access to financial instruments (to be optimised)
- Pitches at meet-ups with financing institutions (to be optimised)
- Online self-help tool for accessing (national and international) markets
- SWITCH-Products platform presence (to be optimised)
- Facilitation of attendance at trade fairs and business events
- Awareness-raising with regard to the enabling policy framework
- Impact measurement (Switchers Impact Scheme)

In terms of business service providers, continuous stakeholder mapping exercise to identify relevant and interested organisations, projects and initiatives, both at the regional and national levels, should continue. Following that, procedures for engagement (such as terms of engagement, informal or formal agreements) should be revised and optimised. The SwitchMed Networking Facility is currently engaged with more than 30 strategic partners[7] that can be used as a base.

Subsequent to that, building capacities among business support organisations, trainers, mentors and technical experts to improve their skills set in the area of circular and green economy business models is crucial. This will enhance the performance of the Programme and help scale up the impact in the short term.

Improvement of the knowledge base among both private and public financing institutions on Green and Circular Economy is another important leverage point at Operations level. For this, the initial mapping done at regional and national levels concerning relevant and interested financial institutions and instruments needs to be maintained as a key source of reference. The Switchers community can be showcased as an approaching pipeline of companies for creating awareness. In this respect, intergovernmental forums like the

7 https://www.switchmed.eu/en/Partners/Partners

Union for Mediterranean (UfM) could represent useful points of intervention.[8]

Finally, potential corporate buyers and customers need to be identified in priority sectors and value chains. Their interest to engage with the Switchers can be gauged and sponsorship for the delivery of business support services, for example as part of their Corporate Social Responsibility (CSR) activities, can be explored.

4.2.3 Management – Improving Institutional Structures and Fixing Market Failures

At the Management level, the leverage points focus on setting up new links between ecosystem actors, establishing new structures, eliminating reoccurring challenges in the ecosystem and designing new services for effective servicing of the Switchers. As such, this level goes beyond short-term optimisation and aims at functional level scaling up.

At this level, an advanced understanding of the Switchers' needs is essential. Strengthening the approach of the Switchers Community of Practice is suggested in order to develop a grasp of common interests, collective challenges and potential opportunities. This would include national hubs to enable systemic exchanges, follow-ups and analysis, as well as a Labelling Scheme to clarify roles, standards of practice and to allow easy recognition by the ecosystem actors. Initial ideas on this Labelling Scheme are provided in the Box.

The Switchers Community of Practice & the Switchers Label

The **Switchers** is a Community of Practice aiming to support the development of more sustainable products and services.

The label will be awarded to all members that sign a letter of commitment. The members will be given access to a wide range of services provided by the Switchers Community of Practice.

For individuals, to get a visa for the Switchers Community, the first step is going through an online diagnosis tool that is provided in their national language. Once complete, they may qualify for access to one or more of the pathways and/or services of the community.

For example, an individual, who has no understanding of life cycle thinking and has never developed a business plan will be given access to the Business Model Development training programme. Once a green business canvas has been developed, they will be able to access the Switchers Starters services. If the person has a registered business and a good understanding of sustainability issues, a short inception programme on life-cycle thinking might be sufficient. Once this training stage has been completed, the person will be able to access the Switchers Seeded services.

Each individual in the community can choose their own path. This journey can be described as being similar to a metro line network, including various stops one can visit. A language course is another useful metaphor i.e. as the individual progresses with the development of their business, they can access further services.

Switchers Starter

A person who has gone through the Business Model Development basic training.

The starter discovered the SwitchMed programme in their country and because they have an idea for a green business and were interested in learning how to get started, they applied to participate in the training programme. Their application was successful and, a few weeks later, they joined the first module. Having completed four modules, and presented their business model canvas, they then graduate from the course and can call themselves a Switchers Starter.

Next, the person can choose from some other basic training modules, such as coaching, until they qualify to be incubated.

Switchers Seeded/Incubated

A person who has access to a set of incubation services.

Following completion of the initial training programme, there is an opportunity for the best Switcher Starters to participate in an 8-month incubation programme that helps them get their business started. The Switcher Seeded/Incubated receives 50 hours of coaching with a coach to work on a full business plan, as well as plan the next steps to launch their business and product or service onto the market and receive technical assistance depending on the assessment carried out with their coach in order to, among other goals, communicate the environmental impact of their business. In addition, they can participate in national events and meetings with potential investors and receive support in launching their first crowdfunding campaign.

This path is only available to Switcher Starters, i.e. those who have successfully completed the basic training programme.

Switchers Growing/Accelerated

A person who has access to a set of acceleration services.

Once a Switcher has completed the incubation programme, they are eligible to participate in a variety of services designed to support their business, both by facilitating access to the funding they require to expand their business, as well as providing support with regard to reaching the right markets that show a high demand for the product or service offered. This range of services is modular and therefore does not follow a specific order, but a Switcher Growing/Accelerated individual can participate providing they meet the relevant selection criteria for each individual support service.

8 *In collaboration with the UfM, a set of recommendations on how to engage with the financing institutions in the region was published in the Enabling Access to Finance for Green Entrepreneurs in the Southern Mediterranean Countries that is available via this link.*

For example, a Switcher who is looking to export their products to a European market might take part in a programme aimed at creating B2B connections with European buyers and/or supporting trips to international trade fairs or exhibitions. In another case, a Switcher that needs funding to continue operating their business could be introduced to funding opportunities, as well as receive training on how to present their business and negotiate with a potential investor.

If the online diagnosis tool deems an applicant and their business mature enough, they are able to directly become a Switcher Growing/Accelerated and apply for the different acceleration services offered.

Switchers Alumni/Supporter/Mentor

A person who has completed all steps can become a Switchers mentor.

Very experienced Switchers with an established business and a model that is tested and proven to be viable can become Switcher supporters themselves. They can mentor other Switchers, join advisory boards of other Switcher companies, as well as support the Switcher programme in an advisory capacity to continuously monitor and improve the quality and delivery of the programme's services.

In addition, they can participate in the SwitchMed-SEED Replicator programme that helps to replicate/scale their businesses in other countries through partnerships with Switcher Seeded/Incubated.

To provide effective business support services for the newly established Switchers Community of Practice, the terms of engagement with the business service providers need to be revised and institutionalised. This would entail establishment of a service provider scheme for regional and national engagement. Network support structure might need to be established to systematise capacity and skills building in those service providers that want to become members of the Switchers Supporter network. Furthermore, procedures can be established to pool all services provided by both a specific service provider and the Programme in general (such as the BMD) in order to increase the spectrum of services and maximise the benefits for the Switchers. Moreover, an impact assessment monitoring scheme can be built to provide continuous feedback to the system and manage its performance. In this respect, the SwitchMed results oriented monitoring framework[9] developed by the Networking Facility could provide a good basis.

Subsequently, acquiring national and local government recognition of the Switchers Labelling Scheme is crucial to establishing public legitimacy within society, paving the way for the development of a conducive regulatory framework and accessing public resources.

Similarly, a meeting of corporate buyers and customers that are interested in green corporate procurement practices can be convened to showcase the range of products and services offered by the Switchers. New services to facilitate business deals with the interested corporate buyers can also be developed through matchmaking or open innovation platforms.

4.2.4 Policy – Developing an Enabling Framework

At the Policy level, the leverage points focus on creation of policy frameworks, adoption and implementation of policy instruments that are conducive to Green and Circular Economy business models or the Switchers Community of Practice.

An initial step could be the development of an overarching policy framework in support of Green and Circular Economy businesses. To that end, at regional level, the activities of the European Circular Economy Platform and, at national level, the elements of the Italian Start-up Act and the Tunisian Start-up Act offer useful case studies for reference. The UN Environment Mediterranean Action Plan (MAP) system and the UfM Ministerial Dialogues are able to provide the right platforms for inter-governmental discussions on defining the elements of a framework conducive to green and circular business models. At national level, the recent SCP NAPs can be updated to reference the challenges and needs identified for Switcher survival and success. Policy gap analyses in priority value chains can also be conducted.

