



AMMAN BASED ESOs BEST PRACTICES ASSESSMENT AND HANDBOOK REPORT

Providing Organisational Advice to Regional/Local
Ecosystem Providers On Transferring Approaches and
Initiatives from Amman to other Governorates

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I Executive Summary

The "Amman Based ESOS Best Practices Assessment and Handbook Report" serves as a comprehensive analysis aimed at transferring successful entrepreneurial support practices from Amman to other regions in Jordan.

The report was compiled through a collaborative methodology involving a series of workshops, detailed interviews with stakeholders, and extensive desk research, engaging a diverse range of +15 Entrepreneurship Support Organisations (ESOs) to identify 20 practices.

These ESOs were selected for their innovative approaches to entrepreneurial support, including: Fostering fintech innovations through corporate resources and regional presence; Empowering entrepreneurs with behavioural skills and practical business training; Building sustainable angel networks and scout programmes for investment; Supporting sustainable green economy enterprises through specialised networks; Providing extensive global network and growth support to high-impact entrepreneurs; Supporting social enterprises with impact assessment and investment; Offering fundraising support and investment readiness for agritech startups; Enhancing entrepreneur well-being and supports social enterprises; Youth empowerment through education and practical experience; Sustainable incubation programmes and diverse entrepreneurial support; Enhancing startup pipelines through community engagement and support; Providing hands-on support and open-source resources for startups; Corporate acceleration with comprehensive growth support for startups; Managing national networks for entrepreneurship support and innovation; Providing diverse financing options tailored to various sectors; Specialised innovation programmes in specific local communities; and Integrating startups into corporate support structures and networks.

The primary findings emphasise the need for ESOs to tailor their programmes to the specific needs of their communities, the importance of active and strategic engagement with all stakeholders, and the necessity for establishing sustainable financial and operational frameworks that extend beyond the capital city to nurture entrepreneurship in governorates.

2 Introduction

2.1 BACKGROUND

Jordan has been always viewed as a country with high levels of entrepreneurial activities, and initial programmes launched to support startups started in the late 80s, before many other countries started providing such programmes in the region, but when the levels of entrepreneurial activities are evaluated outside Amman, Jordan lacks in several dimensions.

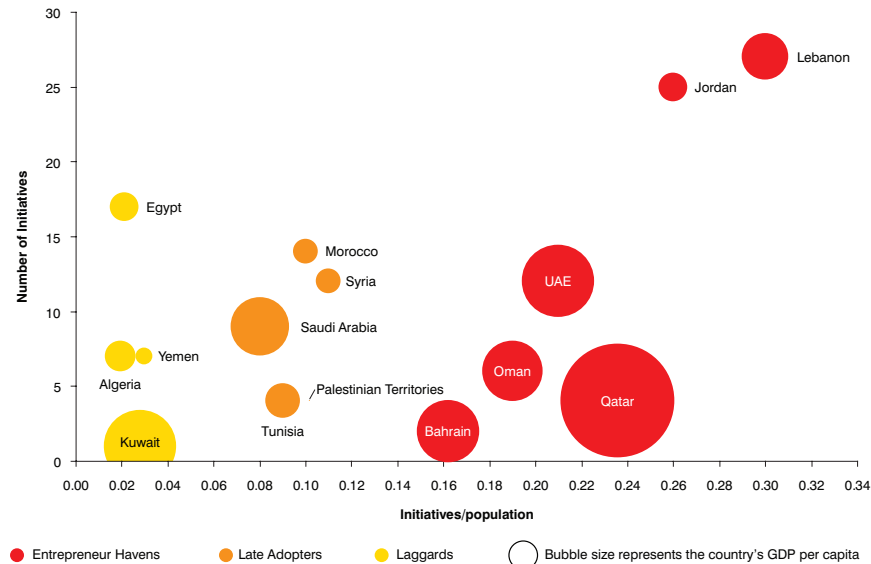


Figure 1: Number of entrepreneurial Initiatives in the MENA region by Country (1974-2010), Booz & Company

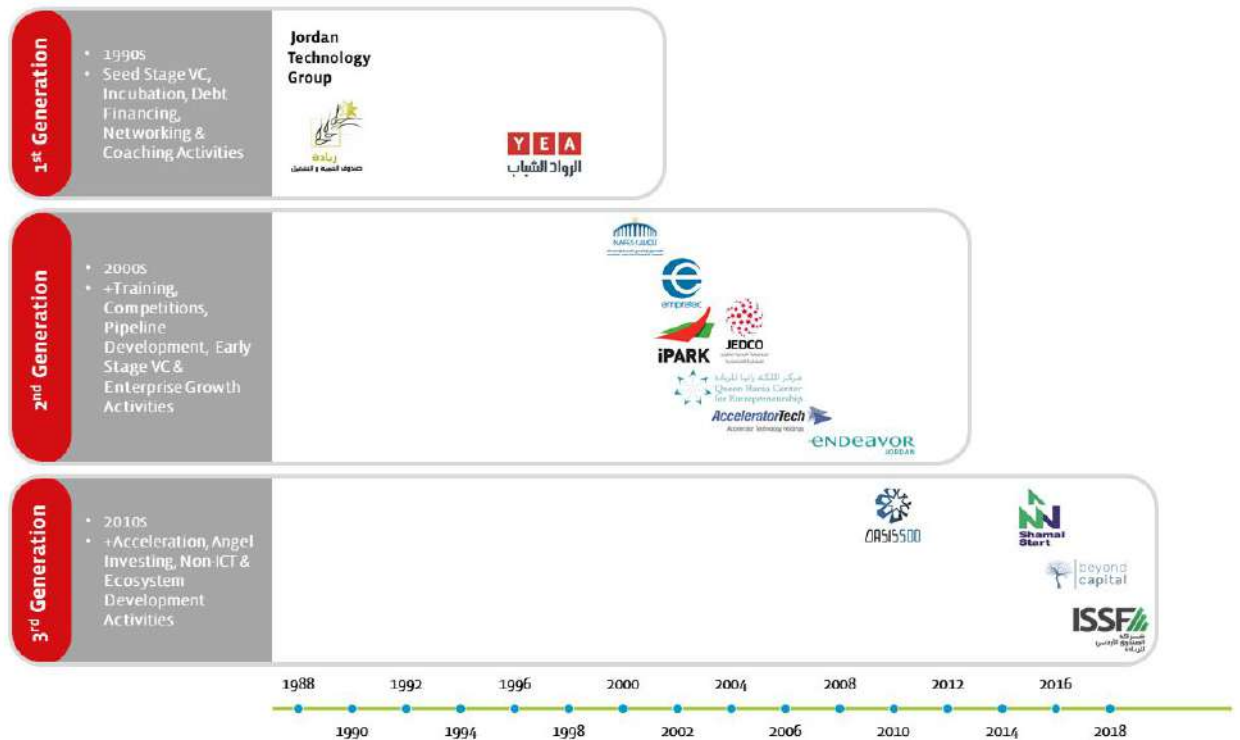


Figure 2: Evolution of the Jordanian entrepreneurship ecosystem over 30 years (1988-2018), Impact MENA

Entrepreneurship Support Organisations (ESOs) often face unique challenges in governorates, limiting their ability to effectively support entrepreneurs. Primarily, the geographical isolation of governorates poses a significant barrier. This isolation can lead to reduced access to critical resources such as funding, training, and networking opportunities that are more readily available in urban centres.

Additionally, governorates typically have a smaller population base, which can result in a limited market for new businesses and reduced opportunities for local collaboration and mentorship. The infrastructure in governorates also tends to lag behind that of large urban areas like the capital Amman, especially in terms of technology and internet connectivity. This digital divide hampers the ability of entrepreneurs to access online resources, engage in digital marketing, and participate in the global economy.

Moreover, the lack of specialised educational and training institutions in governorates can lead to a skills gap, making it difficult for local entrepreneurs to acquire the knowledge and expertise needed to start and grow a business. Furthermore, ESOs themselves often struggle with resource allocation in governorates. Due to lower population density and perceived lower economic potential, funding and support programmes are often concentrated in large cities, leaving entrepreneurs in governorates with fewer support options. This urban-centric focus can lead to a cycle where rural areas are continually underserved, perpetuating regional economic disparities.

2.2 OVERVIEW OF THE PROJECT, ITS OBJECTIVES, AND THE IMPORTANCE OF ESOS IN SUPPORTING ENTREPRENEURSHIP.

E4DE-output 2 addresses multiple dimensions including disparities between Amman's advanced entrepreneurial ecosystem and the underdeveloped support structures in other Jordanian governorates. Amman enjoys well-established networks and support services, while other areas lack essential resources like incubators, financing options, and international networking for start-ups. The project aims to enhance regional ecosystems in Aqaba by improving access to startup services and fostering private sector involvement to support entrepreneurs more effectively by transferring and adapting good practices.

Under the patronage of the Ministry of Digital Economy and Entrepreneurship and the Aqaba Special Economic Zone Authority (ASEZA), the first consultative workshop on establishing a sustainable entrepreneurship support network in Aqaba was held on March 20, 2023, organised by the Entrepreneurship for Sustainable Economic Development and Employment project implemented by GIZ and commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) and held under the patronage of His Excellency Mr. Nayef Hamdi Al-Fayez – the Chief of Commissioners of ASEZA Board.

The workshops targeted the Aqaba Network as a starting point for the exchange of practices, but the project aims to share the report, workshop results and practice recommendations more broadly when forming other networks planned within the project, which include Jerash and Mafrq governorates within the northern region and Karak governorate within the southern region.

The intended and final goal of this engagement is to help ESOs in Aqaba to be able to provide better support and help to their beneficiaries.

2.2.1 Project Objectives

- **Research:** Assessment of successful entrepreneurship practices including challenges, recommendations, lessons learned, and results achieved.
- **Workshops:** Creating the space for synergy creation via a number of workshops (2 workshops) among different ecosystems and service providers to explore areas of new connections and shared interests towards supporting and strengthening local and/or regional networks for an enhanced entrepreneurial eco-system via joint ventures.
- **Collaboration:** Promoting joint ventures for support initiatives via sharing of success cases, lessons learned and highlight potential collaboration and cooperation across entrepreneurship support organisations.
- **Capacity Building:** Enhance the capacity of ESOs to nurture entrepreneurial ventures within Aqaba network members via knowledge and practices exchange through the selected formats of exchange and dissemination of the handbook.
- **Handbook:** Production of “Best Practices Assessment & Handbook Report” as a collective result from various activities and tasks mentioned throughout the project.

2.3 PROJECT ACTIVITIES

2.3.1 Phase I: Preparation Activities

This included developing the inception report that defined project objectives, scope, methodology, activities, timeline, team, milestones and expected outcomes.

2.3.2 Phase 2: Research & Capacity Building Activities

This research adopted an interpretive approach (In-depth Interviews and workshops) to understand the various factors impacting Startups & SMEs support in Jordan. This included collecting data and insights from various Amman-based ESOs, focusing on successful strategies and practices. To identify relevant best practices, Impact MENA relied on the following sources:

- **Amman Context:** Impact MENA identified +20 best practices from selected ESOs.
- **National Context:** There exist few relevant support models outside Amman that can be examined and transferred to other governorates.

2.3.3 Screening of ESOs selected to be interviewed and hosted at exchange workshops and shortlisting

2.3.3.1 Initial List (In Alphabetical Order) *

No.	Organisation	Practice	Brief
1	Arab Bank Accelerator	Corporate Innovation, Corporate Procurement and Investment in FinTech	<ul style="list-style-type: none"> • Arab Bank Accelerator has managed to capitalise on both the corporate employees as well the public, in the creation of new type of entrepreneurs focused on financial technologies, while utilising the corporate resources and widespread presence in the region and globally.
2	BDC	Behavioural Skills Development	<ul style="list-style-type: none"> • BDC is delivering Empretec in Jordan. What makes Empretec unique is its focus on behavioural skills development for entrepreneurs. It emphasises personal attributes such as perseverance, opportunity seeking, risk-taking, and problem-solving, alongside traditional business skills.

3	Beyond Capital	<p>Increase Investor Base - Building Strong Angel Networks & Ifada (Angels/Small funds)</p> <p>&</p> <p>Increase Investment in Startups - Scout Programme & Co-Investment Program</p>	<ul style="list-style-type: none"> • Beyond Capital is dedicated to creating sustainable angel networks through effective group management, continuous support, and collaborative partnerships. • Beyond Capital implemented a scout programme, in which selected individuals (often called scouts) are given the autonomy to identify and invest in promising startups on behalf of Beyond Capital. These individuals act as "scouts" or "talent spotters," leveraging their networks and expertise to find promising investment opportunities. • Also, Beyond Capital has built a co-investment programme where they integrated the angel network with their funding programme, to add more value for both the entrepreneurs and the investors involved.
4	CEWAS	Specialised Sectorial Network	<ul style="list-style-type: none"> • CEWAS has built a specialised sectorial network. The network of partners covers a wide range of organisations, including universities, governmental institutions and private companies and across green economy sector.
5	Endeavor	Growth Support, Worldwide Expansion and Reach	<ul style="list-style-type: none"> • Endeavor operates in +40 countries, establishing a truly global network of high-impact entrepreneurs and providing smart and support capital at late growth stages.
6	Fanar	Social And Environmental Impact	<ul style="list-style-type: none"> • Fanar promotes social entrepreneurship and supports startups that are addressing social and environmental challenges in Jordan. This includes providing specialised support and resources for social enterprises, such as impact measurement tools, networking opportunities, and access to impact investment.
7	Hassad	Investment Fundraising Support	<ul style="list-style-type: none"> • Support startups in Investment fundraising, by providing technical assistance to help the startups from preparing for the fundraising up to Transaction Execution and Post-Financing.
8	Impact Hub	Psychological Health and Overall Well-Being	<ul style="list-style-type: none"> • Specialised activities to focus on the psychological health and overall well-being of the founders.
9	Impact MENA	Partnership Development	<ul style="list-style-type: none"> • To be able to implement large scale national and regional programmes, Impact MENA develop partnerships with NGOs, Public and Private organisations. This help to expand Impact MENA's capacity and add new capabilities and resources to the programmes, which will at the end help to provide better activities to the beneficiaries.
10	INJAZ	Incubation Model	<ul style="list-style-type: none"> • INJAZ implemented through various partnerships comprehensive programmes for entrepreneurship and skills development, starting at school/university and ending with incubation.
11	iPARK	Sustainable Incubation Programme	<ul style="list-style-type: none"> • iPARK built a long-lasting incubation programme, which is offers different strategic advisory coupled with services for business growth.
12	JordanStart	Improving Pipeline	<ul style="list-style-type: none"> • JordanStart was able to improve the pipeline to get better quality applicants (non- traditional business models).

13	Oasis500	Open-Source Templates	<ul style="list-style-type: none"> Oasis500 helps entrepreneurs by sharing all their business templates openly. This means entrepreneurs can easily access and use these templates to prepare for investment.
14	Oasis500	Strategic Investment	<ul style="list-style-type: none"> Oasis500 mixed the investment alongside with hands-on growth support, through being an active part of the board as well as being involved in the growth activities.
15	Orange	Growth Support	<ul style="list-style-type: none"> Orange accelerates growth-stage startups, providing them with tailored support to scale and expand beyond local borders. By focusing on startups at this critical stage, BIG by Orange aims to reduce the high failure rate often seen at this phase and foster sustainable business growth.
16	QRCE	Support Networks	<ul style="list-style-type: none"> QRCE has been managing the GEW & QRNEC network for the last 15-20 years, creating highly integrated programmes and strong partners/trainers/mentor's network.
17	Development & Employment Fund	Financing Diverse Sectors and national coverage	<ul style="list-style-type: none"> The Development and Employment Fund provides a range of financing programmes tailored to diverse sectors and varied business models.
18	TTI	Specialised Innovation Programme	<ul style="list-style-type: none"> TTI has built different incubation programmes focused on specific target audience (beneficiaries) based on the geographic location operations.
19	ZINC	Corporate Support & Procurement	<ul style="list-style-type: none"> ZINC has built a strong network of services provided through the corporate partners network they have at Zain, as well as benefiting from the outreach they have across the country. Also, Startups were integrated within Zain value chain, as buying products and services from startups helps these companies to grow and succeed by providing them with revenue and market validation.
20	ZINC	Innovation Networks & Corporate innovation	<ul style="list-style-type: none"> ZINC national innovation campuses network, which helped to the creation of new types of entrepreneurs from new demographics and geographies. This includes also Zain staff through Open Innovation and Corporate Entrepreneurship activities at Zain.

* The selected sample of best practices and institutions that have been adopted does not fully represent the Jordanian entrepreneurship ecosystem but represents specific dimensions that were identified for the purposes of the study to ensure the diversity of practices and institutions.

Below is the Selection Criteria that was used to score and rank Entrepreneurship Practices:

Criterion	Innovativeness	Scalability & Relevance	Impact on Employment	Sustainability	Community & Stakeholder Engagement	Compliance & Ethics
Weight	2	3	3	2	1	1

Below is description for each Criterion:

- **Innovativeness:** The practice should introduce new or significantly improved products, services, or processes compared to the current market offerings in the region.
- **Scalability:** The ability of the practice to be expanded or replicated in other regions or contexts, which is critical for the broader application across different governorates.
- **Impact on Employment:** Practices that have a proven or potential high impact on job creation, especially for women and youth, should be prioritised.
- **Sustainability:** The economic, environmental, and social sustainability of the practice, ensuring it can operate and contribute to the community in the long term without detrimental impacts.
- **Community and Stakeholder Engagement:** Practices that demonstrate strong involvement with local communities and stakeholders to ensure relevance and support.
- **Compliance and Ethics:** Practices must adhere to legal standards and ethical norms, including fair labour practices and environmental laws.

Also, the practices were mapped to the key areas for majority of ESOs. This included below areas:

- **Entrepreneur Identification and Selection:** Examine the methods used by ESOs to identify and select promising entrepreneurs. This includes criteria for selection, outreach strategies, and the process of vetting and onboarding entrepreneurs.
- **Programmes and Services Offered:** Detail the range of programmes and services that have been effective in supporting entrepreneurs. This could include mentorship, training, incubation/acceleration, networking opportunities, access to funding, and business development services.
- **Stakeholder Engagement and Partnerships:** Explore how ESOs effectively engage with various stakeholders, including government bodies, private sector partners, educational institutions, and the community. This area also covers how ESOs form and maintain strategic partnerships.
- **Funding and Financial Sustainability:** Discuss the approaches ESOs use for funding their operations and ensuring financial sustainability. This includes various funding models, grant writing, fundraising strategies, and financial management practices.
- **Monitoring, Evaluation, and Impact Assessment:** Investigate how ESOs monitor and evaluate their programmes and services. Focus on the key performance indicators used, methods of impact assessment, and how feedback is incorporated into programme improvement.
- **Innovation and Adaptation Strategies:** Examine how ESOs stay innovative and adapt to changing market conditions, technological advancements, and evolving needs of entrepreneurs. This includes case studies of ESOs that have successfully pivoted or innovated their services.
- **Organisational Structure and Management of ESOs:** Focus on how successful ESOs are structured and managed. This includes leadership styles, team compositions, internal communication strategies, and organisational cultures that foster innovation and support.

2.3.3.2 List of Practices selected and overall coverage

No.	Organization	Practice	Entrepreneur Identification and Selection	Programs and Services Offered	Stakeholder Engagement and Partnerships	Funding and Financial Sustainability	Monitoring, Evaluation, and Impact Assessment	Innovation and Adaptation Strategies	Organizational Structure and Management of ESOs
1	Beyond Capital	Increase Investor Base & Increase Investment in Startups	*	*		*			*
2	Oasis500	Open-Source Templates		*					
3	Arab Bank Accelerator	Corporate Innovation & Corporate Procurement	*	*	*			*	*
4	Al-Fanar	Social And Environmental Impact	*	*		*	*		
5	Hasad	Investment Fundraising Support		*	*	*			
6	BDC	Behavioural Skills Development	*	*					
7	Oasis500	Strategic Investment		*		*			
8	CEWAS	Specialized Sectorial Network			*				
9	Injaz	Incubation Model		*	*				
10	The Development and Employment Fund	Financing Diverse Sectors	*	*					
11	QRCE	Support Networks			*				
12	ZINC	Corporate Support & Procurement	*	*	*				
13	iPARK	Sustainable incubation program		*	*	*			
14	ZINC	Innovation Networks & Corporate innovation		*	*			*	
15	JordanStart	Improving pipeline	*	*	*				
16	TTI	Specialized innovation program	*	*					
17	Impact MENA	Partnership Development		*	*	*		*	*
18	Impact Hub	Psychological Health and Overall Well-Being		*					
19	Orange	Technology Access		*	*				
20	Endeavor	Worldwide Expansion and Reach		*					
Total			8	18	11	6	1	3	3

3 Consolidation of Workshop Activities

3.1 OVERVIEW OF WORKSHOP ACTIVITIES

The workshops brought together participants from the Aqaba Entrepreneurship Networks and various Entrepreneurship Support Organisations (ESOs) from Amman to foster collaboration, knowledge sharing, and the exploration of best practices within the entrepreneurial ecosystem. The workshops aimed to enhance the collective understanding of effective strategies and tools that support the growth and sustainability of startups in Jordan, with a particular focus on the Aqaba region.

3.1.1 Workshop Objectives

- **Promote collaboration and knowledge exchange** between participants from the Aqaba Entrepreneurship Networks and the invited Entrepreneurship Support Organisations (ESOs).
- **Showcase and discuss best practices** by reviewing impactful case studies.

3.1.2 Selection and planning of workshop topics and content

The below proposed agenda focuses on maximising interaction and actionable outcomes while respecting the limited time available for each workshop.

3.1.2.1 *Workshop 1: Strengthening Entrepreneurial Ecosystems in Aqaba – Focus on Building New and Sustainable Offering*

Objective: Explore and adapt successful entrepreneurship practices from Amman to Aqaba, focusing on Building New and Sustainable Offering

Agenda:

- Welcoming remarks from GIZ/ASEZA/AEN representative
- Introduction & Presentation, Farhan Kalaldehy (Impact MENA):
 - Brief introduction to the workshop's goals and objectives
 - Overview of effective practices assessed in Amman
- ESO 1 Interactive Session, Tamer Al-Salah (Beyond Capital) / Facilitator, Mohammad Obaidat:
 - " Building Investor Base and Increasing Transactions via Angel Networks, Ifada, Scout, Co-Investment Programmes - Beyond Capital's Experience "
- ESO 2 Interactive Session, Serene Duwayri (iPARK) / Facilitator, Mohammad Obaidat:
 - "Building long-term Sustainable Incubation and Startup Support Programme in Jordan - iPARK's Experience "
- Recap, Farhan Kalaldehy (Impact MENA):
 - Recap of the day's discussions and takeaways, gathering feedback, and outlining next steps.

3.1.2.2 *Workshop 2: Strengthening Entrepreneurial Ecosystems in Aqaba - Focus on Improving Existing offering and Collaboration*

Objective: Explore and adapt successful entrepreneurship practices from Amman to Aqaba, focusing on Improving Existing offering and Collaboration

Agenda:

- Welcoming remarks from GIZ/ASEZA/AEN representative
- Introduction & Presentation, Farhan Kalaldehy (Impact MENA):
 - Brief introduction to the workshop's goals and objectives
 - Overview of effective practices assessed in Amman

- Case Study: Jordan 12 Project as a prime example of successful multi-institutional collaboration
- ESO 1 Interactive Session, Luma Fawaz (Oasis500) / Facilitator, Karem Alsallal:
 - " Helping Startups to Grow Non-Financial Interventions - Oasis500's Experience "
- ESO 2 Interactive Session, Maisam Otoum (CEWAS) / Facilitator, Ghaleb Alsalous:
 - "Improving Collaboration, Community and Stakeholder Engagement through Specialised Networks - CEWAS's Experience "
- Recap, Farhan Kalaldeh:
 - Recap of the day's discussions and takeaways, gathering feedback, and outlining next steps.

3.1.3 Participants

- The first and second workshops of the Aqaba Entrepreneurship Networks were attended by 25 and 30 participants, respectively, who all provided overwhelmingly positive feedback.
- The attendees in both workshops found significant value in the expertise and insights shared by the invited Entrepreneurship Support Organisations (ESOs).
- The contributions of the ESOs were regarded as highly beneficial, offering practical guidance that participants could apply and share within the Aqaba entrepreneurial ecosystem.

3.2 KEY INSIGHTS AND PRACTICES SHARED

3.2.1 Key Highlights & Outcomes - First workshop

- **Introduction and presentation:** Mr. Farhan Kalaldeh (Impact MENA, CEO)
 - Summary of the Workshop's Goals and Objectives: This part briefly outlined the workshop's main goals and intended outcomes, emphasising its core focus areas and what it seeks to accomplish.
 - An introduction to the Jordanian Entrepreneurship Ecosystem, development and potential drivers of growth.
 - Review of the initially evaluated Best Practices: This part summarised the successful practices assessed.
- **First Interactive Session:** Tamer Al-Salah (Beyond Capital, Managing Director) "Building Investor Base Through Investor Networks, IFADA, Scout and Co-Investment Programs"
 - **History of Beyond Capital:** Overview of the organisation's journey and impact in the entrepreneurial ecosystem.
 - **Three-Pillar Approach:** Focus on bridging gaps by establishing a collaborative network within the entrepreneurial ecosystem.
 - **Metrics to Finance Entrepreneur Support:** Discussion on key metrics used to measure the success of financing support for entrepreneurs.
 - **Ifada Program:** Summary of the programme's history and its benefits to the entrepreneurial community.
 - **Scout Program:** Explanation of the programme as a co-investment support mechanism, including key metrics and direct investment strategies.
 - **The Angel Network:** Highlights of the network's history, management, and the potential to establish a similar Angel Network in Aqaba.

- **Second Interactive Session:** Serene Duwayri (iPARK, Incubator Manager) “Building a sustainable, long-term programme to incubate and support startups in Jordan”
 - **History of iPark and Its Services:** Overview of iPark’s establishment and its role in providing incubation and support services to startups.
 - **Challenges Faced in Aqaba:** Discussion of the initial difficulties encountered when launching the incubator in Aqaba, particularly in building a pipeline for startups.
 - **Sustaining the Incubator:** Explanation of how iPark maintains the incubator’s operations by offering rental office spaces at a cost, rather than for free.
 - **Sustainability Strategy:** Highlighting iPark’s approach to ensuring long-term sustainability through strategic planning and revenue generation.
 - **Success Stories:** Showcasing some of the successful startups that have emerged from iPark’s incubation programme.



3.2.2 Key Highlights & Outcomes - Second workshop

- **Introduction and presentation:** Farhan Kalaldehy (Impact MENA, CEO)
 - Summary of the Workshop's Goals and Objectives: This part provided a concise outline of the primary goals and intended outcomes of the workshop, highlighting its key focus areas and what it aims to achieve.
 - Review of Evaluated Best Practices: This section offered an overview of the successful practices that were examined.
- **Case Study- Jordan I2 Project:** Farhan Kalaldehy (Impact MENA, CEO)
 - This case study showcased the Jordan I2 Project as a prime example of successful multi-institutional collaboration, emphasising the benefits of working together on complex, large-scale, and high-risk initiatives. It also explored both the advantages and disadvantages of such collaborations, providing a balanced view of the challenges and opportunities involved.
 - **Lessons Learned:** The discussion highlighted key lessons from the Jordan I2 Project, particularly the critical impact of marketing on the success and popularity of programme.
 - **Participant Insights:** The workshop also highlighted the number of participants from various governorates, examining participation rates and the reasons for their decline in some regions compared to Amman. This analysis provided valuable insights into regional engagement levels and the factors influencing participation across different areas.
- **First Interactive Session:** Lama Fawaz (Oasis500, CEO) "Helping Startups Grow Through Non-Financial Interventions and Collaborative Activities"
 - **Foundation Story:** Oasis500 was inspired by the success of Maktoob in Jordan, leading to the creation of the fund to support startups.
 - **Lessons Learned:** Recognised the need to increase investment size to address the gap in startup financing.
 - **Localised Support:** Developed and localised an open-source template tailored to the specific needs of Jordanian startups.
 - **Ecosystem Growth:** Emphasised the potential of successful stories in regions like Aqaba to attract more entrepreneurs.
 - **Startup Assessment:** Focused on guiding and training entrepreneurs on key evaluation criteria to secure faster investments.
 - **Investment Focus:** Prioritises investing in startups with ready products, rather than those in the idea stage (pre-seed).
 - **Strategic Focus:** Lessons include prioritising quality over quantity and enhancing marketing efforts for the fund.
- **Second Interactive Session:** Maisam Otoum (CEWAS, Country Director) "Improving Collaboration and Community and Stakeholder Engagement through Specialised Networks"
 - **Sector Specialisation:** CEWAS focuses exclusively on the green sector, providing tailored benefits and expertise.
 - **CEWAS Background:** Overview of CEWAS's establishment and mission.
 - **Green Entrepreneurship Network Origins:** Discussed the creation and evolution of the Green Entrepreneurship Network.
 - **Network Benefits & Challenges:** Highlighted the advantages of the Green Entrepreneurship Network, its challenges, and expected outcomes.
 - **Management & Tracking:** Explained the management strategies and member tracking within the network.

- **Policy Advocacy:** Showcased how policy advocacy supports startups, including case studies of overcoming policy challenges.
- **Experience Exchange:** Emphasised the network’s role in facilitating experience sharing among members.
- **Marketing Focus:** Stressed the importance of marketing the network effectively.



4 Case Study: BIG by Orange – Corporate Integration and Tailored Support

4.1 BACKGROUND AND OVERVIEW

BIG by Orange is part of a larger initiative implemented by Orange Telecom Group across 22 countries. This initiative, launched in Jordan in 2015, focuses on being a CSR acceleration programme for startups at the growth stage. Each cohort of the programme supports a small number of startups (4-6), addressing a critical gap in the ecosystem where most support is directed towards early-stage businesses.



The mission of BIG by Orange is to accelerate growth-stage startups, providing them with tailored support to scale and expand beyond local borders. By focusing on startups at this critical stage, BIG by Orange aims to reduce the high failure rate often seen at this phase and foster sustainable business growth.



4.2 SERVICES OFFERED

Tailored Support for Growth-Stage Startups

BIG by Orange offers a variety of services to support startups, including:

- **One-to-One Advisory:** Personalised advice from Orange employees.
- **Client and Network Access:** Connections within and outside Orange's network.
- **Event Participation:** Opportunities to attend international and regional events.
- **Legal and Financial Advisory:** Specialised services tailored to each startup's needs.

- **Access to Talent:** Collaboration with graduates from Orange Coding Academy.
- **Infrastructure Access:** Utilisation of FabLabs, 5G labs, big data labs, and recording studios.

Supporting Different Stages of a Startup's Lifecycle

The programme is specifically designed for growth-stage startups, providing focused support in areas such as accounting, legal, and business strategy. The programme duration is eight months, during which startups receive comprehensive support to prepare for expansion.

4.3 BEST PRACTICE: CORPORATE INTEGRATION AND TAILORED SUPPORT

Detailed Practice Description

BIG by Orange's best practice involves a highly tailored approach to supporting growth-stage startups. The programme's main components include:

- **Steering Committees:** Internal and external committees evaluate and support startups, involving top management and ecosystem experts.
- **Tailored Support:** Services are customised to meet the specific needs of each startup.
- **Networking and Events:** Startups are connected with potential clients, investors, and partners through various events and activities.
- **Marketing and Investment Readiness:** Startups receive help in shaping their marketing plans and preparing for investment pitches.

Origin and Development

The initiative was driven by Orange's desire to contribute to economic development in Jordan through innovative CSR activities. Building on the success of the Orange Fab initiative in France, the programme was integrated into Jordan with strong support from top management, facilitating its rapid implementation and expansion.

Implementation Process

The implementation process involved several key stages:

1. **Formation of Steering Committees:** Establishing internal and external committees to select and support startups.
2. **Programme Design:** Developing an eight-month acceleration programme tailored to the needs of growth-stage startups.
3. **Pilot and Adjustments:** Initial trials and subsequent adjustments to refine the programme based on feedback and outcomes.
4. **Expansion of Services:** Gradually incorporating access to Orange's technological infrastructure and external partnerships.

4.4 CHALLENGES AND ADJUSTMENTS

4.4.1 Challenges:

- **Entrepreneur Satisfaction:** Ensuring startups are satisfied with the support provided.

- **Bureaucratic Hurdles:** Navigating corporate bureaucracy to integrate startups effectively.

4.4.2 Adjustments:

- **Tailored Support:** Limiting the number of startups per cohort to provide personalised services.
- **Engagement Strategies:** Keeping top management and steering committees actively involved to support startups.
- **Expectation Management:** Setting clear expectations for startups and internal stakeholders regarding the pace and nature of integration.

4.5 IMPACT ASSESSMENT

BIG by Orange assesses the impact of its practices using several metrics:

- **Startup Fundraising:** Tracking the number of startups that successfully raise funds.
- **Alumni Network Growth:** Measuring the growth and success of the alumni network.
- **Network and Client Access:** Evaluating how many startups secure deals with Orange or its partners.
- **Startup Survival Rate:** Monitoring the percentage of startups still operating after the programme (65%).

4.6 LESSONS LEARNED

- **Educational to Practical Shift:** Transitioning from educational bootcamps to practical, one-to-one services increased startup commitment and value received.
- **Expectation Management:** Clearly communicating the long-term nature of corporate integration to avoid frustration and wasted time.
- **Building Trust:** Establishing strong personal connections with startups to foster trust and cooperation.

4.7 RECOMMENDATIONS FOR TRANSFERABILITY

For organisations looking to implement similar practices, BIG by Orange recommends:

- **Top Management Involvement:** Engage top management from the beginning to ensure sustainability and support.
- **Focused Approach:** Limit the number of startups to provide quality support.
- **Alignment with Corporate Goals:** Align programme objectives with corporate KPIs to demonstrate value across departments.
- **Sector-Specific Programs:** Tailor programmes to align with the corporate value chain and vision.

4.8 OTHER PRACTICES AND STRATEGIES

4.8.1 Successful Initiatives

1. **Marketing and Media Partnerships:** Collaborating with media companies like Roya TV to enhance startups' market access.
2. **Infrastructure Access:** Providing startups with access to advanced technological infrastructure like 5G labs and FabLabs.

4.8.2 Challenges and Solutions

4.8.2.1 Challenges:

- **Bureaucracy:** Navigating corporate bureaucracy.
- **Entrepreneur Satisfaction:** Meeting the diverse needs of startups.

4.8.2.2 Solutions:

- **Steering Committees:** Using internal and external committees to support startups.
- **Expectation Management:** Setting clear expectations for startups and internal stakeholders.

4.9 INNOVATION AND ADAPTATION

BIG by Orange fosters innovation by continuously adapting its services to meet changing needs. Recent significant changes include extending the programme duration to eight months and shifting the focus from educational activities to practical, personalised support.

4.10 ECONOMIC AND SOCIAL IMPACT

The programme has positively impacted the local economy by supporting sustainable business growth and creating jobs. Specific outcomes include a high survival rate of supported startups and successful fundraising efforts.

4.11 SUPPORT AND NETWORKING

BIG by Orange facilitates networking and collaboration by organising events and activities that connect startups with potential clients, investors, and partners. The organisation plays an important role in the broader entrepreneurial ecosystem in Amman by leveraging its extensive network and resources.