Based on the conclusions of the White Papers published by the SwitchMed Green Entrepreneurship Programme and the policy pilots done as part of the SwitchMed Programme, the following policy instruments can, in general, provide support for the Switchers:

- Regulatory instruments pilots in priority value chains at national or city level (including status recognition for green entrepreneurship, simplification of administrative procedures, enforcement of existing environmental laws, approval of green public procurement laws);
- Voluntary/procedural instrument pilots (including voluntary initiatives such as the Switchers Standard/Label – proof of a company's value and potential, voluntary agreements with BSOs and Public Private Partnerships with corporate buyers and customers in support of green entrepreneurs);
- Informational instrument pilots (including platforms to inform green entrepreneurs, public awareness campaigns on sustainable products and services, collection, analysis and dissemination of market data, eco-label schemes);
- Economic instrument pilots (including tax incentives for corporate and private investment of green entrepreneurs, Guarantee Funds for Green and Circular Economy businesses, eco-subsidies for Switchers, eco-innovation vouchers).

Eventually, at national level, given that resources are available and a multi-Ministerial task force has been established, a mix of policy instruments can be driven based on detailed policy gap analyses in priority value chains, and policy pilots can be developed and implemented.

4.2.5 Mindset – Influencing the Way that People Think about the System

At the Mindset level, the leverage points focus on shifting the value and belief system of the actors in the ecosystem so that Green and Circular Economy becomes the norm.
In this respect, the role played by the media is crucial in generating public debate and achieving a shift in public opinion. Actions might include development and implementation of communications tools to illustrate the value of Switcher businesses for the public. For example, a strong Social Media strategy can be developed to broadcast human interest stories and Triple Bottom Line (TBL) impact of the businesses on the Switchers Platform.

Moreover, actions encouraging sustainable consumption practices that can create a market pull for the Switchers' products can be effective. These could include organisation of special trade fairs, provision of space to the Switchers at the city markets, strategic communications campaigns at governmental buildings, development of public or private staff volunteering schemes to engage with the Switchers.

9 http://www.theswitchers.eu/en/

5 National Strategies & Roadmaps

Aisha Dweikat – Aisha Design – Palestine

5.1 Introduction & Methodology

National scaling up analyses were carried out based on the identification of leverage points at different levels, identifying actions or services with a causal nexus, the interactions of which are able to unlock the potential to leverage change across the whole system. It was assumed that those changes would ultimately escalate the system's shift towards Sustainable Consumption and Production. In this sense, the framework applied for the national scaling up roadmaps is the same as the one used for the regional scaling up roadmap. In addition, the national scaling up analyses were developed based on a mixed research methodology (see Figure 14), consisting of stakeholders mapping and analysis, in-depth structured interviews with key stakeholders, as well as a desk review of internal and external sources. Eight country missions were implemented by the SwitchMed Networking Facility and Green Entrepreneurship teams, targeting stakeholders meaningfully representing the three analysis levels.

The national scaling up analyses identified main leverage points, which are drivers to a more conducive ecosystem and were coupled with ad-hoc roadmaps. The national scaling up roadmaps represents the operational framework needed to translate leverage points into activities. It is understood as a tool that can better articulate collaborative processes among the stakeholders that are relevant to the SwitchMed Programme's objectives.

This chapter displays the national ecosystem maps, followed by a schematic identification of assessed leverage points. The full scaling up national roadmaps are included in the annex to this report.

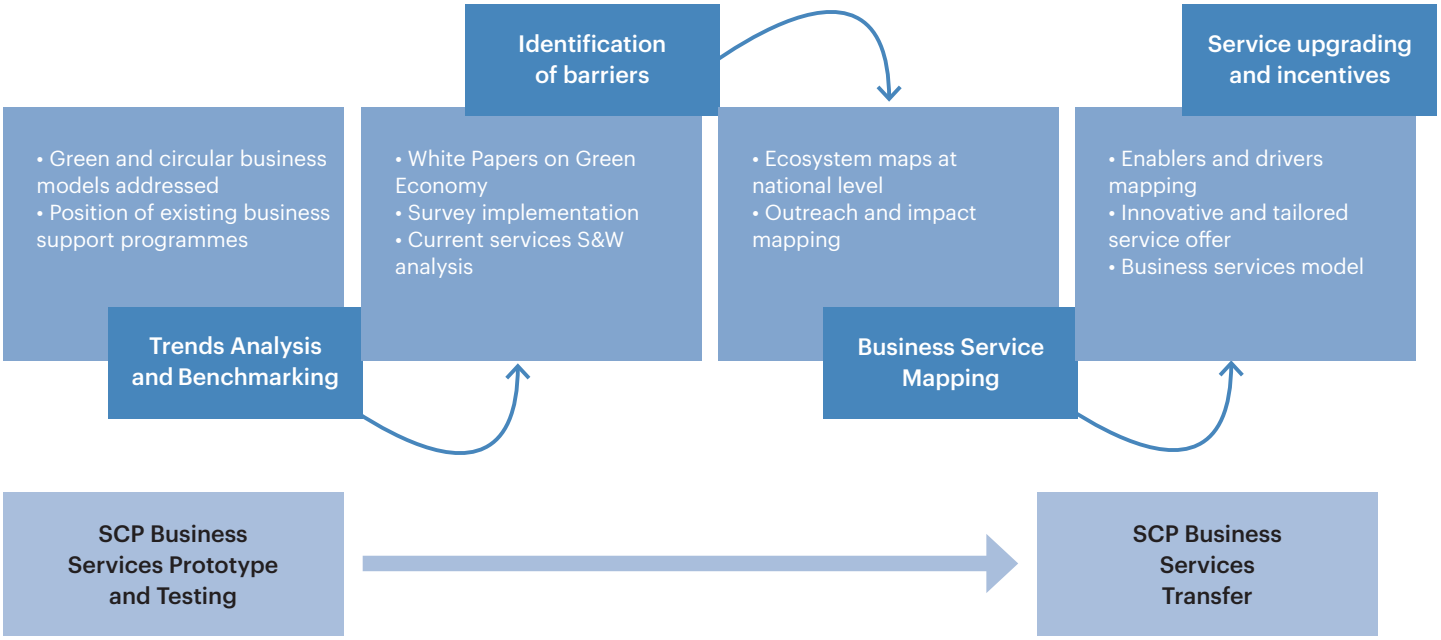


Figure 14. Steps in the methodology followed to develop the national scaling up roadmaps.

5.2 Algeria

Several entrepreneurship support structures are operational in Algeria, but too few are specialised or aimed at green entrepreneurship. Primarily, they offer basic training and support for the creation of businesses and access to seed or guarantee funds for financing their initiatives.

Green Entrepreneurship Ecosystem Map*—Algeria

**The map structure has been built upon the World Bank report "Igniting Climate Entrepreneurship in Morocco" - World Bank Group, April 2017*

International

- SCP/RAC | SwitchMed
- MEDAFCO | ALINOV
- ONUDI
- GIZ | PRODEC
- PNUD
- UNEP
- CES - MED | Cleaner Energy Saving Med Cities
- ENABEL | Agence Belge de Développement
- MEPI | The U.S Middle East Partnership Initiative

Donors

- EU | Délégation de l'Union Européenne
- AFD | Agence française de développement
- BAD | Banque Africaine de Développement
- World Bank

Business Support Organisations

- CNTPP Centre National des Technologies de Production plus Propre
- ANVREDET | Agence Nationale de Valorisation des Résultats de la Recherche et du Développement Technologique
- ANSEJ Agence Nationale de Soutien à l'Emploi des Jeunes
- Chambre de Commerce et d'Industrie Algérienne
- Association des cheffes d'entreprises algériennes
- AFEV Association des femmes en économie verte
- Incubateur de Sidi Abdellah
- Cluster Boisson
- Centres de facilitation de PME
- INNOPRENEUR
- AND Agence nationale des déchets
- IncubMe

Finance

- Salam Bank
- Algerian Start Up Initiative
- AFRIC INVEST
- PNB PARIBAS
- Casbah Business Angel
- MED INVEST
- FGAR
- Baraka Bank Indjaz El Djazair
- ANSEJ
- El Djazair Istithmar • CNAC
- SOFINANCE
- ANGEM

Academic & Research

- Ecole Supérieure Algérienne des Affaires
- Centre National De Développement des Ressources Biologiques
- Ecole Nationale Supérieure Agronomique
- Ecole Nationale Polytechnique
- Autres Universités publiques et privées

Government

- AND-PME | Agence Nationale de développement de la PME
- Agence Nationale pour le Changement climatique
- Agence Nationale de Développement de l'Investissement
- ANPT | Agence Nationale de Promotion et de Développement des Parcs Technologiques
- Ministère de l'enseignement supérieur et de la recherche scientifiq
- Ministère ère de l'environnement et des énergies renouvelables
- Ministère de l'Industrie et des mines
- Ministère de l'éducation nationale
- Ministère de la formation et de l'enseignement professionnels

5.2 Algeria

In 2012, the country adopted an approach to identify social and environmental challenges in order to turn them into economic initiatives, capable of developing human potential and natural resources. However, these initiatives remain experimental and do not promote the transition to cleaner and more sustainable consumption and production patterns. Hence, a clear, effective approach must be adopted in order to reinforce investment in green sectors.

Level of intervention	ID	Potential Leverage Actions	Institutional support
OPERATION	1	• Diversify the range of training courses and support for the creation of green businesses	• Ministry of the Environment and Renewable Energies and supervised establishments, Ministry of Higher Education and Scientific Research, support structures, international support programmes
	2	• Improve access to funding for green initiatives	• Financial institutions, Ministry of Finance, chambers of commerce
	3	• Promote the green business creation supporter profession	• Support structures, cooperation programmes, international stakeholders
	4	• Support the development of new markets for green products and services	• Ministry of the Environment, Ministry of Industry, Ministry of Labour, civil society organisations
	5	• Promote the development of clusters and specialised networks in "green" professions	• International support programmes, research institutes, universities
	6	• Prioritise green initiatives developed in priority green sectors at a national level	• Ministry of the Environment, National Agency for Investment Development, National Agency for SME Development
MANAGEMENT	7	• Guarantee coherence and to promote synergies between ecosystem stakeholders and existing programmes to support green entrepreneurship	• Ministry of the Environment, international stakeholders, Ministry of Industry, National Agency for Investment Development
	8	• Boost research in the field of social and environmental innovation	• Support structures, Ministry of the Environment, National Agency for the Exploitation of Research Results and Technological Development, Ministry of Higher Education and Scientific Research
	9	• Prioritise green investment and improve the relationship between investors and public institutions	• National Centre for Cleaner Production Technologies, support programme, international stakeholders, Ecole supérieure algérienne des affaires (Algerian Business School)
	10	• Reinforce coherence in the practices in green jobs	• National Centre for Cleaner Production Technologies, Ministry of the Environment, Ministry of Industry
POLICY	11	• Promote green taxation mechanisms	• Ministry of Finance, National Agency for Development Investment
	12	• Promote a regulatory framework for the creation of green businesses	• National Agency for SME Development, National Agency for Development Investment, Ministry of Industry, National Companies Register Centre

5.2 Algeria

Level of intervention	ID	Potential Leverage Actions	Institutional support
POLICY	13	• Improve the positioning of green products on the local market	• National Centre for Cleaner Production Technologies, Ministry of the Environment, chambers of commerce
	14	• Adapt the education system and professional and vocational training structures to new green jobs	• Ministry of Education, Ministry of the Environment, Ministry of Vocational Training, support programmes
	15	• Promote the decentralisation of programmes to support the creation of green businesses	• Chambers of commerce, National Agency for SME Development, Ministry of the Environment, Ministry of Industry
MINDSET	16	• Improve and facilitate access to the guidelines for the national action plan for sustainable consumption and production	• The National Centre for Cleaner Production Technologies
	17	• Disclose the role of the green economy faced with environmental challenges	• Ministry of the Environment, civil society organisations, National Agency for Climate Change
	18	• Develop a feeling of belonging, of collaboration and sharing values linked to green entrepreneurship	• The National Centre for Cleaner Production Technologies
	19	• Promote the spirit of green entrepreneurship and sustainable consumption from the bottom up	• Ministry of National Education, Ministry of the Environment, civil society organisations
	20	• Promote high-profile public meetings on sustainable consumption and production methods	• All the environmental stakeholders, notably civil society organisations, the media, Ministry of the Environment

5.3 Egypt

Green and sustainability-oriented businesses are a relatively new concept in Egypt, as is the focus on social and environmental impact within business support organisations, even though there is an increasing general consensus (at public, private and civil society level) that the promotion and development of this specific type of entrepreneurship in Egypt could lead to specific solutions to traditional challenges. Sectors such as agriculture, integrated solid waste management (plastic, construction materials...) and energy/water are of the utmost relevance for the economy and the future of the country.

Only Green Entrepreneurs
Also Green Entrepreneurs
Direct Funding Provision

Green Entrepreneurship Ecosystem Map—Egypt

International

Support Programs

- World Bank
- UNIDO
- UNDP
- CEDARE
- ILO
- The Next Society
- SwitchMed
- Creative Med
- ANIMA Inv Network

Donors

- GIZ
- IFC
- EIB
- AfD
- EU FUND
- AFD
- Aga Khan Foundation
- EBRD
- USAID
- Abu Dhabi Fund for DevelopmentFund
- KfW
- Silatech

Business Support Organisations

Incubators

- OASIS500
- Flat6Labs
- Yomken
- INJAZ
- ENCPC
- CEDARE
- Nahdet El-Mahrousa CleanTech Arabia
- Falak Startup
- Egypinnovate
- Innoventures
- AUC Venture Lab
- Astrolabs
- 138 Pyramids
- Helipolis University
- Fab Lab New Cairo Ehypt
- Cewas

Networks

- Egyptian Junior Business Association
- Endeavor Egypt
- Assiut Business Man Association
- Rise up Egypt
- Egyptian Businesmen Association
- Confederation of Egyptian European Chambers of Commerce Federation (CEEBA)
- CIPE

Finance

- Sawari Ventures
- Egypt Venture (MoI) Wamda
- Alfanar Foundation Silatech
- Shekra
- Islamic Deveopment Bank
- Hivos Impact Investments
- SANAD
- Cairo Angels
- Mediterranean Capital Partners
- Banque MIsr
- Social Fund for Development

Academic & Research

- American University of Cairo (AUC) University of Heliopolis
- Arab Science & Tech Foundation Assiut University
- AMIDEAST Egypt
- Cairo University

Government

- Ministry of Investment
- Ministry of Trade & Industry
- Ministry of Environment Ministry of Agriculture
- Egyptian Micro, Small and Medium Enterprise Development Agency
- Industrial Council for Tech and Innovation

5.3 Egypt

Due to this growing level of social and economic awareness, BSOs are defining programmes for the promotion of green entrepreneurship. That said, these recently developed programmes and instruments still require sustained backing in terms of both financing and technical support. This sustained backing would make efforts to ensure the growth of the enterprises beyond start-up phase, helping to generate jobs and innovative added value within the companies.