5 Case Study: INJAZ's Human-Centric Incubation Model

5.1 BACKGROUND AND OVERVIEW

Overview of INJAZ

INJAZ was established in 1999 with a mission to empower Jordanian youth through education and entrepreneurship. Over the years, INJAZ has recognised the need to extend support beyond the university setting, particularly for those facing challenges after graduation, such as navigating government regulations, securing funding, and managing teams. To address these gaps, INJAZ established a dedicated incubator in 2018, focusing on building the human development aspect of entrepreneurship rather than just the business idea.



The mission of INJAZ is to support the economic empowerment of youth in Jordan by addressing the gaps in the entrepreneurial ecosystem, particularly in early-stage startups, social enterprises, and entrepreneurs in governorates outside of Amman. The organisation also focuses on gender inclusion, ensuring that at least 50% of the startups supported are women-led or co-founded.



5.2 SERVICES OFFERED

Holistic Support for Entrepreneurs

Through mySTARTUP, INJAZ's Incubator, INJAZ provides a variety of services tailored to the needs of startups:

- **Business Development:** Helping startups develop their business models and strategies.
- **Community Development:** Fostering a collaborative environment where startups support each other, promoting a win-win mindset instead of competition.
- **Human Development:** Building the competencies of entrepreneurs, focusing on interpersonal skills and resilience.

Supporting Different Stages of a Startup's Lifecycle

mySTARTUP offers a one-year programme for each cohort, selecting 70-75 startups per year. The programme is designed to support startups from the idea stage through to the establishment of a

sustainable business. The focus is on developing individual entrepreneurs, ensuring they have the skills and resilience to succeed, even if their initial ventures do not.

5.3 BEST PRACTICE: HUMAN-CENTRIC INCUBATION MODEL

Detailed Practice Description

INJAZ has developed a human-centric incubation model that focuses on building the capacities of entrepreneurs rather than solely on their business ideas. This approach includes:

- **Competency Building:** Focusing on personal development and resilience.
- **Community Development:** Encouraging collaboration among startups, with networking activities that build strong interpersonal relationships.
- **Social Impact Focus:** Integrating sustainability and gender inclusion into the DNA of each startup.

Origin and Development

This practice was developed after observing that many students struggled to transition from the university environment to the real-world challenges of entrepreneurship. INJAZ identified gaps in support for early-stage startups, social enterprises, and entrepreneurs in governorates outside of Amman. The need to address these gaps, combined with a focus on gender inclusion, led to the development of this human-centric incubation model.

Implementation Process

The implementation involved several key stages:

- **Assessment of Needs:** Understanding the specific challenges faced by early-stage entrepreneurs in Jordan.
- **Programme Design:** Developing a one-year incubation programme focused on personal development and collaboration.
- **Cohort Selection:** Choosing a diverse group of startups, with at least 30% from outside Amman and 50% women-led.
- **Continuous Improvement:** Adjusting the programme based on feedback from participants and stakeholders.

5.4 CHALLENGES AND ADJUSTMENTS

5.4.1 Challenges:

- **Diversity in Applicants:** The first cohort lacked diversity, as many participants were graduates of INJAZ's educational programmes.
- **Exit Barriers:** Challenges in shutting down startups that were not succeeding due to the government requirements, which makes it hard for the founder to liquidate.
- **Awareness and training among government service providers:** The lack of awareness and training among government service providers (front-liners), who deal directly with startup founders.

5.4.2 Adjustments:

- **Diverse Recruitment:** Broadening the recruitment pool to include participants from different backgrounds.
- **Policy Changes:** Advocating the delay of formal registration of startups to reduce exit barriers through engaging government officials and ministers.
- **Awareness:** Due to multiple factors, this has reasonably enhanced during the past 5 years.

5.5 IMPACT ASSESSMENT

INJAZ assesses the impact of its practices using several metrics:

- **Diversity and Inclusion:** Tracking the percentage of startups led by women and those from outside Amman.
- **Collaboration Success Stories:** Monitoring the number of startups that merge or collaborate successfully.
- **Startup Sustainability:** Evaluating the longevity and success rates of startups after the programme.

5.6 LESSONS LEARNED

- **Focus on the Individual:** Building the personal competencies of entrepreneurs leads to more sustainable success.
- **Diversity is Key:** Ensuring a diverse cohort brings richer experiences and perspectives.
- **Flexibility in Policy:** Being adaptable in programme design, such as delaying startup registration, can reduce unnecessary barriers.

5.7 ECONOMIC AND SOCIAL IMPACT

INJAZ's initiatives have had a significant impact on the local economy by supporting the creation of sustainable businesses and promoting social entrepreneurship. Specific outcomes include the successful registration of women-led startups and increased collaboration among startups, leading to stronger, more resilient businesses.

5.8 SUPPORT AND NETWORKING

INJAZ facilitates networking and collaboration by connecting entrepreneurs with ecosystem members, decision makers, and other stakeholders. The organisation plays an important role in the broader entrepreneurial ecosystem in Jordan by leveraging its extensive network and experience.

5.9 SCALABILITY AND TRANSFERABILITY

Replicability of Programs

INJAZ's successful programmes can be replicated in other regions by:

- **Adapting to Local Needs:** Tailoring the programme to fit the specific context of each region.
- **Building Partnerships:** Developing strong partnerships with local organisations and stakeholders.

- **Focusing on Inclusion:** Ensuring that diversity and inclusion are central to the programme's design.

INJAZ's human-centric approach to incubation has created a successful model for fostering sustainable entrepreneurship in Jordan. Through strategic partnerships, a focus on personal development, and continuous adaptation, INJAZ has made significant contributions to the entrepreneurial ecosystem in Jordan, particularly in supporting women and entrepreneurs outside of Amman.

6 Case Study: Impact Hub Amman

6.1 BACKGROUND AND OVERVIEW

Impact Hub Amman is part of an international network focused on social entrepreneurship, operating in over 100 countries worldwide. As one of only two hubs in the Middle East, Impact Hub Amman plays a pivotal role in supporting local communities, particularly underprivileged groups, through various initiatives aimed at fostering social impact. The organisation began its operations in Amman in 2021, with a mission to bridge the gap between global experience and local needs in Jordan.



The mission of Impact Hub Amman is to empower social entrepreneurs by providing them with the necessary tools, knowledge, and support to create businesses that generate profit and positively impact society. Impact Hub Amman seeks to create a more inclusive and supportive entrepreneurial ecosystem in Jordan by focusing on building strong community ties and addressing the psychological well-being of entrepreneurs.



6.2 SERVICES OFFERED

Holistic Support for Entrepreneurs

Impact Hub Amman offers a variety of services tailored to the needs of social entrepreneurs, including:

- **Community Building:** Creating a supportive environment for local communities, particularly underprivileged groups.
- **Programme Development:** Designing and implementing programmes that leverage global experience to address local challenges.
- **Social Impact Summit:** Hosting events focused on social entrepreneurship and impact measurement.
- **Women in Impact Program:** Supporting women in early-stage startups (idea stage) with a focus on emotional and psychological well-being.

Supporting Different Stages of a Startup's Lifecycle

Impact Hub Amman focuses on the early stages of a startup's lifecycle, particularly for women entrepreneurs, by offering tailored programmes that address both business and psychological needs. The organisation also supports startups through partnerships, such as its collaboration with INJAZ, aimed at upgrading existing incubation programmes.

6.3 BEST PRACTICE: PSYCHOLOGICAL HEALTH AND OVERALL WELL-BEING

Detailed Practice Description

One of the best practices identified by Impact Hub Amman is its focus on the psychological health and overall well-being of entrepreneurs, particularly women. This approach includes:

- **Women in Impact Program:** A programme designed to provide psychological and emotional support to women entrepreneurs at the idea stage, helping them build resilience and confidence.
- **Social Impact Award:** A recognition programme that highlights the importance of social entrepreneurship and impact measurement.
- **Community Circles:** Monthly meetups where women from different backgrounds can connect, share experiences, and support each other emotionally.

Origin and Development

The Women in Impact programme originated from monthly meetups called Women Circles, where women from less privileged and more privileged communities came together to discuss personal challenges, fears, and passions. The positive impact of these circles led to the development of a structured programme focused on psychological support for women entrepreneurs, particularly those from underprivileged backgrounds.

Implementation Process

The implementation process involved several key stages:

- **Community Engagement:** Organising monthly Women Circles to build trust and connections among participants.
- **Programme Development:** Transforming the informal meetups into a structured programme that includes psychological support, mentorship, and business development.
- **Partnerships:** Collaborating with organisations like INJAZ to expand the programme's reach and impact.
- **Continuous Improvement:** Gathering feedback from participants to refine the programme and ensure it meets their needs.

6.4 CHALLENGES AND ADJUSTMENTS

6.4.1 Challenges:

- **Financial Constraints:** Securing sufficient funding to sustain and expand the programme.
- **Participant Commitment:** Aligning the programme schedule with the needs of women who have family responsibilities and other commitments.

6.4.2 Adjustments:

- **Flexible Scheduling:** Adapting the programme schedule to accommodate participants' personal and family responsibilities.
- **Targeted Fundraising:** Focusing on securing funding specifically for the psychological support components of the programme.

6.5 IMPACT ASSESSMENT

Impact Hub Amman assesses the impact of its psychological health and well-being practices using several metrics:

- **Participant Feedback:** Regular surveys and feedback sessions to gauge the effectiveness of the programme.
- **Mentor-Mentee Match Success:** Evaluating the success of mentor-mentee relationships through a "speed dating" experience to ensure compatibility.
- **Community Impact:** Measuring the broader impact on the local community, particularly in terms of building trust and fostering collaboration.

6.6 LESSONS LEARNED

- **Authentic Engagement:** Building authentic relationships with the community is important for the success of social impact programmes.
- **Focus on Well-Being:** Addressing the psychological and emotional needs of entrepreneurs leads to stronger, more resilient businesses.
- **Community-Driven Programs:** Allowing participants to lead and shape the programme ensures that it remains relevant and impactful.

6.7 RECOMMENDATIONS FOR TRANSFERABILITY

For organisations looking to implement similar practices, Impact Hub Amman recommends:

- **Prioritise Psychological Well-Being:** Ensure that programmes address the emotional and psychological needs of participants, not just their business needs.
- **Build Authentic Relationships:** Engage with the community genuinely and involve them in the programme's development and execution.

- **Flexible Programme Design:** Adapt the programme to meet the specific needs and schedules of the participants, particularly those with family responsibilities.

6.8 ECONOMIC AND SOCIAL IMPACT

Impact Hub Amman's initiatives have positively impacted the local economy by supporting the creation of sustainable social enterprises and promoting social entrepreneurship. Specific outcomes include increased collaboration among women entrepreneurs and the successful scaling of social impact-focused businesses.

6.9 SUPPORT AND NETWORKING

Impact Hub Amman facilitates networking and collaboration by organising events and activities that connect entrepreneurs with mentors, investors, and other stakeholders. The organisation plays an important role in the broader entrepreneurial ecosystem in Jordan by leveraging its global network and resources.

Impact Hub Amman's focus on psychological health and overall well-being has created a successful model for supporting social entrepreneurs in Jordan. Through strategic partnerships, a focus on emotional support, and continuous adaptation, Impact Hub Amman has made significant contributions to the entrepreneurial ecosystem in Jordan, particularly in supporting women entrepreneurs.

7 Case Study: iPARK Sustainable Incubation Programmes

7.1 BACKGROUND AND OVERVIEW

Founded in 2003, iPARK's aim is to empower innovative ventures through a suite of effective programmes, dedicated facilities, and expert advisory services. By providing matchmaking, advisory, legal support, and capacity building, iPARK fosters entrepreneurial growth across multiple incubators and strategic partnerships throughout Jordan.



7.2 SERVICES OFFERED

The services iPARK offers to startups and entrepreneurs include the following:

- **Dedicated space:** iPARK offers entrepreneurs access to dedicated offices and co-working facilities in Amman and Aqaba.
- **Matchmaking:** Connecting entrepreneurs with potential partners and investors.
- **Advisory Services:** Expert guidance to navigate business challenges.
- **Legal Support:** Assistance with legal matters pertinent to startups.
- **Access to service providers:** Providing access to services verified services providers, who have been working with iPARK and offering services for startups and entrepreneurs and managed to have a strong track record of quality and commitment.
- **Capacity Building:** Training and development to enhance entrepreneurial skills.
- **IP support:** iPARK provides specialised commercialisation and intellectual property services for entrepreneurs and innovators, as well as assistance in patenting and strategies formation.
- **Mentorship:** Provide the entrepreneurs with a network of mentors and business advisors.
- **Laboratories and testing:** Through providing access to the Royal Scientific Society, where entrepreneurs can run certain tests related to their products and technologies, and get certifications and accreditation whenever needed.



7.3 BEST PRACTICE: SUSTAINABLE INCUBATION PROGRAMMES

Founded in Amman in 2003 as a technology-focused incubator, iPARK has continually evolved to meet the needs of Jordan's entrepreneurial ecosystem. In 2017, iPARK expanded with a new branch in Aqaba, focusing on logistics and tourism. This strategic move allowed iPARK to leverage its gathered experience and expanded network, enabling operations to reach additional cities and access a larger network of entrepreneurs.

Tailored services

iPARK provides customised, non-cookie-cutter solutions to startups. By conducting thorough needs assessments, iPARK ensures that each entrepreneur receives services specifically tailored to their unique requirements. This personalised approach guarantees that the support provided is both effective and relevant, offering the best possible experience for entrepreneurs.

Enhanced Capabilities

With this growth, iPARK has been able to target new industries by understanding the specific needs of each sector. This in-depth market knowledge has allowed iPARK to cultivate the necessary expertise to run tailored programmes and activities, ensuring that each startup and entrepreneur receives the precise support they need to succeed.

New Revenue Streams

The expansion also facilitated the introduction of a new type of service offering: designing, building, and managing incubation and acceleration services for third-party organisations, including private, public, and non-profit entities. This new offering not only adds a significant revenue stream for iPARK but also helps generate more income, expanding their reach to new beneficiaries and enhancing overall sustainability.

Origin and Development

The inception of iPARK's tailored services emerged from iPARK's commitment to providing the most relevant and impactful support for startups. As iPARK began expanding services, it became evident that the needs of startups varied significantly. While some required legal and financial advisory services, others had different requirements based on their specific industry.

This realisation became even more pronounced as iPARK expanded into new types of industries. iPARK discovered that startups in each sector had unique needs that a one-size-fits-all approach could not adequately address. To bridge this gap, iPARK embarked on designing specialised service packages, carefully crafted to meet the distinct demands of each industry.

iPARK tested these tailored service packages with their startups, continuously refining them to ensure they delivered maximum value. This iterative process helped us develop a comprehensive suite of customised services that effectively support the diverse needs of entrepreneurs across various sectors. This approach has become a cornerstone of iPARK's methodology, ensuring that every entrepreneur receives the precise support they need to thrive.

By continuously adapting and expanding its services, iPARK remains at the forefront of entrepreneurship support in Jordan, fostering innovation and growth across a diverse range of industries, and at different stages of the startup lifecycle.

7.4 CHALLENGES AND ADJUSTMENTS

7.4.1 Challenges

Implementing tailored services at iPARK presented several significant challenges, each requiring strategic solutions and considerable effort. These challenges included:

- **High Resource Requirements:** iPARK human-based approach to providing tailored services demanded substantial resources. Personalised support requires dedicated time and effort from iPARK team members, which can be resource intensive.
- **Difficulty in Explaining the Full Scope of Services:** Clearly communicating the comprehensive range of services iPARK offers was often challenging. Entrepreneurs needed to understand the full extent of iPARK support to fully utilise the available resources.
- **High Level of Commitment:** The personal connection iPARK team members develop with entrepreneurs, while beneficial, required a high level of commitment. This often meant that team members went above and beyond their professional roles, forming close bonds with the entrepreneurs they supported.
- **Constant Need for Piloting New Initiatives:** Introducing and refining new service packages necessitated continual piloting of initiatives. This iterative process required additional funding and resources to test and optimise these tailored services.
- **Impact Assessment:** Regularly assessing the impact of iPARK tailored services was important to ensure they met the needs of entrepreneurs effectively. This required comprehensive data collection and analysis, adding another layer of complexity to iPARK operations.

Despite these challenges, iPARK commitment to providing personalised, effective support has remained unwavering. Overcoming these obstacles has allowed us to refine iPARK approach and enhance the value iPARK offers to the entrepreneurial community.

7.4.2 Adjustments

To address the challenges faced in implementing this practice, iPARK implemented the following adjustments:

1. Optimise Resource Allocation

- **Leverage Technology:** Utilise digital tools and platforms to automate and streamline processes where possible. This can free up human resources for more critical, personalised interactions.
- **Train and Empower Teams:** Provide training programmes that enable team members to efficiently manage their time and resources. Empowering them with the right skills can help optimise their efforts.

2. Enhance Communication Strategies

- **Clear and Concise Information:** Develop clear, concise materials that explain the full scope of services. This could include brochures, infographics, and explainer videos that outline what iPARK offers.
- **Regular Updates and Workshops:** Host regular workshops and information sessions for entrepreneurs to keep them informed about available services and how to access them.

3. Foster Team Commitment

- **Supportive Work Environment:** Create a supportive environment that acknowledges the extra effort team members put in. Offer incentives and recognition programmes to keep morale high.
- **Balance Professional Boundaries:** Encourage team members to maintain a balance between forming supportive relationships with entrepreneurs and preserving professional boundaries to prevent burnout.

4. Secure Funding for Piloting Initiatives

- **Diversify Funding Sources:** Explore diverse funding opportunities, including grants, partnerships, and sponsorships, to support the piloting of new initiatives.
- **Demonstrate Value to Stakeholders:** Clearly demonstrate the impact and value of tailored services to potential funders, showing how their support will lead to measurable outcomes.

5. Streamline Impact Assessment

- **Implement Data Management Systems:** Use robust data management systems to streamline the collection and analysis of impact data. This can help in efficiently measuring the effectiveness of services.
- **Regular Feedback Loops:** Establish regular feedback loops with entrepreneurs to gather insights and adjust services accordingly. This continuous feedback can improve service quality and relevance.