Level of intervention	ID	Potential Leverage Actions	Institutional support
OPERATION	1	• Increase programme outreach in terms of numbers and geographic scope	• Private and public business support structures, Ministry of Environment, governorates.
	2	• Adopt a segmented approach in terms of sectors and level of maturity of green entrepreneurs	• Private and public business support structures
	3	• Develop tools and methodologies embedding eco and circular design for businesses at all development stages	• Public and private business support structures, corporations
	4	• Develop infrastructures and services to facilitate product development and test market feasibility of green entrepreneurship products	• Public and private business support structures
	5	• Facilitate access to international markets for green entrepreneurs, especially to European and Middle East – North African markets	• Public and private business support structures, relevant existing international networks
	6	• Improve the range of financial initiatives open to green entrepreneurs and the correlation between offer and demand	• Financial actors, Ministry of Trade and Industry, Central Bank of Egypt
MANAGEMENT	7	• Increase awareness and build capacities of private BSOs and financial actors with regard to green economy and its business opportunities	• Public and private business support structures and financial actors
	8	• Structure a cluster of BSOs around the green economy to better promote green opportunities and become an influent interlocutor with the public authorities	• Private business support structures, big corporations
	9	• Promote the evaluation and monitoring of environmental and social impact among BSOs and financial actors	• Private business support structures, financial actors
	10	• Foster collaboration with other national and international programmes and networks supporting green entrepreneurs in their relevant sectors.	• BSO, financial actors, Central Bank of Egypt, Ministries of Trade and Industry and Environment
POLICY	11	• Enhance capacities of policy makers and public actors with regard to the green and circular economy approach	• All Ministries, all governorates, other public institutions

5.3 Egypt

Level of intervention	ID	Potential Leverage Actions	Institutional support
POLICY	12	• Develop a comprehensive and clear legal framework for green economy sectors	• Ministry of Environment and other key ministries
	13	• Generate and increase public demand for green products and services	• All Ministries, all governorates, other public institution
	14	• Promote better monitoring and impact assessment frameworks	• Ministry of Environment, Ministry of Trade and Industry
	15	• Develop public financing instruments targeting green entrepreneurs	• Ministry of Trade and Industry, Central Bank of Egypt, governorates
	16	• Enhance the visibility and dissemination of green entrepreneurship success stories	• The Switchers community and existing social community networks, media, BSO
MINDSET	17	• Integrate green values and solutions across the whole productive value chain of companies and public organisations	• Ministry of Environment, BSO, corporations
	18	• Embed green values and skills throughout the whole education system	• Formal and non-formal education systems, Ministry of Education, Ministry of Environment

5.4 Israel

Israel has gained a worldwide reputation as the "start-up nation" (Senor and Singer, 2009) based on its success in promoting, encouraging and supporting high-tech companies. This has been achieved thanks to the development of a series of public policies on R&D, SMEs and entrepreneurship by the government that have enabled it to build a unique support ecosystem for entrepreneurship and innovation, especially in the field of high technology.

Only Green Entrepreneurs
Also Green Entrepreneurs
Direct Funding Provision

Green Entrepreneurship Ecosystem Map— Israel

International

Support Programs

- UN Environment
- UNIDO
- SwitchMed –SCP/RAC
- ENI CBC Med
- H2020
- Ashoka

Donors

- EU
- European Inv. Bank
- EBRD
- USAID
- World Bank

Business Support Organisations

Incubators and Accelerators

- TheHive by Gvahim
- Israel Innovation Institute
- Maof operators
- Tech4Good
- ESCO Center
- Minga
- Social 8200
- Capital Nature
- Elevation Academy
- ISEMI
- The Weitz Center

Networks

- Manufacturers Association of Israel
- The Israel Green Business Council Start-up nation central
- The Heschel Sustainability center
- Ikare Innovation
- Israel Textile & Fashion Association
- Ashoka
- Jewish Founders Network
- The Israel Green Business Council

Academic & Research

- The Porter School for Environ-mental Studies
- Tel Aviv University
- Samuel Neaman Institute for Na-tional Policy Research
- School of Sustainability, IDC
- The Israel Society of Ecology and Environmental Sciences

Finance

- Yad Hanadiv
- Capital Nature
- Terralab Ventures
- Hutchison Kinrot
- Impact first
- Israel Cleantech Ventures
- Social Finance Israel Vital
- Capital Fund
- Dualis
- IVN

Government

- Ministry of Economy and Industry
- Small and Medium Business Agency—Maof
- Ministry of Environmental Protection –Center for Resource Efficiency
- Ministry of Finance
- Israel Innovation Authority Israel Export Institute
- The Standards Institution of Israel Israel—Europe R&D Direc-torate
- Tel Aviv Municipality
- Ministry of Energy

5.4 Israel

Israel has a long tradition of innovation in the clean-tech area and has a very strong support ecosystem in relation to this kind of company. Most of these companies have developed technologies linked to the management of natural resources such as water, energy and waste. Although there is no doubt that Israel offers one of the best ecosystems for the business sector, there are many non-tech sectors linked to the green and circular economy that have not been included within the entrepreneur support ecosystem.

Level of intervention	ID	Potential Leverage Actions	Institutional support
OPERATION	1	• Increase programme outreach in terms of numbers and geographic scope	• Private business support structures, MoEI – Maof, MoE
	2	• Innovate service delivery mechanisms using digital platform and remote management tools	• Public and private business support structures
	3	• Implement innovative services targeting both tech and non-tech green entrepreneurs with particular focus on scalable projects	• Public and private business support structures
	4	• Strengthen A2F services for tech and non-tech green entrepreneurs with particular focus on scalable projects	• Financial actors, MoEP, MoEI
	5	• Facilitate access to the market for green entrepreneurs, especially the European market	• Public and private business support structures, Israeli Export Institute
	6	• Implement monitoring and evaluation to build and communicate environmental impact	• Private business support structures, MoEI –Maof, MoE
MANAGEMENT	7	• Increase and build capacities of private BSO with regard to green and circular economy	• Public and private business support structures
	8	• Strengthen the BSO community with regard to the green and circular economy	• Public and private business support structures
	9	• Strengthen the knowledge and capacities of financial actors	• Financial actors, BSOs, MoEP, MoEI
	10	• Establish regional innovation hubs based on green sectors and technologies	• MoEP, MoEI, Israeli Export Institute, Israel Innovation Authority
POLICY	11	• Develop more public programmes and services supporting non-tech green entrepreneurs	• MoEP, MoEI (Maof Programme)
	12	• Promote a better monitoring and evaluation framework	• MoEP, MoEI (Maof Programme)
	13	• Develop financing instruments targeting green entrepreneurs Enhance the visibility and dissemination of green entrepreneurship success stories	• MoEP, MoEI (Maof Programme)

5.4 Israel

Level of intervention	ID	Potential Leverage Actions	Institutional support
MINDSET	14	• Enhance the visibility and dissemination of green entrepreneurship success stories	• The Switchers community and existing social community networks, media
	15	• Foster the demand for green innovative solutions developed by green entrepreneurs within companies and public institutions	• MoEP, MoEI, municipalities, corporations
	16	• Promote the 'connection' between consumer needs, services/ products offered and interest of investors	• Switchers community, consumers' associations, investors, corporations
	17	• Raise awareness with regard to the SDGs and SCP concepts	• Ministry of Education, municipalities, consumer associations, media

5.5 Jordan

Jordan has a relatively strong network of organisations that provide support, mostly technical, to green entrepreneurs and eco-innovative grassroots initiatives. They offer education and training programmes, assist in securing workspaces and providing incubation services, host communities and events, serve as incubators and organise crowdfunding platforms.

Principles of sustainable consumption and production have not yet been fully integrated into Jordan's common national culture of principles and practices, and the financial support system in place for green entrepreneurs and eco-innovative grassroots initiatives is a relatively weak one. Surveyed stakeholders expressed a need to continue building the skills of green entrepreneurs in the areas of organisation, management, financial planning and fundraising.

Level of intervention	ID	Potential Leverage Actions	Institutional support
OPERATION	1	• A public campaign to raise national awareness on green entrepreneurship and its potential. Visibility of the Programme, national awareness campaign	• The national coordinator of the Programme together with the Ministry of Environment can take the lead; the role of the royal family needs to be explored
	2	• Reinforce and highlight solutions offered by Green Entrepreneurs by developing impact-oriented storytelling strategies for the sectors	• Switchers Community and existing social economy networks empowered to develop advocacy and communication strategies
	3	• Enhance the demand of green upstream services and product supply at value chain level triggering market opportunities and symbiosis	• Switchers Community supported by specific media outlets (e.g. WAMDA) and impact-oriented agencies (EDAMA, JGBC) to pool communication and awareness-raising efforts
MANAGEMENT	4	• Establish policy dialogue pathways which can stimulate sector aggregation and recognition of green enterprises	• SwitchMed Policy Roundtables seems to be a good mechanism to engage the actors in the ecosystem
	5	• Establish closer links to the political actors that are ready to deliver additional programme elements and policy pilots	• Ministry of Environment, Jordan Environment Fund, other development programmes (USAID, GIZ, etc.)
	6	• Develop financing instruments targeting green entrepreneurs	• Ministry of Environment, Jordan Environment Fund, other development programmes (USAID, GIZ, etc.) and municipalities can play a role (e.g. Green Amman Project 2020); financial actors
	7	• Policies to support financial situation of green entrepreneurs, e.g. Income tax reduction	• Ministry of Environment, Municipalities
POLICY	8	• Competitive bidding process for the coordination and partnership is recommended	• Main partner should be a non-profit organisation (e.g. BDC, Ipark, QRCE); guidance on the green business support services provided in Jordan can be provided through this partnership
	9	• Foster integration of services along the 'entrepreneurial journey'	• SCP/RAC could be the underlying operating system that brings together the different institutions to create an ecosystem-wide collaboration that green entrepreneurs can take advantage of; support from Ministry of Environment, JEF, and other development programmes

5.5 Jordan

Level of intervention	ID	Potential Leverage Actions	Institutional support
POLICY	10	• Big businesses (e.g. Zain, Carrefour) show interest in supporting green entrepreneurship and their role in this should be better explored	• Ministry of Environment, JEF, BSOs
	11	• Networking among the green entrepreneurs can be fostered	• SwitchMed, Ministry of Environment, JEF, BSOs
MINDSET	12	• Increase and diversify geographic service's outreach. Giving priority to the challenges faced by the municipalities located in arid areas and hosting refugee camps	• Partnership building among national-based BSOs and local authorities
	13	• Tap into reputable business support services (e.g. Ipark, QRCE)	• SwitchMed, BSOs
	14	• Encourage cross-cutting approaches and increasing mentorship match-making	• SwitchMed, Ministry of Environment, JEF, BSOs
	15	• Focus on quality rather than quantity by increasing support in A2M and A2F	• SwitchMed, BSOs
	16	• Innovate service delivery mechanisms using digital platform and remote management tools	• SwitchMed, BSOs
	17	• Implement monitoring and evaluation to build and communicate environmental impact	• SwitchMed, Ministry of Environment, JEF, Municipalities, BSOs
	18	• Water, energy and waste nexus as priority intervention areas for Green Entrepreneurs/Switchers	• SwitchMed, Ministry of Environment, JEF, BSOs
	19	• Open innovation-based approach can help to solve local challenges while triggering eco-innovation, creating jobs and revenue	• SwitchMed, Ministry of Environment, JEF, BSOs

5.5 Jordan

Only Green Entrepreneurs
Also Green Entrepreneurs
Direct Funding Provision

Green Entrepreneurship Ecosystem Map*—Jordan

**The map structure has been built upon the World Bank report "Igniting Climate Entrepreneurship in Morocco" - World Bank Group, April 2017*

International

Support Programs and II.OO.

- SwitchMed
- ARABNET
- OXFAM
- ENDEAVOR
- UNIDO
- The Next Society
- SANAD
- SCP/RAC I SwitchMed

Donors

- World Bank
- IFC
- AICS
- AFD
- EU MADAD FUND
- EBRD
- EU EIP
- European Inv. Bank

Business Support Organizations

Incubators and Accelerators

- Oasis500
- ZINC
- BDC
- QRCE
- Mowgli
- iPark
- Fed. Environmental Ass.
- Cewas
- EDAMA
- INJAZ
- IBDAA Society
- JGBC

Networks

- Jordan Chamber of Industry
- Amman Chamber of Industry
- Jordan ORganic Farming Association

Academic & Research

- RSCN
- Higher Council Science & Tech
- Nat'l Energy Research Center
- RSS - Cleaner Production Unit
- Scientific Food Center

Finance

- Nat'l Microfinance Bank
- Cairo Amman Bank
- Luminus Shamal Start
- MEVP
- Silicon Badia
- TAMWEELKOM
- KAFD
- JREEEF/MEMR

Government

- Ministry of Environment
- Ministry of Industry
- Ministry of Social Affairs
- Central Bank of Jordan
- Ministry of Water and Energy
- Prime Minister's Office

5.6 Lebanon

Lebanon has great untapped potential to move specific value chains toward green development in addition to a flourishing, highly resilient and liquid financial economy with an intense consumption pattern and poor public service delivery system. Green and social entrepreneurship appear to be on the rise in Lebanon. However cross-cutting contextual, legal, financial and technical challenges limit sector aggregation and expansion.

Only Green Entrepreneurs
Also Green Entrepreneurs
Direct Funding Provision

Green Entrepreneurship Ecosystem Map*—Lebanon

**The map structure has been built upon the World Bank report "Igniting Climate Entrepreneurship in Morocco" - World Bank Group, April 2017*

International

Support Programs

- ARABNET
- HIVOS Impact Investments
- Med Up (Oxfam)
- ENDEAVOR
- UNIDO
- The Next Society
- SANAD
- SwitchMed
- Creative Med
- UN ENVIRONMENT

Donors

- World Bank
- IFC
- AICS
- AFD
- EU MADAD FUND
- EBRD
- EU EIP
- European Inv. Bank

Business Support Organisations

Incubators and Accelerators

- Fondation Diane
- Flat6Labs (€)
- BIAT
- UK Lebanon Tech Hub
- Speed (€)
- Bader
- Nawaya Network Smart ESA
- Tripoli E. Club
- Berytech (€)
- Agrytech (€)
- South BIC
- Alt City
- Makhzoumi F. (€)
- INJAZ Lebanon
- Make Sense (€)
- Beyond R&D
- ELCIM (€)

Networks

- Lebanese Social Economy Network
- Rural Entrepreneurs Lebanon
- Livelihood Cluster –LHF

Academic & Research

- Saint Joseph University
- AUB, Nature Conservation Centre
- Industrial Research Institute
- ESA
- Industrial Research Institute
- LCPC

Finance

- Kalafat
- IM Capital
- Al Fanar Lebanon MEVP
- AEP
- Viridis Fund
- IDAL
- Banque du Liban
- ZOOMAL
- IBL Bank

Government

- Lebanese Center for Energy Conservation
- Ministry of Environment
- Ministry of Industry Prime Minister Office
- Central Bank of Lebanon Ministry of Social Affairs Ministry of Water and Energy
- Council for Development and Reconstruction

5.6 Lebanon

Most of the services offered in Lebanon follow a similar model and are focused on harnessing the power of entrepreneurialism to create measurable impacts as the result of successful ventures. Lack of specialisation and quality delivery mechanisms together with the absence of programme exit points hinder the efforts national BSOs devote to green early stage entrepreneurship programmes. Green and social entrepreneurial services and service providers are not efficiently connected to the detriment of match-making and specialisation. BSOs aggregation and sector definition would greatly help to focus on environmental impact, leveraging aid effectiveness and raising investments.