6. Leverage a Network of Mentors and Graduated Startups

- **Volunteer Mentors and Advisors:** iPARK has built a large network of volunteer mentors and advisors who are passionate about supporting startups. By capitalising on this network, iPARK can provide valuable mentorship and advisory services without excessively straining internal resources.
- **Engage Graduated Startups:** iPARK leverages its extensive network of graduated startups who are eager to support fellow entrepreneurs. By matching these experienced startups with new entrepreneurs, iPARK facilitates knowledge transfer and peer support, enhancing the overall entrepreneurial ecosystem.

By implementing these adjustments, iPARK can better manage the challenges associated with providing tailored services, ensuring that entrepreneurs receive the most effective and personalised support possible. This approach not only optimises resource use but also enriches the support ecosystem through mentorship and peer networks.

7.5 LESSONS LEARNED

Through iPARK journey of supporting innovative ventures, iPARK has gleaned several key lessons that have shaped iPARK approach and enhanced iPARK effectiveness:

- **Continuously Add New Elements Based on Entrepreneurs' Needs:** It is important to stay adaptable and continuously evolve iPARK service offerings based on the changing needs of entrepreneurs. Regular feedback and assessments help iPARK identify gaps and introduce new elements that provide meaningful support.
- **Recognise the Importance of Marketing:** Effective marketing is essential to ensure that entrepreneurs are aware of the full scope of services available to them. Building strong communication channels and promoting iPARK offerings helps maximise their utilisation and impact.
- **Emphasise Tailored Approaches:** Offering customised support rather than a one-size-fits-all approach has proven to be significantly more effective. Tailored services ensure that the unique needs of each entrepreneur and startup are met, enhancing their chances of success.
- **Leverage Networks for Enhanced Support:** Building and capitalising on a robust network of volunteer mentors, advisors, and graduated startups provides valuable support to new entrepreneurs. These networks facilitate knowledge transfer, mentorship, and peer support, enriching the entrepreneurial ecosystem.
- **Invest in Team Development:** Continuous training and development of iPARK team members are essential to maintain high levels of expertise and commitment. Empowering iPARK staff with the right skills and knowledge ensures they can provide the best possible support to entrepreneurs.
- **Secure and Diversify Funding:** Securing diverse funding sources is important for sustaining and expanding iPARK initiatives. By demonstrating the impact and value of iPARK programmes, iPARK can attract more support from various stakeholders.
- **Implement Effective Impact Assessment:** Regularly assessing the impact of iPARK services helps iPARK understand their effectiveness and make data-driven decisions for future improvements. This continuous evaluation process ensures that iPARK remains responsive to the needs of entrepreneurs.

By internalising these lessons, iPARK continues to refine its approach, ensuring that iPARK provides the most relevant, effective, and impactful support to the entrepreneurial community. iPARK commitment to learning and adapting drives iPARK mission to foster innovation and growth in Jordan's startup ecosystem.

8 Case Study: Jordan Start – Pipeline Development through Community Engagement

8.1 BACKGROUND AND OVERVIEW

Jordan Start, established in 2015 and funded by the EU, is a business accelerator and digital fabrication centre that provides comprehensive support for startups within the manufacturing and production ecosystem. As the first accelerator of its kind in Irbid, Jordan Start aims to foster innovation and entrepreneurial growth in northern Jordan.



The mission of Jordan Start is to support startups at various stages of their lifecycle, particularly focusing on pre-revenue startups. The centre also provides scale-up support for its graduates, helping them grow and sustain their businesses. Jordan Start's primary goal is to offer unique services that are not available elsewhere, thereby attracting a diverse group of entrepreneurs.



8.2 SERVICES OFFERED

Jordan Start offers the following services to entrepreneurs and startups:

- **Acceleration Services:** Comprehensive support for early-stage startups.
- **Digital Fabrication Services:** Access to advanced fabrication tools and technologies.
- **Support for Pre-Revenue Startups:** Tailored programmes to help startups from inception to growth.
- **Scale-Up Support:** Assistance for graduates of the programme to scale their businesses.

Jordan Start serves primarily startups from the northern region (60%) with the remaining 40% from other areas.

8.3 BEST PRACTICE: PIPELINE DEVELOPMENT THROUGH COMMUNITY ENGAGEMENT

Detailed Practice Description

Jordan Start has successfully developed a robust pipeline of startups through the following strategies:

- **Unique Service Offerings:** Providing services such as the FabLab, which are not available from other accelerators.
- **Community Outreach:** Actively reaching out to the local community and inviting them to participate in the programme.
- **Accessibility:** Simplifying the application process to encourage more entrepreneurs to apply.
- **Focus on Non-Financial Support:** Emphasising comprehensive support over mere financial aid to attract dedicated startups.

Origin and Development

This practice originated from Jordan Start's inception as the first manufacturing accelerator in Irbid. The initial phase faced challenges with unsuitable applicants, which led to a focus on community engagement and partnerships with local organisations like the Chamber of Commerce and the Engineering Association.

Implementation Process

The implementation process involved several key stages:

1. **Initial Outreach:** Conducting information sessions in local chambers and associations.
2. **Application Process:** Simplifying the application process based on initial feedback.
3. **Pilot Phases:** Running multiple waves of the programme to refine the process.
4. **Stakeholder Involvement:** Collaborating with local stakeholders to ensure community needs are met.

8.4 CHALLENGES AND ADJUSTMENTS

8.4.1 Challenges:

- **Application Process:** Initial application process was not effective, requiring adjustments.
- **Community Education:** Educating the local community about innovation and entrepreneurship.
- **Support Systems:** Developing comprehensive support systems for startups.
- **Lean Project Management:** Adapting to the evolving needs of the community and startups.

8.4.2 Adjustments:

- **Application Process:** Simplifying and adjusting the application process.
- **Educational Initiatives:** Implementing bootcamps and incubation programmes.
- **Lean Operations:** Continuously modifying the project to align with community needs.

8.5 IMPACT ASSESSMENT

Jordan Start assesses the impact of its practices using the following metrics:

- **Number of Applications:** Tracking the volume of applications received.
- **Job Creation:** Measuring the number of jobs created by supported startups.
- **Business Sustainability:** Evaluating the longevity and success of startups.

8.6 LESSONS LEARNED

- **Community Engagement:** Active outreach and community involvement are important.
- **Simplified Processes:** Making application and support processes accessible encourages participation.
- **Focus on Non-Financial Support:** Providing comprehensive, non-financial support attracts dedicated entrepreneurs.
- **Continuous Learning:** Adapting and refining practices based on feedback and outcomes.

8.7 RECOMMENDATIONS FOR TRANSFERABILITY

For organisations looking to implement similar practices, Jordan Start recommends:

- **Local Engagement:** Actively engaging with the local community and stakeholders.
- **Tailored Support:** Offering unique services that address specific needs of the community.
- **Continuous Adaptation:** Being flexible and willing to modify practices based on feedback.

8.8 OTHER PRACTICES AND STRATEGIES

8.8.1 Successful Initiatives

1. **FabLab and One-Stop Shop:** Establishing a culture of innovation and providing all necessary services under one roof.
2. **Venture Builder:** Facilitating the creation and growth of startups through a dedicated team.

8.8.2 Challenges and Solutions

- **Major Challenges:** Educating the community about innovation and providing adequate support.
- **Solutions:** Implementing educational programmes and continuously adapting support services.

8.8.3 Innovation and Adaptation

Jordan Start fosters innovation by:

- **Adapting Programs:** Continuously evolving its programmes based on community needs and feedback.
- **Implementing Changes:** Making significant changes to better serve the startups and the ecosystem.

8.9 ECONOMIC AND SOCIAL IMPACT

Jordan Start's initiatives have had a significant impact on the local economy by:

- **Creating Jobs:** Generating employment opportunities in the region.
- **Supporting Sustainable Businesses:** Helping startups become sustainable and successful.

8.10 SUPPORT AND NETWORKING

Jordan Start facilitates networking and collaboration through:

- **Community Events:** Hosting events to connect entrepreneurs with stakeholders.
- **Ecosystem Engagement:** Playing an active role in the broader entrepreneurial ecosystem.

9 Case Study: Queen Rania Centre for Entrepreneurship (QRCE)

9.1 BACKGROUND AND OVERVIEW

The Queen Rania Centre for Entrepreneurship (QRCE) was established with the mission to support and empower entrepreneurs across Jordan. As a leading hub for entrepreneurial activities, QRCE has played a pivotal role in fostering innovation and growth within the country's startup ecosystem. In 2009, QRCE took a significant step by becoming the official host of Global Entrepreneurship Week (GEW) in Jordan. This initiative aimed to bring together various entrepreneurship support organisations to collaborate, expand their reach, and provide comprehensive support to entrepreneurs nationwide.



9.2 BEST PRACTICE: GEW NATIONAL NETWORK

Initial Phase

When QRCE first hosted GEW in 2009, the primary objective was to create a cohesive network of entrepreneurship support organisations. Starting with just seven initial partners, QRCE focused on fostering collaboration and enhancing the support infrastructure available to entrepreneurs. The annual

GEW event served as a platform for these organisations to showcase their services, share knowledge, and form strategic partnerships.

Expansion and Network Growth

Over the years, QRCE's efforts in hosting GEW have led to significant growth and expansion of the entrepreneurial support network. From the initial seven partners, the network has grown to include more than 150 support organisations. This extensive network now spans various sectors and regions, providing entrepreneurs with access to a wide array of resources, expertise, and opportunities.

Building Bilateral Partnerships

QRCE has been instrumental in facilitating bilateral partnerships among support organisations. These partnerships enable organisations to leverage each other's strengths, share best practices, and jointly develop programmes that address the diverse needs of entrepreneurs. By fostering a collaborative environment, QRCE has helped create a more integrated and supportive ecosystem for startups.

Continuous Support and Engagement

Beyond the annual GEW event, QRCE maintains year-round engagement with its network of support organisations. This continuous support includes organising workshops, networking events, and training sessions to help organisations stay updated on the latest trends and best practices in entrepreneurship support. QRCE also provides a platform for these organisations to connect with new service providers and expand their reach to new segments.

9.3 CHALLENGES AND ADJUSTMENTS

Resource Allocation and Coordination

Managing a growing network of support organisations requires efficient resource allocation and coordination. QRCE has addressed this challenge by implementing robust communication and coordination mechanisms. Regular meetings, digital platforms for information sharing, and dedicated liaison officers have been instrumental in ensuring smooth collaboration among network members.

Sustaining Engagement

Sustaining year-round engagement with a large network of organisations can be challenging. QRCE has tackled this by continuously innovating its engagement strategies. Regular feedback loops, customised support programmes, and the creation of sub-networks based on specific industry sectors or geographic regions have helped maintain high levels of engagement and collaboration.

9.4 IMPACT ASSESSMENT

- **Strengthening the Entrepreneurial Ecosystem:** The expansion of the support network has had a profound impact on the entrepreneurial ecosystem in Jordan. By connecting more than 150 organisations, QRCE has created a robust support system that offers comprehensive assistance to entrepreneurs at various stages of their journey. This network has facilitated access to mentorship, funding, training, and other critical resources, significantly enhancing the chances of success for startups.
- **Building Stronger Consortia:** QRCE's efforts have also led to the formation of stronger consortia among support organisations. By bringing together organisations with complementary expertise and resources, QRCE has enabled the development of more holistic and impactful support programmes. These consortia are better equipped to address the multifaceted challenges faced by entrepreneurs, providing them with a more cohesive and integrated support system.

9.5 LESSONS LEARNED

- **Importance of Collaboration:** One of the key lessons learned by QRCE is the importance of fostering collaboration among support organisations. By creating opportunities for these organisations to work together, QRCE has amplified the impact of its initiatives and created a more supportive environment for entrepreneurs.
- **Adapting to Evolving Needs:** QRCE has also learned the importance of staying adaptable and responsive to the evolving needs of the entrepreneurial ecosystem. Regular assessments and feedback from network members have enabled QRCE to continuously refine its support programmes and ensure they remain relevant and effective.

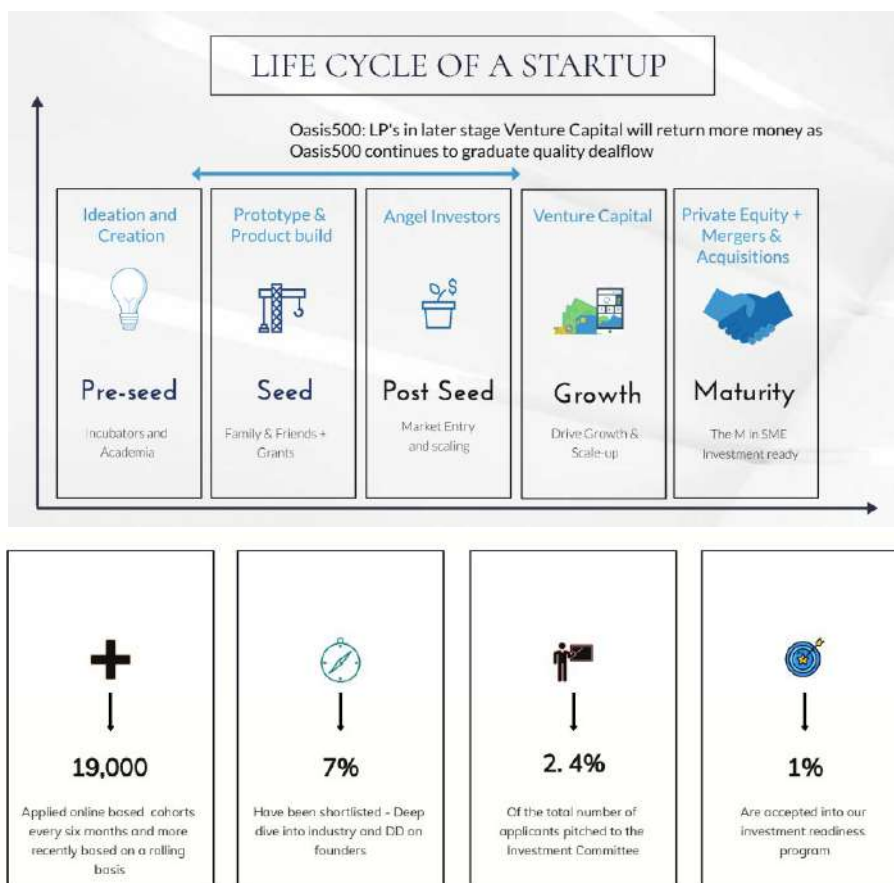
10 Case Study: Oasis500 – Hands On Support

10.1 BACKGROUND AND OVERVIEW

Founded in 2010, Oasis500 is a pioneering accelerator and seed investment company in Jordan, focusing on pre-product and pre-revenue startups. Over the past 15 years, Oasis500 has supported numerous startups by providing investment, hands-on acceleration programmes, and tailored mentorship. The organisation initially offered investment ranges from \$10,000 to \$450,000, combined with a structured bootcamp, jury day, investment decision, and an acceleration programme.



The mission of Oasis500 is to catalyse the growth of early-stage startups by providing essential resources, investment, and hands-on support to increase their chances of success. The organisation aims to create a vibrant entrepreneurial ecosystem in Jordan and beyond.



10.2 SERVICES OFFERED

Comprehensive Support for Early-Stage Startups

Oasis500 offers a range of services to support startups, including:

- **Investment:** Financial support ranging from \$10,000 to \$450,000.
- **Acceleration Program:** Bespoke, hands-on acceleration tailored to each startup's needs.
- **Mentorship and Advisory:** Guidance from experienced entrepreneurs and industry experts.

- **Access to Resources:** Tools, data, and online resources to aid in business development.

Supporting Different Stages of a Startup's Lifecycle

Oasis500 focuses on the very early stages of a startup's lifecycle, providing:

- **Initial Funding:** Seed investment to help startups develop their products and services.
- **Structured Bootcamps:** Intensive training programmes to equip startups with essential skills.
- **Tailored Acceleration:** Hands-on support to refine business models and strategies.

10.3 BEST PRACTICE: HANDS-ON, TAILORED ACCELERATION

Detailed Practice Description

Oasis500's best practice involves providing hands-on, tailored acceleration to startups. Key components of this practice include:

- **Increased Ticket Size:** Investing larger amounts in fewer startups to focus on quality over quantity.
- **Hands-On Support:** Offering practical, one-on-one support to startups.
- **Access to Resources:** Providing startups with online resources and tools for business development.
- **Integration with Ecosystem:** Partnering with ecosystem members to offer comprehensive support.

Origin and Development

This practice was developed in 2019 in response to the need for more effective support for early-stage startups. Initially, Oasis500 faced challenges with limited financial resources and a need to improve startup success rates. By increasing the investment size and focusing on fewer startups, Oasis500 was able to provide more meaningful support and achieve better outcomes.

Implementation Process

The implementation process involved several key stages:

1. **Needs Assessment:** Identifying the specific needs of early-stage startups.
2. **Programme Design:** Developing a tailored acceleration programme with increased investment.
3. **Pilot and Feedback:** Running initial cohorts and gathering feedback for continuous improvement.
4. **Partnership Development:** Collaborating with ecosystem members for additional support.

10.4 CHALLENGES AND ADJUSTMENTS

10.4.1 Challenges:

- **Limited Financial Resources:** Managing financial constraints while providing meaningful support.

- **Startup Discipline:** Ensuring startups adhere to structured governance and operational practices.

10.4.2 Adjustments:

- **Increased Investment:** Allocating larger amounts to fewer startups to ensure focused support.
- **Enhanced Mentorship:** Providing comprehensive mentorship and integrating startups into broader networks.
- **Online Resources:** Offering extensive online resources to supplement hands-on support.

10.5 IMPACT ASSESSMENT

Oasis500 assesses the impact of its practices using several metrics:

- **Startup Success Rates:** Tracking the progression and success of supported startups.
- **Fundraising:** Measuring the amount of follow-on funding raised by startups.
- **Market Expansion:** Evaluating startups' ability to expand their market reach and increase sales.
- **Governance Training:** Assessing the effectiveness of training programmes in improving startup governance.

10.6 LESSONS LEARNED

- **Focus on Quality:** Prioritising quality over quantity leads to better outcomes for startups.
- **Hands-On Support:** Providing practical, hands-on support is important for early-stage startups.
- **Partnerships:** Collaborating with ecosystem members enhances the support network for startups.
- **Governance:** Training startups in governance and board management is essential for long-term success.

10.7 RECOMMENDATIONS FOR TRANSFERABILITY

For organisations looking to implement similar practices, Oasis500 recommends:

- **Focus on Quality:** Invest in fewer startups to provide more meaningful support.
- **Hands-On Approach:** Offer practical, hands-on support tailored to each startup's needs.
- **Build Partnerships:** Develop strong partnerships with ecosystem members.
- **Governance Training:** Train startups in governance and operational discipline.

10.8 OTHER PRACTICES AND STRATEGIES

10.8.1 Successful Initiatives

1. **Zain Mubadara Partnership:** Partnering with Zain to provide comprehensive support, including jury participation, training, and content development.
2. **Startup Governance Training:** Training startups on governance practices and board management.

10.8.2 Challenges and Solutions

10.8.2.1 Challenges:

- **Resource Allocation:** Managing limited financial and human resources.
- **Governance Discipline:** Ensuring startups follow structured governance practices.

10.8.2.2 Solutions:

- **Increased Investment:** Focusing on fewer startups with larger investments.
- **Enhanced Mentorship:** Providing more in-depth mentorship and support.

10.9 INNOVATION AND ADAPTATION

Oasis500 fosters innovation by continuously adapting its services to meet the needs of startups. Recent changes include increasing investment sizes, providing more hands-on support, and enhancing governance training.

10.10 ECONOMIC AND SOCIAL IMPACT

Oasis500's initiatives have significantly impacted the local economy by supporting the creation of sustainable businesses and jobs. Specific outcomes include successful fundraising efforts, market expansion, and improved governance practices among startups.

10.11 SUPPORT AND NETWORKING

Oasis500 facilitates networking and collaboration by connecting startups with ecosystem members, potential investors, and industry experts. The organisation plays a vital role in the broader entrepreneurial ecosystem in Amman by leveraging its extensive network and resources.

11 Case Study: Oasis500 – Open Source Tools and Resources

11.1 BACKGROUND AND OVERVIEW

Founded in 2010, Oasis500 is a pioneering accelerator and seed investment company in Jordan, focusing on pre-product and pre-revenue startups. Over the past 15 years, Oasis500 has supported numerous startups by providing investment, hands-on acceleration programmes, and tailored mentorship. The organisation initially offered investment ranges from \$10,000 to \$450,000, combined with a structured bootcamp, jury day, investment decision, and an acceleration programme.

The mission of Oasis500 is to catalyse the growth of early-stage startups by providing essential resources, investment, and hands-on support to increase their chances of success. The organisation aims to create a vibrant entrepreneurial ecosystem in Jordan and beyond.

Resources & Tools

Pre-Oasis500

There are tools that are shared on our website that help any founder to start compiling needed material to support her/him in his journey

With Oasis500

The same tools are used customized to the industry and business model. governance templates and financial templates did their magic in supporting founders in getting to investment readiness

ESO's

All entrepreneurship support organizations can use these tools and build on them if needed so that they equip their beneficiaries with the relevant tools and learnings that could enhance the support given

11.2 SERVICES OFFERED

Comprehensive Support for Early-Stage Startups

Oasis500 offers a range of services to support startups, including:

- **Investment:** Financial support ranging from \$10,000 to \$450,000.
- **Acceleration Program:** Bespoke, hands-on acceleration tailored to each startup's needs.
- **Mentorship and Advisory:** Guidance from experienced entrepreneurs and industry experts.
- **Access to Resources:** Tools, data, and online resources to aid in business development.

Supporting Different Stages of a Startup's Lifecycle

Oasis500 focuses on the very early stages of a startup's lifecycle, providing:

- **Initial Funding:** Seed investment to help startups develop their products and services.
- **Structured Bootcamps:** Intensive training programmes to equip startups with essential skills.
- **Tailored Acceleration:** Hands-on support to refine business models and strategies.

11.3 BEST PRACTICE: SHARING OPENSOURCE TOOLS AND RESOURCES

Detailed Practice Description

Oasis500's best practice involves sharing Open-Source tools and resources with startups and the broader entrepreneurial ecosystem. Key components of this practice include:

- **Open Access to Resources:** Providing startups and the public with access to a curated list of Open-Source tools and templates.
- **Educational Content:** Offering educational materials and guides to help entrepreneurs effectively utilise these tools.
- **Community Engagement:** Engaging with the entrepreneurial community to promote the use of Open-Source tools and gather feedback for continuous improvement.

Origin and Development

This practice was developed in response to the need for accessible, cost-effective resources for startups. Recognising that many entrepreneurs lack the financial resources to invest in expensive software and tools, Oasis500 decided to make Open-Source resources widely available. This initiative aims to level the playing field by providing all startups with the tools they need to succeed.

Implementation Process

The implementation process involved several key stages:

1. **Resource Curation:** Identifying and curating a list of valuable Open-Source tools and templates relevant to startups.
2. **Content Development:** Creating educational content and guides to help entrepreneurs understand and use these tools effectively.
3. **Platform Development:** Building an online platform to host and share these resources with the public.
4. **Community Engagement:** Promoting the platform through workshops, webinars, and community events to encourage widespread use and gather feedback.

11.4 CHALLENGES AND ADJUSTMENTS

11.4.1 Challenges:

- **Awareness and Adoption:** Ensuring that entrepreneurs are aware of and know how to use the Open-Source tools effectively.
- **Resource Maintenance:** Keeping the curated list of tools and templates up-to-date and relevant.

11.4.2 Adjustments:

- **Educational Initiatives:** Implementing workshops and webinars to educate entrepreneurs about the benefits and uses of Open-Source tools.
- **Continuous Improvement:** Regularly updating the platform based on user feedback and the evolving needs of the startup community.

11.5 IMPACT ASSESSMENT

Oasis500 assesses the impact of its Open-Source tool-sharing initiative using several metrics:

- **User Engagement:** Tracking the number of startups and entrepreneurs using the platform and resources.
- **Skill Development:** Measuring the improvement in entrepreneurs' skills and capabilities through feedback and surveys.
- **Resource Utilisation:** Evaluating how effectively the Open-Source tools are being utilised in business development and operations.

11.6 LESSONS LEARNED

- **Accessibility is Key:** Providing accessible resources significantly benefits startups, especially those with limited financial means.
- **Education and Support:** Offering educational content alongside resources is important for effective utilisation.
- **Community Feedback:** Engaging with the community and incorporating feedback leads to continuous improvement and relevance.

12 Case Study: TTI – Supporting Women in Local Communities

12.1 BACKGROUND AND OVERVIEW

Founded officially in 2015, TTI (Technology and Innovation) started as an initiative in 2010 with the aim of supporting entrepreneurs across Jordan. Initially conducting ad-hoc technology-focused events and activities, TTI evolved into a non-profit organisation with funding from various donors. The organisation focuses on entrepreneurship awareness and acts as an ecosystem enabler, particularly in underrepresented regions.



TTI's mission is to empower entrepreneurs by providing targeted support and fostering partnerships within the ecosystem. The organisation focuses on women entrepreneurs, sustainability, and digital transformation, especially in cities like Irbid and Karak.



12.2 SERVICES OFFERED

Ecosystem Enabler

TTI categorises its programmes into three main areas:

- **Macro:** Events and networking activities with ecosystem members, especially ESOs.
- **Micro:** Capacity building for startups directly.
- **Meso:** Entrepreneurship Resource Centre (ERC) for comprehensive support.

The main services provided include:

- **Capacity Building:** Tailored support for women entrepreneurs in Irbid and Karak.
- **Partnership Development:** Collaborating with various organisations to enhance support for entrepreneurs.
- **Data Collection:** Gathering and analysing data to understand local community strengths and weaknesses.

Supporting Different Stages of a Startup's Lifecycle

TTI focuses on early-stage startups, offering:

- **Targeted Programs:** Tailored support for small cohorts (10 startups per cohort) to ensure personalised attention.
- **Cross-Cutting Themes:** Emphasis on women entrepreneurs, sustainability, and digital transformation.

12.3 BEST PRACTICE: FOCUSED SUPPORT FOR WOMEN ENTREPRENEURS IN LOCAL COMMUNITIES

Detailed Practice Description

TTI has developed a successful practice of providing focused support for women entrepreneurs in local communities, particularly in Irbid and Karak. The main components of this practice include:

- **Small Cohorts:** Limiting the number of startups per cohort to 10 for tailored support.
- **Cross-Cutting Themes:** Emphasising women, sustainability, and digital transformation.
- **Local Community Engagement:** Building partnerships with local organisations to support entrepreneurs.

Origin and Development

This practice originated from TTI's recognition of the need to support underrepresented regions. Initially focusing on Irbid and Karak, TTI aimed to prove that effective support in local communities could yield strong entrepreneurial outcomes. The programme started small, gradually expanding with donor funding and partnerships.

Implementation Process

The implementation involved several key stages:

1. **Community Outreach:** Engaging with local communities to identify potential entrepreneurs.
2. **Partnership Development:** Collaborating with local organisations for comprehensive support.
3. **Tailored Programs:** Designing programmes to meet the specific needs of women entrepreneurs.
4. **Capacity Building:** Providing training and resources to help startups grow.

12.4 CHALLENGES AND ADJUSTMENTS

12.4.1 Challenges:

- **Application Process:** Simplifying the application process to attract more participants.
- **Community Education:** Educating local communities about entrepreneurship and innovation.
- **Resource Allocation:** Managing resources to provide effective support.

12.4.2 Adjustments:

- **Simplified Applications:** Streamlining the application process for ease of access.
- **Educational Initiatives:** Implementing educational programmes to raise awareness.
- **Lean Operations:** Adapting operations to meet the evolving needs of the community.

12.5 IMPACT ASSESSMENT

TTI assesses the impact of its practices using several metrics:

- **Number of Startups Registered:** Tracking the number of startups registered, particularly those owned by women.
- **Job Creation:** Measuring the number of jobs created by supported startups.
- **Sustainability:** Evaluating the longevity and success of startups.

12.6 LESSONS LEARNED

- **Targeted Support:** Providing focused support yields better results.
- **Community Engagement:** Engaging local communities is important for success.
- **Flexible Operations:** Adapting to the needs of the community ensures relevance and effectiveness.

12.7 RECOMMENDATIONS FOR TRANSFERABILITY

For organisations looking to implement similar practices, TTI recommends:

- **Local Engagement:** Actively engage with local communities to understand their needs.
- **Focused Programs:** Limit the number of participants for tailored support.
- **Partnership Development:** Build strong partnerships with local organisations.

12.8 OTHER PRACTICES AND STRATEGIES

12.8.1 Successful Initiatives

1. **Women Entrepreneurs in Karak and Irbid:** Successfully registered and supported 20 women-owned startups in each city.
2. **Digital Transformation:** Emphasising digital skills to enable remote work and enhance business opportunities.

12.8.2 Challenges and Solutions

12.8.2.1 Challenges:

- **Educating Communities:** Raising awareness about entrepreneurship.
- **Resource Allocation:** Managing limited resources effectively.

12.8.2.2 Solutions:

- **Educational Programs:** Implementing educational initiatives to raise awareness.
- **Lean Operations:** Adapting operations to maximise resource efficiency.

12.9 INNOVATION AND ADAPTATION

TTI fosters innovation by continuously adapting its services to meet the needs of the community. Recent changes include a stronger focus on digital transformation and remote work, particularly for women entrepreneurs.

12.10 ECONOMIC AND SOCIAL IMPACT

TTI's initiatives have positively impacted the local economy by supporting the creation of sustainable businesses and jobs. Specific outcomes include the successful registration of women-owned startups and job creation in underrepresented regions.

12.11 SUPPORT AND NETWORKING

TTI facilitates networking and collaboration by organising events and activities that connect entrepreneurs with ecosystem members. The organisation plays an important role in the broader entrepreneurial ecosystem by leveraging its partnerships and resources.

13 Case Study: Zain Innovation Campus (ZINC) Networks

13.1 BACKGROUND AND OVERVIEW

Founded in 2013, Zain's Corporate Entrepreneurship Responsibility (CER) department was established to enhance support for startups and entrepreneurs in Jordan. Recognising the need for greater private sector involvement in developing economies, Zain launched several initiatives, including ZINC, Zain Mubadara, YESjo, podcasts, and speaker series, to foster entrepreneurial growth. The ZINC initiative was particularly pivotal, introducing the concept of an open innovation space in 2014.



The CER department originated from Zain's strong CSR efforts, aiming to create a significant economic impact and promote Zain as an innovator in the entrepreneurial ecosystem. With the top management's support, ZINC expanded to Iraq, Kuwait, and Oman Innovation Hub, continually refining its approach through trial and error over six years. This iterative process, backed by rigorous documentation and data-driven decision-making, ensured the alignment of their initiatives with ecosystem needs.



13.2 SERVICES OFFERED

ZINC provides a comprehensive suite of services tailored to different stages of a startup's lifecycle:

- **Dedicated Space:** Open innovation spaces for collaboration and networking.
- **Mentorship:** Access to a network of experienced mentors and advisors.
- **Corporate Integration:** Startups can sell products to Zain and use Zain's sales channels.
- **Workshops and Training:** Regular workshops to enhance entrepreneurial skills.
- **Networking:** Facilitating connections with investors and other ecosystem players.
- **Funding Support:** Assistance in securing funding through partnerships with financial institutions.

13.3 BEST PRACTICE: INNOVATION CAMPUS NETWORK DEVELOPMENT

Detailed Practice Description

ZINC's key strategy involves establishing an innovation campus network across various locations, tailored to different audience segments:

- **Schools:** Fostering entrepreneurship among young students.
- **Universities:** Motivating university students to understand the innovation process.
- **Business Parks:** Targeting general entrepreneurs and scaling businesses.

By spreading knowledge and awareness about entrepreneurship, ZINC has become a key player in Jordan's ecosystem. Partnerships with various ecosystem members ensure startups receive ongoing support post-graduation, enhancing their growth prospects.

Origin and Development

The innovation campus network emerged from the realisation that many startups were stagnating in early stages. To address this, ZINC integrated ecosystem players, facilitating startups' progression through partnerships and tailored support.

Implementation Process

The implementation involved several stages:

1. **Needs Assessment:** Identifying gaps and potential partners.
2. **Strategic Planning:** Designing the network layout and partnership agreements.
3. **Pilot Programs:** Launching initial campuses and adjusting based on feedback.
4. **Expansion:** Scaling the network to additional locations and refining services.

13.4 CHALLENGES AND ADJUSTMENTS

13.4.1 Challenges:

- **Resource Allocation:** Managing resources across multiple locations.
- **Stakeholder Engagement:** Ensuring active participation from ecosystem players.
- **Impact Measurement:** Assessing the effectiveness of the network.

13.4.2 Adjustments:

- **Leveraging Technology:** Using digital tools for efficient management.
- **Clear Communication:** Developing concise materials to explain services.
- **Data-Driven Decisions:** Regular impact assessments to guide strategy.

13.5 IMPACT ASSESSMENT

ZINC assesses its impact through various metrics:

- **Startup Success Rates:** Tracking the progression and success of startups.
- **Economic Impact:** Measuring contributions to the local economy.
- **Stakeholder Feedback:** Gathering insights from partners and beneficiaries.

13.6 LESSONS LEARNED

1. **Adaptability:** Continuously evolving services based on feedback and needs.
2. **Marketing Importance:** Promoting offerings to ensure maximum utilisation.
3. **Tailored Approaches:** Customising support for different segments enhances effectiveness.
4. **Leveraging Networks:** Building strong partnerships for sustained support.
5. **Team Development:** Investing in team skills for better service delivery.
6. **Diversified Funding:** Securing various funding sources for sustainability.
7. **Effective Impact Assessment:** Regular evaluations to refine services.

14 Case Study: Zain's Integration of Startups into Corporate Procurement

14.1 BACKGROUND AND OVERVIEW

Founded in 2013, Zain's Corporate Entrepreneurship Responsibility (CER) department was created to enhance support for startups and entrepreneurs in Jordan. Recognising the need for greater private sector involvement in developing economies, Zain launched several initiatives, including ZINC, Zain Mubadara, YESjo, podcasts, and speaker series, to foster entrepreneurial growth. One of the standout practices has been Zain's integration of startups into its corporate procurement process, which began in 2014.



The CER department originated from Zain's strong CSR efforts, aiming to create a significant economic impact and promote Zain as an innovator in the entrepreneurial ecosystem. With the top management's support, ZINC expanded to Iraq, Kuwait, and OmanTel Innovation Hub, continually refining its approach through trial and error over six years. This iterative process, backed by rigorous documentation and data-driven decision-making, ensured the alignment of their initiatives with ecosystem needs.

14.2 SERVICES OFFERED

Zain provides a comprehensive suite of services tailored to different stages of a startup's lifecycle:

- **Dedicated Space:** Open innovation spaces for collaboration and networking.
- **Mentorship:** Access to a network of experienced mentors and advisors.
- **Corporate Integration:** Startups can sell products to Zain and use Zain's sales channels.
- **Workshops and Training:** Regular workshops to enhance entrepreneurial skills.
- **Networking:** Facilitating connections with investors and other ecosystem players.
- **Funding Support:** Assistance in securing funding through partnerships with financial institutions.