Level of intervention	ID	Potential Leverage Actions	Institutional support
OPERATION	1	• Increase and diversify geographic service's outreach	• Partnership building among national-based BSOs and local authorities (Dpt. of Municipal Affairs)
	2	• Encourage cross-cutting approaches and increase mentorship match-making	• Access to data and prospects at value chain level (MoI, MoF, MoET)
	3	• Focus on quality rather than quantity by increasing support in A2M and A2F	• Establishment of climate oriented public-private financial mechanisms (Central Bank of Lebanon) Trust-building and technical assistance measures in favour of public and private stakeholders to stimulate green entrepreneurship-oriented support mechanisms Promotion of arm's length markets and development of green market infrastructures using existing entrepreneurship programmes
	4	• Innovate service delivery mechanisms using digital platform and remote management tools	• Fine-tuning, standardisation and technical transfer of green business development methodologies
	5	• Implement monitoring and evaluation to build and communicate environmental impact	• Capacity building to integrate Result Based Management from the outset of incubation processes
MANAGEMENT	6	• Establish a Public-Private Green Entrepreneurship Service Network	• Existing SDGs-oriented BSOs with established business development programme in the country and key public stakeholders promoting sustainable development services Ministry of Environment and sector-focused BSOs to facilitate networking processes around three strategic areas: Service Delivery, Policy and Advocacy/ Communication
	7	• Foster integration of services along the 'entrepreneurial journey'	• Development of an ad hoc national working group, e.g. Technical Assistance Task Force, focused on promoting integrated business development services
	8	• Set impact communication joint strategies	• Development of an ad hoc national working group, e.g. Communication and Advocacy Task Force, engaging specialised entrepreneurship media outlets and education-based BSOs
	9	• Improve multi-stakeholder and multi-disciplinary consultations and engagement of research and academic institutes	• Inclusion of Research/Academic institutions in the working groups of specific Networks.
	10	• Improve mutual accountability mechanisms through performance monitoring	• Technical assistance to build performance management review processes at cluster/ sector level and optimisation of performance monitoring procedures

5.6 Lebanon

Level of intervention	ID	Potential Leverage Actions	Institutional support
POLICY	11	• Extend the scope and sectors of green entrepreneurship financing mechanisms via soft-loans addressing entrepreneurs at different business cycle stages	• Public-private financing mechanisms able to operationalise economic instruments to enable sustainable development measures
	12	• Extend existing interest-free, long-term loans to other key strategic sectors	• Banque du Liban to replicate NEEREA extending green financing mechanisms
	13	• Develop Public Private Partnership (P3 and CBPP3*) to arrange financing and delivery of long-term services enabling green entrepreneurship	• Ministry of Interior and Municipalities (MOIM) liaising with Ministry of Environment and Local Authorities to pilot PPP in key SCP and circular economy sectors
	14	• Establish policy dialogue pathways which can stimulate sector aggregation and legal recognition of green enterprises	• Ministry of Environment and LSE Association to promote legal definition of green enterprises
MINDSET	15	• Engage in Citizen Science and crowd-sourced research activities on key issues at national level (i.e. solid waste management, water and energy efficiency, marine and coastal ecosystems protection)	• Academic institutions (UAB, Saint Joseph University) already engaged in sustainability research projects and outreach educational programmes
	16	• Establish and formalise a national community of Green Entrepreneurs and network it at regional level to envisage global challenges, offering local solutions	• Switchers Community and existing social economy networks (LSE Association) empowered to develop advocacy and communication strategies
	17	• Reinforce and highlight solutions offered by Green Entrepreneurs by developing impact-oriented storytelling strategies for the sectors	• Switchers Community supported by specific media outlet (ARAB NET, WAMDA) and impact-oriented agencies (ALFANAR) to pool communication and awareness-raising efforts
	18	• Enhance the demand of green upstream services and product supply at value chain level triggering markets opportunities and symbiosis	• National and local Chambers of Commerce, industries councils and public administrations to include green entrepreneurs among their constituents

Community Based Public Private Partnership

5.7 Morocco

Green entrepreneurship and the circular economy have great potential to address the main environmental challenges facing Morocco, such as desertification, the loss of biodiversity, water stress, air and water pollution and deforestation.

Green Entrepreneurship Ecosystem Map*—Morocco

**The map structure has been built upon the World Bank report "Igniting Climate Entrepreneurship in Morocco" - World Bank Group, April 2017*

International

- GIZ
- SwitchMed-SCP/RAC
- UNIDO
- UN ENVIRONMENT
- UNOPS
- Groupe SOS
- PNUD
- Coop Med
- OXFAM
- WWF
- IES MED
- HIVOS

Donors

- UE
- World Bank
- USAID
- EBRD
- AFD
- Fondation OCP

Business Support Organisations

- Maroc PME
- Espace Bidaya
- Centre des très petites entreprises solidaires
- Réseau Entreprendre
- MCISE
- REMESS
- INJAZ Al-Maghrib
- Fondation Drosos
- FJE
- Centres Régionaux d'Investissement (CRI)
- H Seven
- New York Lab
- Endeavor
- La Factory
- CREA
- Enactus
- CEED
- Chambres de Commerce
- Association El Ikram
- ANAPEC
- CGEM
- OMPIC
- NUMA—Impact Lab
- AMAPPE
- Cluster Solaire
- Réseau Marocain Incubation et Essaimage
- CMPP
- Mowgli

Finance

- CCG
- FNAM
- BMCE
- ACAB
- ACCG
- CNSB
- AFRICINVEST
- Global Nexus
- ALMAMED
- BEYA Capital
- MNF Angels
- Afineety
- Banque Centrale Pop
- Attijari Wafabank
- Attijari Investment
- CDG Capital
- Maroc Invest
- Atlas Business Angels

Academic & Research

- MAScIR
- IRESEN
- Universités (Mohamed V, Fez, Agadir, etc.)

Government

- Ministère de l'Énergie, des Mines, de l'Eau et de l'Environnement
- Ministère de l'Industrie, de l'Investissement, du Commerce et de l'Economie numérique
- Ministère du Tourisme, du Transport aérien, de l'Artisa-nat et de l'Economie sociale
- Ministère de l'Éducation
- Ministère du Travail et de l'Insertion Professionnelle
- AMEE

5.7 Morocco

Morocco has a rich ecosystem of private, non-profit and public organisations, which provide services to project developers. The ecosystem is highly diversified with effective organisations, which have important specific features and a high degree of specialisation. The support structures offer entrepreneurs a wide range of support services helping them build broad-based skills and providing technical assistance training, project funding, administrative support, support by the leaders of voluntary organisations, business incubation, hosting, support for accessing markets, sharing experiences, etc. The potential levers for actions described in the following table are the result of the analysis carried out by all the countries covered by the SwitchMed Programme and validated through the consultation of 12 key stakeholders in Morocco in September 2018.

Level of intervention	ID	Potential Leverage Actions	Institutional support
OPERATION	1	• Prioritise personalised support at all stages of helping to create green startups	• Support structures for public, private and non-profit entrepreneurship
	2	• Ensure the prototyping of eco-entrepreneurs' innovative ideas	• Support structures, scientific research establishments, Ministries of the Environment and Industry, AMEE
	3	• Reinforce the market access services for sustainable products and services	• Support structures, Ministry of Industry and Commerce, chambers of commerce
	4	• Reinforce the funding access services for eco-entrepreneurs	• Financial players, support structures, Ministry of Industry and Investment, Ministry of the Environment
	5	• Promote the networking of green entrepreneurs with green economy ecosystems at local and international levels (entrepreneurs, companies, financial players, etc.)	• Support structures, international stakeholders, financial players
	6	• Promote the assessment of the environmental and social impacts of green startups	• Public, private and non-profit support structures, Ministries of the Environment and Industry
MANAGEMENT	7	• Promote sharing and cooperation among the support structures for green entrepreneurs	• Support structures, Ministry of the Environment
	8	• Promote the sharing, transfer and application of methodologies for supporting the creation of green businesses by building support structure capacities	• Support structures, Ministry of the Environment International, international stakeholders
	9	• Promote a culture of assessing the environmental and social impacts of support structures for green entrepreneurship	• Support structures, international stakeholders, Ministry of the Environment
	10	• Promote the decentralisation of support services for green entrepreneurs	• Support structures, Ministry of the Environment
POLICY	11	• Promote the harmonisation of public policies on the National Strategy for Sustainable Development	• Ministries of the Environment, Industry, Tourism, Education, Labour, etc., international stakeholders
	12	• Develop a regulatory framework that encourages the creation of green businesses	• Ministries of the Environment, Industry, Labour, etc., international stakeholders
	13	• Promote the local authorities' ownership of the National Strategy for Sustainable Development and the National Framework for Sustainable Consumption and Production	• Ministries of the Environment and Industry, international stakeholders