14.3 BEST PRACTICE: INTEGRATION OF STARTUPS INTO CORPORATE PROCUREMENT

Detailed Practice Description

Zain has developed a robust practice of integrating startups into its corporate procurement process. This practice includes:

- **Sales Channels:** Allowing startups to sell their products to Zain.
- **Commercial Agreements:** Establishing profit-sharing agreements with startups.
- **White Labelling:** Offering startups' products under the Zain brand.
- **Internal Use:** Purchasing startup services for internal use at Zain.
- **Regional Expansion:** Promoting successful startup products across Zain's operations in other countries.

For instance, Zain Jordan bought services from Mind Rockets and offered them to Zain Kuwait, ultimately selling them to the entire Zain group, thereby providing startups with regional market access.

Origin and Development

This practice was developed from the understanding that startups often struggle to scale due to limited market access. Zain saw an opportunity to support these startups by integrating them into its supply chain, thus providing a platform for growth and innovation.

Implementation Process

The implementation of this practice involved several key stages:

1. **Needs Assessment:** Identifying suitable startups with products that align with Zain's needs.
2. **Strategic Planning:** Developing integration plans and setting up commercial agreements.
3. **Pilot Programs:** Testing the integration with a few startups to refine the process.
4. **Full-Scale Implementation:** Rolling out the integration across all relevant departments.
5. **Regional Expansion:** Promoting successful startups within the Zain network across other countries.

14.4 CHALLENGES AND ADJUSTMENTS

14.4.1 Challenges:

- **Resource Allocation:** Ensuring adequate resources for integration and support.
- **Stakeholder Buy-In:** Securing support from all levels of the organisation.
- **Quality Control:** Maintaining high standards across integrated startup products.

14.4.2 Adjustments:

- **Leveraging Technology:** Utilising digital tools for efficient management and quality control.
- **Clear Communication:** Developing materials to explain the integration process to stakeholders.
- **Data-Driven Decisions:** Using performance data to guide ongoing adjustments and improvements.

14.5 IMPACT ASSESSMENT

Zain assesses the impact of this practice through various metrics:

- **Startup Success Rates:** Tracking the growth and revenue of integrated startups.
- **Economic Impact:** Measuring the financial contribution to the local economy.
- **Stakeholder Feedback:** Gathering insights from Zain departments and startup partners.

14.6 LESSONS LEARNED

- **Adaptability:** Continuously evolving the integration process based on feedback and needs.
- **Marketing Importance:** Promoting the integration benefits to ensure stakeholder buy-in.
- **Tailored Approaches:** Customising support for different startups enhances effectiveness.
- **Leveraging Networks:** Building strong partnerships for sustained support.
- **Team Development:** Investing in team skills for better service delivery.
- **Diversified Funding:** Securing various funding sources for sustainability.
- **Effective Impact Assessment:** Regular evaluations to refine services.

15 Case Study: Arab Bank FinTech Investment Activities

15.1 BACKGROUND AND OVERVIEW

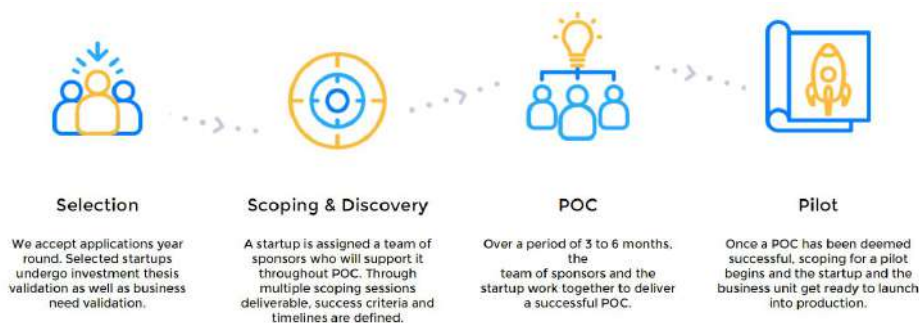
Arab Bank has played a significant role in supporting various cohorts of Oasis500, also acting as an investor in two funds characterised by patient and development capital. In 2018, Arab Bank launched a strategic initiative by setting up a USD 30 million fund under the AB Accelerator and AB Ventures, marking a significant move into venture capital within the banking sector.



Arab Bank's fund is divided into two distinct components:

- **AB Accelerator:** This portion targets early-stage startups with a ticket size of less than USD 0.5 million. The focus here is on nurturing these young companies, helping them to develop their business models, and preparing them for subsequent rounds of funding.
- **AB Ventures:** Geared towards more mature startups at the Series A stage and above, with a ticket size of less than USD 3 million. This segment aims to scale up businesses that have already demonstrated market potential and are looking to expand further.

This initiative was followed by an additional investment of USD 30 million in 2022 into a Fund of Funds, aimed at leveraging valuations increases, tapping into emerging technologies where the bank has expertise, and expanding its geographic presence into the Asian market. This later investment led to Arab Bank making three new investments in three different funds.



15.2 SERVICES OFFERED

Investment Activities

Arab Bank's strategic fund allocation towards startups through AB Accelerator and AB Ventures illustrates a comprehensive approach to innovation and investment. By focusing on both financial

returns and strategic benefits, the bank positions itself as a key player in fostering innovation across its network. This initiative not only enhances the bank's portfolio but also contributes to the broader economic growth by supporting emerging companies in various regions.

- **Fund objectives:**
 - Attractive Return on Investment (ROI): The fund aims to achieve significant financial returns by investing in promising startups that have the potential for high growth and profitability.
 - Tactical and Strategic Advantages: Beyond financial gains, the fund seeks to provide Arab Bank with tactical and strategic benefits. These could include enhancing the bank's brand as an innovator, creating synergies between the bank's core operations and new technologies, and potentially integrating these innovations into the bank's offerings to maintain a competitive edge.
- **Global Mandate and Regional Market Access:** The fund operates globally but focuses particularly on regions where Arab Bank is active, leveraging the bank's existing network across 26 countries. This global reach combined with local market insights enables the fund to identify unique investment opportunities and provide startups with important access to regional markets, which can be pivotal for their expansion and success.
- **Private Led Sector Influence:** The investment strategy acknowledges the influence of private sector dynamics and other external agendas, indicating an adaptive approach that considers market trends, regulatory changes, and economic factors that could impact the investment landscape and the startups' growth.
- **Decision Making and Structure:** The fund operates under a GP (General Partner) / LP (Limited Partner) structure¹, which typically allows for efficient and swift decision-making processes. This structure is beneficial in the fast-paced venture capital environment, as it enables the fund to quickly capitalise on emerging opportunities and react to market changes. Also, the fund has helped to change the evaluation for startup as vendors to reduce bias towards early-stage companies.
- **Evaluation and Due Diligence:** The evaluation of potential investments and the due diligence process are supported by Arab Bank's business units. This integration ensures that the investments align with the bank's overall strategic goals and benefit from the expertise and resources of the bank. The involvement of business units helps in assessing the viability of the startups from a commercial perspective, ensuring that the fund invests in companies that not only offer high returns but also have sustainable business models.

¹ In the General Partner (GP) / Limited Partner (LP) structure commonly used in investment funds, the GP is responsible for managing the fund's investments and operations, while LPs contribute capital but do not partake in the day-to-day management. The GP typically receives an annual management fee and a performance-based incentive known as carried interest, aligning the GP's financial interests with the performance of the fund. LPs, often institutions or accredited investors, benefit from the GP's expertise without the burden of managing investments. This structure is prevalent in private equity, venture capital, and hedge funds, providing clear roles and risk distribution between managers and investors.

15.3 BEST PRACTICE: FINTECH INVESTMENT ACTIVITIES

Detailed Practice Description

Arab Bank's strategic deployment of a USD 30 million fund through AB Accelerator and AB Ventures showcases an innovative approach to corporate venture capital. This investment not only aims to achieve a robust financial return on investment (ROI) but also brings significant non-financial benefits that enhance the bank's competitiveness and adaptability. Following are the benefits sought from these activities.

1. Financial Returns (ROI):

- **Direct Financial Gains:** The primary financial benefit comes from the potential high ROI on investments in startups that succeed. These startups can offer rapid growth and high returns, which can significantly boost the bank's financial performance.
- **Diversification of Revenue Streams:** Investing in a range of startups allows Arab Bank to diversify its sources of income beyond traditional banking services. This diversification helps mitigate risks associated with the core banking business.
- **Enhanced Customer Offerings:** By investing in fintech startups or new financial services technologies, the bank can integrate these advancements into its offerings, potentially increasing customer satisfaction and retention.

2. Non-Financial Returns:

- **Access to Market:** Investments in startups provide the bank with direct access to emerging markets and sectors. This access can help the bank understand new market dynamics and consumer demands, allowing it to better tailor its products and services.
- **Customised Technology:** By partnering with tech startups, Arab Bank can influence and guide the development of bespoke technological solutions that address specific operational needs or customer demands.
- **Knowledge and Expertise:** Engaging with startups allows the bank to absorb cutting-edge ideas and practices. This exchange of knowledge fosters innovation within the bank's teams and keeps the organisation updated on industry trends and technologies.
- **Talent Acquisition:** Collaborations with startups expose the bank to new and diverse talent pools. The innovative and entrepreneurial skills of startup teams can inspire and influence the bank's own staff, and in some cases, lead to direct recruitment of top talent.

3. Becoming Agile and Future-Proofing:

- **Enhanced Agility:** By interacting regularly with startups, which are typically more nimble than large banking institutions, Arab Bank can adopt more agile methodologies and processes. This agility can translate into faster responses to market changes and quicker implementation of strategic decisions.
- **Future-Proofing the Bank:** Investing in startups working on disruptive technologies allows Arab Bank to stay ahead of industry disruptions. By either adopting these technologies early or controlling them through equity participation, the bank can protect itself against becoming obsolete.
- **Innovation Culture:** The initiative to fund startups can cultivate a culture of innovation and risk-taking within the bank. This cultural shift is essential for fostering an environment that welcomes change and challenges the status quo, ensuring the bank remains competitive as the financial sector evolves.

- **Strategic Alliances:** The relationships built through these investments often lead to strategic alliances with other tech companies and financial institutions, enhancing the bank's reputation as an innovator and leader in the financial technology space.

15.4 CHALLENGES AND ADJUSTMENTS

15.4.1 Challenges

Implementing this practice presented several significant challenges, each requiring strategic solutions and considerable effort. These challenges included:

- **Post-Investment Integration:** The integration of startups post-investment presented several hurdles, such as differing incentives between startups and corporate entities, disparities in human capital and resources, the contrast between startups' monthly operational cycles and corporate annual cycles, and a business unit preference for larger, more established vendors.
- **Sourcing Heavy IP-Based Companies:** Another major challenge was identifying companies with substantial intellectual property, which are critical for driving innovation but can be difficult to find.

15.4.2 Adjustments

To address the challenges faced in implementing this practice, Arab Bank implemented the following adjustments:

- To expand the coverage, look for companies with IP and interest to do business in the region (companies based in the region).
- To reduce friction, Focus on larger mature companies for better traction
- Capital Efficient and Maximise ROI
- Choose the right time for exit and manage the corporate agenda

15.5 IMPACT ASSESSMENT

- The primary impact of the initiative was evaluated financially, focusing on ensuring that investments did not result in financial losses.
- Non-financial impacts were assessed based on the number of actual integrations and interactions between the business units and startups. The investment arms, including the Accelerator, Ventures, and Fund of Funds, were instrumental in fostering increased interactions and integration with both early-stage external companies and internal employees.
- Regular communication through quarterly updates and annual reports significantly enhanced transparency and built trust in the ongoing efforts.

15.6 LESSONS LEARNED

- Education is needed based on the industry and future trends (5-10-20 years Horizons)
- Isolate from corporate (different registration/legal entity, balance sheet, decision making)
- Transparent about the objectives and metrics
- Develop strong investment policy and charter, and keep evolving

15.7 OTHER PRACTICES

15.7.1 Corporate Innovation Activities

Arab Bank's approach to fostering innovation through corporate hackathons represents an intriguing case study of corporate innovation within the financial sector. Arab Bank's use of corporate hackathons has effectively harnessed internal and external talent to drive innovation, leading to the development of new banking products and services. The challenge and opportunity going forward will be to leverage these innovations further, potentially creating new business ventures that can thrive independently in the financial marketplace.

1. Concept and Structure of Corporate Hackathons

Arab Bank has implemented corporate hackathons as a creative strategy to harness the innovative capacities of its employees. These events are thematic and focus on key areas of banking such as lending and wealth management, amongst others. By doing so, the bank ensures that the hackathons address specific, impactful areas of its operations.

- **Themes and Geographical Focus:** The bank organises hackathons around specific themes that are critical to its strategic interests, such as improving lending processes or developing new wealth management services. These hackathons can be organised on a regional basis, leveraging local knowledge and expertise, which is particularly useful in a globally distributed organisation like Arab Bank.
- **Resources for Participants:** Participants in these hackathons are provided with the time, space, and tools necessary to explore and develop their ideas. This not only includes physical resources but also access to mentors, data, and possibly technology platforms needed to prototype solutions.

2. Outcomes of the Hackathons

The primary outcomes of these hackathons have been the development of new products and services. For instance, innovations in wealth management and transfer services have emerged directly from ideas generated during these events. Such outcomes demonstrate the hackathons' effectiveness in catalysing practical, innovative solutions that can be integrated into the bank's offerings.

- **Creation of New Products and Services:** The innovations produced in these hackathons have led to tangible enhancements in Arab Bank's product portfolio, aligning with customer needs and improving service delivery.

3. Evolution and Expansion Post-COVID-19

The onset of the COVID-19 pandemic necessitated a shift in how these hackathons were conducted, transitioning from in-person events to virtual formats. This change expanded the scope of participation:

- **Inclusion of External Entrepreneurs:** Post-COVID-19, Arab Bank opened its hackathons to external entrepreneurs in addition to its internal staff. This move broadened the diversity of ideas and solutions, bringing in fresh perspectives and potentially groundbreaking innovations.
- **Virtual Engagement:** By moving to a virtual format, the bank was able to engage a wider geographical audience, overcoming the limitations imposed by physical events.

4. Governance and Oversight

The governance of these hackathons is overseen by a steering committee, which plays an important role in ensuring the alignment of the hackathons with the bank's strategic goals.

- **Steering Committee Composition:** The committee includes representatives from all functional areas of the bank, ensuring a holistic integration of knowledge and expertise from across the organisation. This diverse committee supports the identification of the most promising and relevant innovations.

5. Future Directions and Opportunities

While these hackathons have been successful in generating new products and services, Arab Bank has not yet fully explored the potential for spinning off new businesses around these innovations. This represents a significant opportunity for future growth and diversification.

- **Potential for Spin-offs:** Exploring the potential to spin off successful hackathon projects into standalone businesses could offer a new avenue for revenue generation and market expansion.
- **Sustained Innovation Culture:** Continuing to cultivate a culture of innovation through regular hackathons can ensure that Arab Bank remains at the forefront of technological advancements and customer service enhancements in the banking sector.

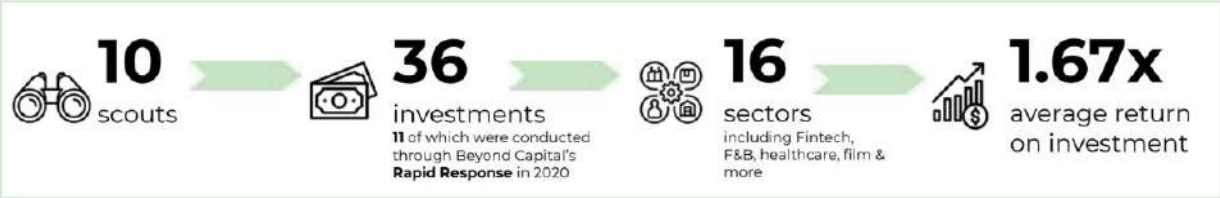
16 Case Study: Beyond Capital Angel Networks & Scout Programme

16.1 BACKGROUND AND OVERVIEW

The Beyond Capital Angel Networks & Scout Programme illustrates a dynamic approach to fostering entrepreneurship and investment in startups through the cultivation of an angel investor network and strategic programme initiatives.



Beyond Capital Angel Networks & Scout Programme was initiated to bolster the pipeline of Series A-ready companies, with a significant boost from USAID. This funding was important in setting the groundwork for a comprehensive support structure for startups and investors. Beyond Capital have \$15 million assets under management and \$13 million from USAID.



16.2 SERVICES OFFERED

Beyond Capital Key Activities and Structure

- **Technical Assistance:** The programme provides hands-on technical assistance to startups, helping them refine their business models, improve their market readiness, and prepare for significant funding rounds. This assistance is important in elevating startups to a level where they can attract serious investment.
- **Direct Investment:** Over 50 startups have benefited from direct investments, which not only provide the necessary capital to scale operations but also validate the startups' market potentials to other investors.
- **Angel Network Development:** The establishment of an angel network with more than 45 members allows individual investors to pool resources and share risks, making it easier to invest in higher-stakes ventures at earlier stages.
- **Fund of Funds Investments:** Investing in approximately 9 funds, with individual investments ranging from \$250,000 to \$1 million, diversifies the investment risks and extends the programme's reach across different sectors and regions.
- **Support for Fund Establishment:** By supporting the establishment of other funds, the programme strengthens the overall investment ecosystem, encouraging more systematic and sustained investments in startups.

16.3 BEST PRACTICE: ANGEL NETWORKS & SCOUT PROGRAM

Detailed Practice Description

Angel Network (Increasing Investor Base)

- **Membership Growth:** The network has grown to more than 45 members, each paying an annual fee of \$500. This fee structure generates over \$20,000 in membership fees annually, contributing to the network's operational costs.
- **Regular Meetings:** The network organises meetings every six weeks, during which two startups present their business cases to the angels. This regular interaction fosters a strong sense of community and ongoing engagement among the investors.
- **Follow-up Meetings:** For interested members, follow-up meetings are arranged with the presenting startups, facilitating deeper discussions and potential investment negotiations.