5.7 Morocco

Level of intervention	ID	Potential Leverage Actions	Institutional support
MINDSET	14	• Reinforce the inclusion of sustainable development, the green economy and sustainable methods of consumption and production in the education system (school curricula, university courses, etc.)	• Ministries of the Environment and Education, environmental protection associations, student associations, universities
	15	• Disclose the sustainable consumption and production approach to the general public	• Ministries of the Environment and Industry and Trade, consumer associations, environmental protection associations, media
	16	• Prioritise communication linked to the green economy and sustainable procurement options available on the market	• Media (written press, television, radio, new media, etc.), Ministry of the Environment, consumer associations

5.8 Palestine

Entrepreneurship is a high-risk activity in Palestine and, according to reports by the Global Entrepreneurship Monitor, the country has one of the lowest early-stage entrepreneurial activity (TEA) rates in the region. Palestine also suffers from a huge gender gap despite possessing a larger pool of better-educated entrepreneurs compared with other countries in the region. On the other hand, almost 20% of the people in the process of trying to start a new business are seeking employment, highlighting how sustainable growth and job creation could be driven by private investment.

Only Green Entrepreneurs
Also Green Entrepreneurs
Direct Funding Provision

Green Entrepreneurship Ecosystem Map*—Palestine

**The map structure has been built upon the World Bank report "Igniting Climate Entrepreneurship in Morocco" - World Bank Group, April 2017*

International

Support Programs

- ABRENEUR
- BSIS Belgian Development
- Med Up (Oxfam)
- Start Up Grind
- Silatech
- CESVI SWM Programe
- The Next Society
- SwitchMed
- Start-Up Palestine (AICS)
- Spark
- CEWAS Middle East
- UNDP - PAPP

Donors

- EU
- AICS
- BTC
- SIDA
- DFID
- EU EIP
- OFID
- CIDA
- GIZ
- JICA

Business Support Organisations

Incubators and Accelerators

- B-Hub (CCE)
- IDEA4SME
- TAAWON (€)
- Leaders (€)
- PALTRADE (€)
- Agribusiness Accelerator
- JEST
- YMCA
- Business Women Forum (€)
- YMCA
- Business and Technology Incubator
- TechHub Rawabi
- PPU Business Incubator
- PICTI
- Build Palestine
- Small Enterprise Center—SEC (€)
- Sharek Youth Forum (CYEE)
- Tomorrow Youth Organization
- PARC
- MA'AN Dev. Center

Finance

- PIF
- Sharekat (PIF)
- FATEN
- SADARA
- SIRAJ (PIF)
- IDB
- REEF
- ACAD
- WAAFA
- ASALA
- Bank of Palestine
- AFSED

Academic & Research

- Birzeit University
- Palestine Polythecnic University
- Bethlehem University
- Al Quds Open University
- Palestine Technical University
- MAS Economic Policy Research Institute
- CPSD - Center for Private Sector Development
- ARIJ - Applied Research Institute Jerusalem

Government

- Environment Quality Authority
- Higher Council for Innovation and Excellence
- Ministry of Women Affairs
- Ministry of Labor
- Ministry of Economy
- PFESP—Palestinian Fund for Employment and Social Protection

5.8 Palestine

On this basis, entrepreneurship support programmes have increased in number and quality, gradually developing a safety net for early-stage entrepreneurs. Regulation and networking of the green economy support network will improve aid effectiveness and catalyse sector attractiveness, better managing the demand for business services.

A systemic approach has been used by breaking the programme reference system into minimum and iterative components to facilitate the identification of leverage points, effective interactions or specific shifts which have the power to produce positive changes.

Level of intervention	ID	Potential Leverage Actions	Institutional support
OPERATION	1	• Mainstream personal empowerment and soft-skills training within existing methodologies	• BSOs and NGOs delivering services to ideation and early-stage entrepreneurs; universities and academic research centres with active entrepreneurship programmes
	2	• Improve market linkages to approach both domestic market and export facilities	• PALTRADE, Palestinian Federation of Industries, leaders, existing export facilities with fair/organic certifications (CORE, Fair Trade Palestine)
	3	• Develop access to finance mechanisms which are culture-sensitive and accessible to ideation green entrepreneurs	• Palestinian Investment Fund (PIF), MFIs, NGOs to mainstream The SwitchersFund, improving accessibility and financial education for green entrepreneurs
	4	• Promote a coordinated model to increase co-payments for business services, thus reducing dependency and encouraging more sustainable business models	• Fine-tuning, standardisation and technical transfer of green business development methodologies and coordination among BSOs, NGOs to ensure quality delivery mechanisms
	5	• Improve impact communication and measurement system	• BSOs and NGOs to improve capacity building to integrate Result Based Management from the outset of incubation processes
MANAGEMENT	6	• Establish strategic partnerships leveraging sectoral interests and diverse investment/assistance roles of the business support organisations (BSO)	• Existing SDGs-oriented BSOs with established business development programme in the country and key public and private stakeholders promoting sustainable development services
	7	• Regulate BSO sector, gradually introducing definition rules and promoting national action networks	• Ministry of National Economy, PMA, Palestinian Chambers of Commerce, Industry and Agriculture, Ministry of Finance
	8	• Foster advocacy networks and improve sector aggregation	• Sector-focused BSOs and CSOs to develop joint advocacy actions and establish sector-oriented coordination mechanisms
	9	• Encourage green entrepreneur aggregation within a specific sector, promoting coordination and formalisation along targeted value chains	• Sector-focused BSOs and CSOs, EQA, the Switchers Community
	10	• Promote financial funding partnerships to mitigate investor risk, expanding pilot initiatives	• Palestinian Investment Fund (PIF), MFIs, NGOs, EQA
POLICY	11	• Improve coordination among ministries to better mainstream green entrepreneurship, promoting a cross-sectoral incentive system with particular focus on women-led initiatives	• EQA, LACS Development Forum, Ministry of Women's Affairs, Ministry of Labour, Ministry of National Economy

5.8 Palestine

Level of intervention	ID	Potential Leverage Actions	Institutional support
POLICY	12	• Develop a regulation framework allowing venture capital to fund early-stage green enterprises	• PMA (Palestinian Monetary Authority), Ministry of National Economy, EQA, PIF (Palestinian Investment Fund)
	13	• Promote a more institutionalised cooperation among development cooperation programmes focusing on green and social entrepreneurship	• EQA, LACS Development Forum, Interministerial Committee for Area C
	14	• Expand legislation on intellectual property rights, protecting ideation and early-stage green entrepreneurs	• Updating existing IPR system requires support from the Ministry of National Economy, Ministry of Industry and Finance, Palestinian Chambers of Commerce, Industry and Agriculture, Palestinian Standard Institution
MINDSET	15	• Raise public awareness and generate knowledge with regard to environmental protection with a specific focus on the link between environment and development	• EQA (National Strategy for Environmental Awareness and Education 2014-2020), PENGON (Palestinian Environmental NGOs Network), AIDA (Association of International Development Agencies), Ministry of Education
	16	• Harness local community mobilisation capacity and social structure to promote sustainable consumption patterns	• EQA, PENGON, MoPAD (Ministry of Planning and Administrative Development)
	17	• Link measurable green economy benefits to the National Policy Agenda, highlighting its contribution to the Agenda 2030	• EQA (Cross-Sectoral Environment Strategy 2017-2022), LACS Development Forum, PENGO, AIDA

5.9 Tunisia

There are green and circular entrepreneurship initiatives in Tunisia and they provide examples of economic viability coupled with positive environmental and social impacts. However, these are often pioneering initiatives and the expansion of green businesses remains a distant reality for the vast majority of the economic sectors. As for the entrepreneurship support structures and the creation of businesses, Tunisia has a rich ecosystem of institutions, which provide services to project developers. There are many public stakeholders across the entire country. Since 2011 in particular, a new, rich and complex ecosystem of private, non-profit structures has been developed. However, there are virtually no structures with specific specialisations or skills linked to green entrepreneurship.