Scout Programme (Increasing Investment in Startups)

The Scout Programme under Beyond Capital leverages external volunteer resources, known as scouts, to enhance its outreach and evaluation processes. The programme targets pre-seed and seed stage companies. Following is a focused summary of how these scouts contribute to the programme:

- **Expanding Outreach:** Scouts are instrumental in identifying and engaging startups across various industries and regions. Their local knowledge and networks enable the programme to access diverse entrepreneurial ecosystems and tap into new markets.
- **Refined Evaluation Processes:** Scouts bring fresh perspectives to the evaluation process, using their specific industry knowledge to assess the potential and viability of startups. This aids in maintaining a high standard of selection, ensuring that only the most promising startups are considered.
- **Support for Startups:** By arranging multiple meetings between startups and potential investors, scouts help facilitate important connections and provide ongoing support and feedback to startups, enhancing their development and investment readiness.

- **Structured Engagement:** In the first cohort, scouts arranged five meetings per startup, which significantly contributed to preparing the startups for investor interactions and refining their business propositions.

Overall, scouts play a pivotal role in driving the Scout Program's expansion, enhancing its capacity to support a broader and more diverse range of innovative startups.

Origin and Development

The Beyond Capital Angel Network has strategically adjusted its focus and operational approach to enhance its investment impact and efficiency. These changes include a greater emphasis on validation and commercial traction and a reduction in the number of enrolled applicants.

1. Increased Focus on Validation and Commercial Traction

- **Stricter Investment Criteria:** By placing more emphasis on validation and commercial traction, the angel network has shifted its investment criteria to prioritise startups that demonstrate clear market validation and potential for rapid commercial growth. This approach aims to reduce risk and ensure that investments are directed towards ventures with proven business models and customer acceptance.
- **Enhanced Due Diligence Process:** The due diligence process has become more rigorous, with a particular focus on assessing the market demand and revenue-generating capabilities of the startups. This includes analysing sales data, customer feedback, market size, and competitive positioning to ensure that the startups have a sustainable competitive advantage.

2. Reduction in Number of Enrolled Applicants

- **Selective Enrolment:** To maintain a high standard of investment and support, the angel network has reduced the number of startups it enrolls. This selective approach allows for more concentrated resources and tailored support for each startup, ensuring that the angel investors can provide more in-depth guidance and attention.
- **Streamlined Operations:** Reducing the number of enrolled applicants helps streamline the network's operations, making it more manageable and efficient. It allows the network to focus on quality over quantity, ensuring that each selected startup receives the necessary attention and resources to succeed.
- **Increased Engagement:** With fewer startups in the programme, investors can engage more deeply with the ventures they invest in. This leads to better alignment and collaboration between startups and angel investors, which is critical for the startups' long-term success.

16.4 CHALLENGES AND ADJUSTMENTS

16.4.1 Challenges

Implementing this practice presented several significant challenges, each requiring strategic solutions and considerable effort. These challenges included:

Angel Networks

- **Management and Operation Costs:** Managing an angel network is resource-intensive. It requires significant effort in terms of training, mentoring, and supporting the angel investors, many of whom may be new to this type of investment and require guidance on due diligence, deal structuring, and post-investment monitoring.

- **Scouting and Outreach:** The programme places a high emphasis on scouting and outreach to identify promising startups. This process is important but also demanding, as it involves screening numerous potential deals to find those with the highest potential for success.
- **Investor Commitment:** Commitment long term from members related to attendance and Investments.
- **Unrealistic Perception:** Perception of angels' ability to execute the network work without the need of the network.

Scout Program

- **No Activity at All for Some:** This challenge points to a lack of engagement or progress from certain participants within the programme. Possible reasons for this inactivity could include:
 - **Mismatch of Expectations:** Participants might not have a clear understanding of what the programme offers or their roles within it.
 - **Lack of Clear Objectives:** Without clear, actionable objectives, participants may struggle to take initiative or engage meaningfully with the programme resources.
- **Emotional Attachment to Some Leads:** Emotional attachment to certain leads or projects can lead to biased decision-making and may skew the allocation of resources away from more objectively promising opportunities. This challenge typically arises when:
 - **Personal Connections or Biases:** Scouts or programme managers may favour projects due to personal connections or prior interactions, rather than based on merit or strategic fit.
 - **Lack of Objective Evaluation Criteria:** Without clear, rigorous evaluation standards, decisions can become subjective, potentially compromising the programme's effectiveness.
- **Some Leads are Weak from a Commercial Aspect:** Encountering leads that are commercially weak involves challenges such as:
 - **Inadequate Market Potential:** Some projects might lack sufficient market demand or scalability, which are critical for commercial success.
 - **Underdeveloped Business Models:** Leads may have business models that are not fully developed or viable long-term.
 - **Insufficient Market Readiness:** Some projects may be at too early a stage, without the necessary proof of concept or market validation to attract investment.

16.4.2 Adjustments

To address the challenges faced in implementing this practice, this practice implemented the following adjustments:

Angel Networks

- **Engage Lead Angels (Champions):** Utilise experienced lead angels to mentor newer members and guide investment processes. These champions can provide leadership in evaluating deals and negotiating terms, improving overall network dynamics.

- **Foster Commitment Across Members:** To streamline decision-making and minimise friction, the angel network should advocate for investment commitments from all members for each funding round. This collective commitment helps align member interests and simplifies the deal-closing process.
- **Enhance Ecosystem Interaction:** Increase engagement with the broader startup ecosystem to access a wider pool of investment opportunities and gain insights from other industry players, enhancing the network's overall market understanding and presence.
- **Prioritise Realisation of Exits>Returns:** Focus strategically on investments with clear exit strategies to ensure tangible returns. This not only reinforces the financial objectives of the network but also boosts investor confidence and credibility.
- **Adjust Membership Fees Based on Investment Activity:** Implement a policy where membership fees are increased for angels who do not participate in investments within a specified timeframe. This policy encourages active investment participation and helps sustain the operational costs of the network.

Scout Program

- **Require Investment Experience:** Ensure that participants have some prior investment experience to enhance their understanding and effectiveness in the scouting process.
- **Set Clear Performance Metrics:** Establish specific performance metrics, such as closing a minimum of three deals within two years, to monitor and evaluate the effectiveness of scouts.
- **Enforce Discipline:** Instil a more disciplined approach within the programme through structured processes and clear guidelines for all scouting activities.
- **Enhance Communication and Guidance:** Address issues of engagement and expectations by reinforcing programme communication, providing structured guidance, and potentially introducing regular check-ins to maintain participant activity and commitment.
- **Standardise Evaluation Criteria:** Implement standardised and transparent criteria for project assessment to ensure consistency and fairness in the selection process. Offer training in unbiased decision-making and conduct periodic reviews of decision processes to minimise emotional biases and enhance decision quality.

16.5 IMPACT ASSESSMENT

The Beyond Capital Angel Networks & Scout Programme has significantly contributed to the development of a robust ecosystem for startup financing. By focusing on Series A readiness, the programme not only prepares startups for critical growth phases but also ensures that they are attractive to more sophisticated investors. Looking ahead, the programme can further enhance its impact by expanding its membership, increasing the frequency and variety of investment opportunities, and continuing to refine its support services based on evolving startup needs and market conditions.

This programme serves as a model of how targeted financial support, coupled with comprehensive investor and startup development efforts, can stimulate entrepreneurial activity and investment in innovative ventures.

16.6 LESSONS LEARNED

- **Necessity of Hands-On Support:** Investments require extensive handholding. Continued mentorship and support are important for guiding new investments and ensuring their successful development and integration.
- **Importance of Success Stories and Exits:** Showcasing success stories and clear exit strategies are essential. They not only validate the programme's effectiveness but also attract further investments by demonstrating tangible returns.
- **Distinguishing Genuine Investors from Pretenders:** It's vital to identify and engage with real investors who are committed to providing capital and support, as opposed to those who do not follow through with actual investments.

17 Case Study: BDC Empretec Program

17.1 BACKGROUND AND OVERVIEW

The Empretec programme is a UNCTAD (United Nations Conference on Trade and Development) initiative designed to foster entrepreneurship around the world by empowering emerging entrepreneurs. Launched in 1988, Empretec's core mission is to support the development of micro, small, and medium-sized enterprises (MSMEs) through a range of capacity-building programmes that focus on enhancing entrepreneurial skills.



17.2 SERVICES OFFERED

National Self-Employment Programme “Inhad”

The national programme for self-employment “Inhad” enables youth, between ages 18-45 years old, to establish their own SMEs through providing them with technical and financial support in addition to networking them with the ecosystem. The programme budget is JD100M allocated from the Central Bank of Jordan (CBJ) and is lent as concessional loans through commercial and Islamic banks. The loan amount ranges between JD5k to JD250k and is guaranteed by the Jordan Loan Guarantee Company (JLGC) up to 85%. The

programme has the Business Development Center (BDC), UNICEF and IRADA-MoPIC as its technical arms to train youth on entrepreneurship and conduct feasibility studies.

Empretec Program

The programme's unique focus on behaviour, combined with practical tools and a strong international network, makes it a powerful catalyst for entrepreneurial development.

Empretec is a lab to help participants develop their personal competencies. The BDC Empretec programme significantly contributes to the entrepreneurial ecosystem by not only enhancing the capacities of support and funding agencies but also by instigating important behavioural changes in entrepreneurs. These improvements lead to better-prepared entrepreneurs who are capable of making informed decisions about their businesses and finances, ultimately leading to higher success rates and more robust business growth.

17.3 BEST PRACTICE: EMPRETEC PROGRAM

Detailed Practice Description

The holistic approach to entrepreneurial development ensures that the benefits of the programme extend across the entire ecosystem, leading to a more vibrant and sustainable entrepreneurial community.

Key Features of Empretec:

- **Behavioural Approach:** Empretec distinguishes itself by focusing on behavioural changes in entrepreneurs. The programme uses a methodology that identifies and nurtures the personal entrepreneurial competencies necessary for successful business operation and growth.
- **Comprehensive Training Workshops:** At the heart of Empretec is its series of interactive training workshops that encourage participants to develop behaviours linked to successful entrepreneurship. These workshops are facilitated by trained professionals and are highly participative.
- **Global Reach:** Since its inception, Empretec has been implemented in more than 40 countries across Latin America, Africa, Eastern Europe, and the Middle East, benefiting over 400,000 entrepreneurs.
- **Support Network:** Participants become part of a thriving global network of entrepreneurs, gaining access to ongoing support and networking opportunities that can lead to new business opportunities and partnerships.
- **Impact on Local Economies:** Empretec has a track record of contributing positively to the local economies by enabling new and existing entrepreneurs to create jobs and stimulate economic growth in their communities.

The programme aims to build the capacity of the participants through enhancing their behavioural and entrepreneurial competencies, by end of the workshop each participant will improve the following competencies: 1. Opportunity Seeking and Initiative . 2. Persistence. 3. Fulfilling Commitments. 4. Demand for Efficiency and Quality. 5. Taking Calculated Risk. 6. Goal Setting. 7. Information Seeking. 8. Systematic Planning and Monitoring. 9. Persuasion and Networking. 10. Independence and Self-Confidence.

Origin and Development

In 2002 Empretec started with UNDP office with existing business. In 2006 it moved to BDC, and the content was localised, and Jordanian facilitators were certified. The content was compressed to be able to be attending by existing business. BDC developed also the sustainability model.

It expanded to KSA and other countries in the region. It was also taken to other cities in Jordan. In end of 2019, the concept was developed into a more integrated model.

17.4 CHALLENGES AND ADJUSTMENTS

17.4.1 Challenges

Implementing this practice presented several significant challenges, each requiring strategic solutions and considerable effort. These challenges included:

- **Underestimation of Behavioural Development:** There's a significant gap in recognising the importance of behavioural development among participants, which is important for entrepreneurial success.
- **Extended Training Duration and Cost:** The training programmes are lengthy and may be perceived as costly by some participants, making it challenging to sustain engagement and participation.
- **Resistance to Change:** Participants often show resistance to leaving their comfort zones, which hinders their ability to adopt new practices and adapt to change effectively.
- **Programme Overload:** The abundance of programmes can create confusion and dilute focus, leading to what is often described as 'noise' within the learning environment.

17.4.2 Adjustments

To address the challenges faced in implementing this practice, this practice implemented the following adjustments:

- **Enhance Value Proposition:** Broaden the value proposition to encompass a range of supporting services under a fully integrated model, such as Inhad programme. This approach should streamline and enhance the support provided, making the programme more attractive and effective.
- **Leverage Referrals and Networking:** Strengthen the use of referrals and maximise networking effects to facilitate greater collaboration and support among participants, thereby enhancing the overall impact and reach of the programme.

17.5 IMPACT ASSESSMENT

The BDC Empretec programme is a comprehensive initiative designed to bolster entrepreneurial success by enhancing the capabilities of both entrepreneurs and the institutions that support them.

I. Capacity Development for Support and Funding Agencies

- **Training and Resources:** The BDC Empretec programme provides specialised training and resources to support and funding agencies, including banks. This training focuses on

understanding the unique needs and challenges of entrepreneurs, equipping these agencies with the skills necessary to offer more effective support and services.

- **Enhanced Service Delivery:** By developing the capacity of these agencies, the programme ensures that they can better serve their entrepreneurial clients. This includes offering more tailored financial products, improving customer service, and providing valuable business advice that can help entrepreneurs navigate the complexities of starting and growing a business.
- **Strengthening Ecosystems:** The programme helps create a more robust support network for entrepreneurs by fostering collaboration among different support agencies. This interconnected support system makes it easier for entrepreneurs to access the resources they need, from funding to mentorship and beyond.

2. Behavioural Changes in Entrepreneurs

- **Risk Preparedness:** One of the key impacts of the BDC Empretec programme is on the behavioural changes it instigates among entrepreneurs, particularly in terms of risk management. The programme trains entrepreneurs to better understand and prepare for the risks associated with running a business, thus enhancing their resilience and decision-making capabilities.
- **Financial Literacy and Management:** Entrepreneurs are equipped with essential skills in financial management and literacy. This education helps them understand financing options more clearly, assess the implications of financial decisions, and manage their finances in a way that supports sustainable business growth.

3. Improved Readiness for Financing Options

- **Setting Priorities:** The programme helps entrepreneurs prioritise their business activities and financial needs. This prioritisation is important for making informed decisions about which financing options to pursue and when.
- **Access to Diverse Financing:** With better preparation and a clear understanding of their business priorities, entrepreneurs can more effectively tap into a variety of financing options. This might include traditional bank loans, venture capital, angel investments, or government grants, depending on their business stage and specific needs.
- **Enhanced Attractiveness to Investors:** As entrepreneurs become better prepared and their businesses become more structured, they naturally become more attractive to potential investors. Their ability to demonstrate a clear understanding of their market, their financials, and their growth strategy makes them safer and more promising investment opportunities.

17.6 LESSONS LEARNED

- **Cultural Shift in Career Perspectives:** Effectively changing the culture from job seekers to job providers is best achieved through targeted behavioural development. This approach helps cultivate an entrepreneurial mindset, encouraging individuals to create and provide jobs rather than seeking them.
- **Expanding Career Horizons for Youth:** For the younger demographic, the programme opens up various career options and paths that go beyond traditional employment, highlighting the value and viability of entrepreneurship as a career choice.

18 Case Study: CEWAS Green Entrepreneurship Network

18.1 BACKGROUND AND OVERVIEW

CEWAS is a Swiss Organisation focused on fostering sustainable water, sanitation, and resource management practices. Established with the mission to address environmental challenges through innovative entrepreneurial solutions, CEWAS connects professionals, startups, and organisations dedicated to resolving critical issues in the environmental sector. It provides comprehensive support programmes including training, coaching, and expert advice to nurture and scale impactful businesses. CEWAS emphasises creating a collaborative community where members can access valuable networks and opportunities for partnership, facilitating a platform for knowledge exchange and market-driven solutions to sustainability challenges. This approach empowers entrepreneurs to develop and implement viable solutions that contribute to global environmental sustainability.



18.2 SERVICES OFFERED

- **Training and Capacity Building:** CEWAS offers specialised training programmes that focus on sustainable practices in water and sanitation management. These programmes are designed to build the technical and business skills of entrepreneurs and professionals in the sector.
- **Mentorship and Coaching:** Entrepreneurs and startups receive personalised mentorship and coaching from experts in water, sanitation, and resource

management. This support helps them to refine their business models, improve their operational strategies, and increase their market readiness.

- **Networking Opportunities:** CEWAS facilitates networking opportunities that connect participants with industry leaders, potential investors, and other stakeholders. These networks are vital for building partnerships, accessing funding opportunities, and gaining new insights into market needs and trends.
- **Incubation and Acceleration Programs:** CEWAS runs incubation and acceleration programmes that provide startups with the necessary resources and support to launch and grow their businesses. These programmes typically offer workspace, seed funding, and access to a community of like-minded entrepreneurs.
- **Advocacy and Policy Influence:** The organisation actively engages in advocacy efforts to influence policies and regulations that affect the water and sanitation sectors. By working with policymakers, CEWAS aims to create a more favourable business environment for sustainable practices and innovations.
- **Research and Development Support:** CEWAS supports research and development activities that lead to innovative solutions in water and sanitation management. This includes facilitating collaborations between research institutions and businesses to bring new technologies and approaches to market.
- **Project Development and Implementation:** CEWAS assists in the development and implementation of projects that demonstrate the viability of innovative water and sanitation solutions. This often involves pilot projects that can be scaled up and replicated in other contexts.
- **Access to Markets and Funding:** Helping startups and enterprises gain access to markets and funding is another critical service provided by CEWAS. This includes guidance on navigating funding processes, pitch training, and introductions to potential funders.

18.3 BEST PRACTICE: GREEN ENTREPRENEURSHIP NETWORK

Detailed Practice Description

CEWAS was the physical host, and it evolved to a rotating approach, in which each meeting is hosted by a different member.