Green Entrepreneurship Ecosystem Map*—Tunisia

**The map structure has been built upon the World Bank report "Igniting Climate Entrepreneurship in Morocco" - World Bank Group, April 2017*

International

- GIZ
- SwitchMed-SCP/RAC
- UNIDO
- UN ENVIRONMENT • UNOPS
- Groupe SOS
- PNUD
- Coop Med
- OXFAM
- WWF
- IES MED
- HIVOS

Donors

- UE
- World Bank
- SIDA
- EBRD
- AFD

Business Support Organisations

- CITET
- CONECT
- ANETI—Réseau national Bureaux d'Emploi
- Centres d'Affaires
- BIATLABS
- Impact Partner
- INJAZ Tunisie
- École 42
- APII - Réseau des Pépi-nières d'Entreprises
- ENACTUS
- EFE
- iBDA
- Enda inter-arabe enpact
- Réseau Entreprendre
- TCSE
- COGITE
- Projet Elif
- Lab'ESS
- StartUp Tunisia
- Spark

Academic & Research

- CITET
- Centre d'innovation et de développement technologique
- Établissements publics de recherche
- Universités

Finance

- BTS
- BFPME
- BIAT
- ATTIJARIBANK
- BNA
- SIDCO
- SODIS SICAR
- STB SICAR
- Afrikwity
- Zitouan
- Flat6Labs
- UGFS
- AfricInvest
- CoFundy
- ATUNSII
- Carthage Business Angels
- Wiki StartUp
- Yunus Social Business

Government

- Ministère des affaires locales et de l'environnement
- Ministère de l'Industrie APII
- APIA
- Ministère du Commerce
- Ministère du développement de l'investissement
- Ministère de la Formation Professionnelle et de l'Emploi
- CEPEX

5.9 Tunisia

The potential levers for actions described in the following table are the result of the analysis carried out by all the countries covered by the SwitchMed Programme and validated through the consultation of 10 key stakeholders in Tunisia in July 2018.

Level of intervention	ID	Potential Leverage Actions	Institutional support
OPERATION	1	• Prioritise personalised support at all stages of helping to create green startups	• Support structures for public, private and non-profit entrepreneurship
	2	• Ensure the prototyping of eco-entrepreneurs' innovative ideas	• Support structures, scientific research establishments, Ministries of the Environment and Industry, AMEE
	3	• Reinforce the market access services for sustainable products and services	• Support structures, Ministry of Industry and Commerce, chambers of commerce
	4	• Reinforce the funding access services for eco-entrepreneurs	• Financial players, support structures, Ministry of Industry and Investment, Ministry of the Environment
	5	• Promote the networking of green entrepreneurs with green economy ecosystems at local and international levels (entrepreneurs, companies, financial players, etc.)	• Support structures, international stakeholders, financial players
	6	• Promote the assessment of the environmental and social impacts of green startups	• Public, private and non-profit support structures, Ministries of the Environment and Industry
MANAGEMENT	7	• Promote sharing and cooperation among the support structures for green entrepreneurs	• Support structures, Ministry of the Environment
	8	• Promote the sharing, transfer and application of methodologies for supporting the creation of green businesses by building support structure capacities	• Support structures, Ministry of the Environment International, international stakeholders
	9	• Promote a culture of assessing the environmental and social impacts of support structures for green entrepreneurship	• Support structures, international stakeholders, Ministry of the Environment
	10	• Promote the decentralisation of support services for green entrepreneurs	• Support structures, Ministry of the Environment

5.9 Tunisia

Level of intervention	ID	Potential Leverage Actions	Institutional support
POLICY	11	• Promote the harmonisation of public policies on the National Strategy for Sustainable Development	• Ministries of the Environment, Industry, Tourism, Education, Labour, etc., international stakeholders
	12	• Develop a regulatory framework that encourages the creation of green businesses	• Ministries of the Environment, Industry, Labour, etc., international stakeholders
	13	• Promote the local authorities' ownership of the National Strategy for Sustainable Development and the National Framework for Sustainable Consumption and Production	• Ministries of the Environment and Industry, international stakeholders
MINDSET	14	• Reinforce the inclusion of sustainable development, the green economy and sustainable methods of consumption and production in the education system (school curricula, university courses, etc.)	• Ministries of the Environment and Education, environmental protection associations, student associations, universities
	15	• Disclose the sustainable consumption and production approach to the general public	• Ministries of the Environment and Industry and Trade, consumer associations, environmental protection associations, media
	16	• Prioritise communication linked to the green economy and sustainable procurement options available on the market	• Media (written press, television, radio, new media, etc.), Ministry of the Environment, consumer associations

6 Conclusions

Mohammad Khalil – W2V – Tunisia

6 Conclusions

The aim of this report has been to provide an effective strategy at the regional and national levels for the next phase of the SwitchMed Green Entrepreneurship Programme to support the creation and development of Circular Economy business models in the Southern Mediterranean countries.

The main conclusions drawn as a result of several elaborated analyses are as follows:

• The benchmarking analysis of 20 entrepreneurship support programmes indicated that the Programme is rather unique targeting entrepreneurs, who deal with environmental challenges. Achieving clarity across programmes objective and offer, monitoring, assessing and communicating both the programmes and the ventures' impacts were identified as essential elements for increasing effectiveness and attracting investments. Technology and open innovation solutions were found to offer opportunities for increasing outreach.

• The strengths and weaknesses analysis done through 68 interviews with key stakeholders in the eight target countries of the Programme revealed that the Programme not only built a solid pipeline of green business ideas but also increased capacity capacity and raise awareness on sustainable consumption and production opportunities. This should be kept as an important feature of the Programme.

• It became clear that a balance needs to be established between a much appreciated well-structured training methodology and a strict process found rather complex that is made to serve only a very limited number of entrepreneurs. Creation of multiple entry points, facilitating matchmakes with a network of mentors and providing financial support to address technical assistance needs identified were found necessary to enhance the Programme's results.

• Integrated, orchestrated and long-standing financial access support should be a key element of the Programme. On the one hand, the Programme should focus on early-stage or growth stage companies for building an attractive pipeline for interested investors. On the other hand, the Programme should channel efforts to build a community of impact financing for growing available funds for green entrepreneurs.

• The Programmme can facilitate decisions regarding market access by running value chain analyses and sector specific studies in collaboration with partner institutions. Corporate buyers can be engaged for introducing green products and services in their value chains.

• The use of a theoretical framework based on the systems thinking approach and the ´leverage points` concept has been useful to systematically drive actions that can effectively help to scale up the Programme.

• Under four categories of leverage points, namely operations, management, policy and mind-set, more than 60 actions that the SCP/RAC can initiate in partnership with stakeholders for expanding, adapting and sustaining the Programme's activities were identified.

• It is not up to the management team's commitment engagement, the stakeholders' level of engagement and ownership, and last but not least, availability of resources to follow-up

Switcher's Pecha Kucha - SwitchMed Connect 2018

The SwitchMed Networking Facility, is hosted by the Regional Activity Centre for Sustainable Consumption and Production (SCP/RAC).

Sant Pau Art Nouveau Site – Nostra Senyora de la Mercè Pavillion. Carrer Sant Antoni Maria Claret, 167. 08025 Barcelona (Catalonia) Spain.

Find us at:

- www.switchmed.eu

For further information:

- The Switchers: www.theswitchers.eu
- Switchers Fund: www.theswitchersfund.eu
- SwitchMed Connect: www.switchmedconnect.com

Our social media channels:

- Facebook
- YouTube
- LinkedIn
- Twitter
- Flickr

switchmed

SwitchMed Programme is funded by the European Union