Network Operation:

- Network design is informal (casual),
- Sustainability for practice: Low cost, rotation of hosts.
- Activities related to green economy and share updates and commitment to attend.
- Coordination between meetings.
- Learned from other networks that failed in Jordan.

A typical meeting will have 3 components:

1. Updates on all activities over the last 8 weeks and encourage Collaboration between members
2. Funding Opportunities for members
3. Any other planned topic for discussion.

Below is a sample Meeting Agenda (3 Hours):

- 1-1:30 = Networking
- 1:30-2:45 = Updates
- 2:45-4:00 = General Interest Topic selected by host

Casual means:

- No hierarchy (flat not vertical), Community activity not controlled by one organisation, and not linked to a donor activity
- No fixed calendar and attendance are optional
- Low budget activity (<200 JODs) as Venue is offered by hosting member and rarely hosted at hotels (non-traditional venues)
- Post -activity MOMs are shared

Origin and Development

The network started in 2019 as a Casual activity over lunch by 4-5 members (Hasad, ESCWA, Shamal Start...). In 2021, it grow to 15 members. Even with COVID19, online sessions were held instead of physical. It was only interrupted by few months in 2022 due to scheduling issues.



Later, an annual event was organised (Ecosystem Event360°) that expands activity to more stakeholders and start a dialogue (~100 people). Ecosystem Event360°are supported indirectly.

18.4 CHALLENGES AND ADJUSTMENTS

18.4.1 Challenges

Implementing this practice presented several significant challenges, each requiring strategic solutions and considerable effort. These challenges included:

- **Partner Turnover:** The network experiences challenges with the turnover of partners, often due to dwindling strategic interest or a focus on short-term goals rather than long-term commitments.
- **Repetition of Topics:** Given its long history, the network faces issues with topic repetition during meetings, which can be particularly redundant for old members who are seeking fresh insights.

- **Resource Scheduling Conflicts:** There are scheduling difficulties for senior resources, making it challenging to ensure their availability for meetings.

18.4.2 Adjustments

To address the challenges faced in implementing this practice, this practice implemented the following adjustments:

- **Maintaining Open Engagement:** To manage partner turnover due to reduced strategic interest or a focus on short-term goals, the network keeps communication channels open, facilitating ongoing engagement and re-engagement opportunities (Kept the door open).
- **Content Plan:** Strategies to refresh and update content regularly are being considered to maintain relevance and engagement.
- **Improved Planning and Communication:** To mitigate scheduling conflicts for senior resources, the network is implementing strategies like providing adequate notice and enhancing communication through direct channels such as WhatsApp and email, ensuring better availability and participation.

18.5 IMPACT ASSESSMENT

No quantitative impact assessment was done, as this is not a formal activity. Qualitative assessment was done on:

- Topics selection
- Frequency
- Expand or reduce network

The CEWAS Green Entrepreneurship Network offers a range of significant benefits that enhance its members' capacity to drive environmental sustainability. The benefits provided by the CEWAS Green Entrepreneurship Network exemplify how structured collaboration and shared objectives can amplify the impact of individual members and the network as a whole. Through synergies, joint fundraising, and strategic stakeholder engagement, CEWAS empowers its members to drive significant advancements in sustainability, contributing to a healthier planet.

1. Awareness of Current and Future Activities

- **Regular Updates:** Members of the CEWAS network receive timely updates about ongoing and upcoming initiatives within the network. This keeps all participants informed and prepared to engage with various activities and opportunities.
- **Strategic Planning:** Enhanced awareness allows members to align their individual strategic plans with the broader activities of the network, ensuring cohesive and synchronised efforts towards common goals.

2. Synergies and Collaboration

- **Leveraging Strengths:** By fostering an environment of collaboration, CEWAS enables members to leverage each other's strengths, leading to more effective and innovative solutions in water, sanitation, and resource management.

- **Joint Projects:** Synergies within the network facilitate the development of joint projects, where members can combine resources and expertise to tackle complex challenges more efficiently than they could alone.

3. Joint Fundraising

- **Increased Funding Opportunities:** Collaboration within the network opens up opportunities for joint fundraising activities, which can be more compelling to funders than individual requests. This collective approach can attract larger grants and investments.
- **Pooling Resources:** By pooling their resources, network members can undertake more significant fundraising campaigns, reduce overhead costs, and share the workload of grant writing and fund management.

4. Exchange of Startup Pipeline

- **Access to Innovations:** Members benefit from access to a shared pipeline of startups and innovations. This exchange fosters cross-pollination of ideas and technologies across different regions and sectors.
- **Accelerated Growth:** For startups within the network, this exchange provides opportunities to scale up quickly by tapping into established channels and customer bases of other network members.

5. Platform for Dialogue with Other Stakeholders

- **Stakeholder Engagement:** CEWAS serves as an important platform for dialogue with various external stakeholders, including banks, investors, and government bodies. This engagement is vital for influencing policy, securing funding, and building public-private partnerships.
- **Advocacy and Influence:** Regular interactions with these stakeholders not only help in advocating for supportive policies and regulations but also elevate the network's profile and influence in the environmental sector.

18.6 LESSONS LEARNED

- **Adaptability Over Formality:** It's important not to overly formalise the network structure. Instead, allowing the network to evolve organically over time ensures it remains responsive and adaptable to changing needs and conditions.
- **Diversifying Membership:** Expanding the network's membership beyond NGOs to include a broader range of stakeholders from various sectors can enhance diversity, bring in fresh perspectives, and enrich the network's capabilities and reach.

19 Case Study: Endeavor Growth Support

19.1 BACKGROUND AND OVERVIEW

Endeavor is a pioneering global organisation focused on catalysing long-term economic growth by selecting, mentoring, and accelerating the best high-impact entrepreneurs worldwide. Founded in 1997, Endeavor aims to empower entrepreneurs who have the potential to transform industries, communities, and economies.



By providing access to networks, capital, market, and mentorship, Endeavor supports these entrepreneurs as they scale their operations and deepen their impact. With a presence in +40 countries, the organisation has built an extensive network of seasoned business leaders who provide mentorship and support, ensuring that high-impact entrepreneurs have the necessary resources to succeed and multiply their impact.

Endeavor Jordan was established in 2009 and has to date selected +25 startups and +40 founders to join the global network. Endeavor in the region has organised several regional events such as DealMakers, led by Endeavor Jordan, in Egypt, KSA, and Jordan.

Endeavor Jordan has run multiple programmes to support startups at a smaller stage, such as Scale-Up Roadmap for Growing Enterprises (SURGE) a 3-year programme co-funded by the European Union's "Innovation for Enterprise Growth and Jobs" programme "Innovate Jordan", and currently launched Business Development for Entrepreneurs (BDE), a project designed to support the total of 100 growth-stage Jordanian companies by developing their business functions and strengthening their performance through highly-curated interventions. This Programme comes in line with the National Entrepreneurship Policy established by The Ministry of Digital Economy and Entrepreneurship (MODEE) to further bolster the ecosystem.



19.2 OFFERED SERVICES

Endeavor Jordan, part of the global Endeavor network, offers a variety of services aimed at fostering entrepreneurship and accelerating the growth of high-impact businesses in Jordan.

1. Selection & Mentorship:

- **Rigorous Selection Process:** Endeavor identifies entrepreneurs leading high-potential companies through a meticulous selection process that includes local and international panels. This ensures that only the most promising entrepreneurs are selected to join the global network.
- **Mentorship and Expertise:**
 - Endeavor's unrivalled global network of mentors and partners helps Endeavor Entrepreneurs tackle roadblocks to growth and inspires them to think bigger.
 - Endeavor's world class **Global Network** of functional and industry operators and experts across 40 markets pay it forward by providing direct feedback and advice, sharing their experiences, and opening doors.
 - Endeavor structures **Advisory Boards and Braintrust Panels**, which gather three mentors to guide entrepreneurs on a strategic challenge (on a regular cadence for a set period of time or on a one-off basis, respectively).
 - Endeavor supports entrepreneurs' **geographic expansion** by plugging them into the broader network of relevant Endeavor offices worldwide. The organisation also connects them with other founders who've gone through a similar experience.
 - Endeavor connects entrepreneurs with students and consultants from **top-tier MBA and corporate partners** to work on short-term projects. These partners also extend their support as mentors and advisors.

2. Networking Opportunities:

Endeavor fosters a trusted community of, by and for Endeavor Entrepreneurs, where founders learn from and with true peers around the globe who have shared values and ambitions.

- Endeavor Entrepreneurs join **local and regional communities** based on the office through which they are selected and can easily plug in to other Endeavor markets through network gatherings hosted around the world.
- **Endeavor Verticals** unite the global portfolio by sector. Each Vertical has a specialised network of mentors, investors and partners who founders connect with through highly curated one-on-ones and intimate group settings.
- **Endeavor Outliers** is a year-long experience that brings together a cohort of our highest impact founders (top 5% of portfolio) at a similar growth stage for curated Programing and opportunities to connect.
- Endeavor Entrepreneurs connect with **peers** facing similar challenges, regardless of market or sector, to learn from those who have "been there, done that."

3. Personal Growth:

Endeavor recognises that entrepreneurs can only scale their companies as fast as they can scale themselves. Endeavor provides its founders with the safe space and opportunities needed to work on themselves.

- Endeavor hosts week-long Endeavor-only **executive education programmes** with HBS, Stanford GSB, and INSEAD, focused on leadership, innovation, and scaling up. Additional virtual programmes can extend to executive teams.
- Endeavor's **closed-door peer groups** and mentoring provide founders with a safe space to zoom out, reflect and grow as leaders. We also facilitate connections to vetted partners and mentors for individual and group coaching.
- Endeavor helps its entrepreneurs navigate the transition from their selected company and determine their **next steps**. Our entrepreneurs become serial founders, investors, board members and executives in other businesses.

4. Access to Capital:

With over a decade of experience working with founders raising capital around the world, Endeavor provides unparalleled knowledge, guidance, and connections to support its entrepreneurs' fundraising efforts.

- Endeavor curates **mentoring** on all aspects of fundraising. Using our global, cross-sector, cross-stage investor network, founders receive unbiased feedback to set them up for success in their fundraising journeys.
- Endeavor facilitates **introductions to top-tier investors** and service providers around the world and sends notes of endorsement to those who are considering partnering with Endeavor Entrepreneurs.
- Endeavor supports entrepreneurs in conducting **reverse due diligence** by facilitating confidential conversations within our trusted community of founders who have partnered with the prospective investor.

Endeavor does not take equity as part of selection. Instead, it co-invests passively in qualified rounds of Endeavor Entrepreneurs through Endeavor Catalyst, a rules-based fund, without additional terms or diligence.

19.3 BEST PRACTICE: GROWTH SUPPORT

Detailed Practice Description

- **Selection and Mentorship:** Endeavor rigorously selects high-impact entrepreneurs through a multi-step selection process that culminates in an International Selection Panel. Once selected, these entrepreneurs gain access to a world-class network of mentors and advisors who provide personalised, strategic advice. This mentorship is crucial for navigating complex challenges and scaling effectively.
- **Access to Networks:** Endeavor entrepreneurs are integrated into a global network of business leaders, industry experts, and alumni. This network provides not only mentorship but also potential business opportunities, partnerships, and access to new markets. Networking events and retreats further facilitate valuable connections.
- **Strategic Advice:** Beyond general mentorship, Endeavor provides targeted strategic advice in areas crucial for scaling, such as operations, marketing, and global expansion strategies.

Endeavor also offers specialised programmes and workshops that address specific aspects of business growth and management.

- **Access to Capital:** Endeavor connects entrepreneurs with potential investors through its vast network, including venture capital firms, angel investors, and private equity funds. Additionally, Endeavor Catalyst, a rules-based fund, directly invests in the ventures of selected Endeavor Entrepreneurs, providing essential growth capital.
- **Talent and Recruitment:** Recognising the importance of human capital for business expansion, Endeavor helps ventures in sourcing top talent. This includes access to recruitment services, best practices in talent management, and sometimes, direct introductions to potential candidates.
- **Market Insights and Research:** Endeavor provides entrepreneurs with market research and industry insights that are crucial for making informed strategic decisions. This information can help entrepreneurs identify market opportunities, understand competitive landscapes, and tailor their offerings accordingly.
- **International Expansion Support:** For businesses looking to expand internationally, Endeavor facilitates market entry in new regions through its extensive global presence. This includes assistance in navigating regulatory environments, understanding cultural nuances, and establishing operations in foreign markets.
- **Promotion and Visibility:** Endeavor elevates the visibility of its entrepreneurs through awards, media exposure, and speaking opportunities at major global events. This increased visibility can attract new customers, partners, and investors.
- **Impact Measurement:** Endeavor helps entrepreneurs implement systems to measure and enhance their social and economic impact. Understanding and articulating this impact is crucial for maintaining corporate responsibility and attracting impact-focused investors.

19.4 CHALLENGES AND ADJUSTMENTS

19.4.1 Challenges

Implementing this practice presented several significant challenges, each requiring strategic solutions and considerable effort. These challenges included:

- **Elevated Enrolment Requirements:** The year-on-year revenue for selecting scaleups to join Endeavor has risen, now requiring a minimum of USD 5 million. To continue engaging with smaller businesses and to guide them into being eligible pipeline companies for Endeavor, donor-funded programmes benefiting startups across Jordan have been initiated.
- **Support for Smaller Businesses:** Direct support for smaller businesses is provided by Endeavor, complemented by assistance from more sophisticated and complex service providers to meet their diverse needs.
- **Challenges in Heavily Regulated Sectors:** Navigating the heavily regulated domains, particularly in areas like Fintech, presents significant legal challenges for market entry, necessitating specialised expertise and strategic approaches.
- **Enhancing Interaction and Linkages:** There's a need to create incentives that foster smoother interactions and stronger linkages between businesses and the broader ecosystem to enhance collaboration and support networks.

19.4.2 Adjustments

To address the challenges faced in implementing this practice, this practice implemented the following adjustments:

- **Utilising Expertise at Various Levels:** Endeavor has shifted its focus towards employing local consultants for general advisory roles, while more specialised issues, particularly in complex businesses, are addressed by bringing in regional and global consultants to provide expert guidance.
- **Innovative Engagement Techniques:** To maintain engagement and foster network interactions, Endeavor has introduced virtual coffee meetings and gamification techniques, alongside creating incentives that promote active participation and collaboration among entrepreneurs.
- **Enhanced Market Entry Awareness:** Endeavor is actively working to create awareness and prepare businesses for entry into new countries, particularly those with heavily regulated domains or challenging business environments characterised by high protective national economies. This approach includes providing tailored advice and strategic insights to navigate these markets effectively.

19.5 IMPACT ASSESSMENT

Endeavor has made a significant impact on the Jordanian entrepreneurial landscape by fostering high-impact entrepreneurship and economic growth.

- **Economic Growth:** Endeavor supports entrepreneurs who have the potential to create substantial economic activity. Companies led by Endeavor Entrepreneurs are noted for their rapid growth rates and ability to create significant numbers of high-quality jobs, thus contributing to overall economic development in their regions.
- **Entrepreneurial Ecosystem Development:** Endeavor plays an important role in strengthening and maturing Jordanian entrepreneurial ecosystems. By providing access to mentorship, capital, and networks, Endeavor helps fill critical gaps in environments that might lack sufficient resources for high-impact entrepreneurship.
- **Scale-up Support:** Unlike programmes focusing solely on startups, Endeavor uniquely emphasises scaling up. It helps entrepreneurs break through growth ceilings with targeted support, significantly impacting their scalability and sustainability.
- **Innovation and Competitiveness:** Endeavor Entrepreneurs often bring innovative products and services to market, enhancing competitiveness within local and global markets. Their success stories and innovative approaches inspire other entrepreneurs and foster a culture of innovation.
- **Networking and Knowledge Sharing:** Endeavor creates a unique, interconnected global network of entrepreneurs, mentors, and business leaders. This network facilitates the sharing of best practices, experiences, and knowledge, greatly benefiting all members involved.
- **Investment Attraction:** Endeavor's presence and credibility help attract local and international investments into regions where they operate. Their entrepreneurs gain access to Endeavor Catalyst funds and other investor networks, which provide essential capital for growth.
- **Policy Influence:** Endeavor also impacts policy by advocating for entrepreneurship-friendly regulations and policies. Through its network of influential business leaders and its high-profile entrepreneurial success stories, Endeavor can effectively lobby for changes that support business creation and growth.

19.6 LESSONS LEARNED

- **Prioritise High-Impact Entrepreneurs:** Endeavor has learned the importance of investing in and focusing more on high-impact entrepreneurs, targeting those at the top of the pyramid who have the potential to drive significant economic and social change.

- **Highlight Success Stories:** It is important to celebrate and publicise success stories from companies that experience substantial growth, as this not only motivates current participants but also attracts new ones.
- **Foster Role Models in Various Cities:** By creating role models in different cities, the country can inspire local entrepreneurs and demonstrate the tangible benefits of entrepreneurial success across diverse regions.
- **Broaden Entrepreneurial Perspectives:** A strong need to expand the horizons for these entrepreneurs, encouraging them to think globally and explore new markets and opportunities beyond their immediate environments and traditional markets.

20 Case Study: Alfanoar Venture Philanthropy Impact Assessment Approach

20.1 BACKGROUND AND OVERVIEW

Alfanoar VP is a pioneering venture philanthropy organisation dedicated to fostering social entrepreneurship across the Arab region. Established with the mission to drive social change, Alfanoar VP provides comprehensive support to social enterprises that tackle critical societal issues through innovative and sustainable solutions. This support includes funding, mentorship, and strategic assistance to ensure that these enterprises can scale their impact and achieve financial sustainability. Alfanoar VP works mainly with growth stage organisations.



Alfanoar VP was established in Egypt in 2005, to focus on creating impact and sustainability. Expanded to Lebanon in 2012, then in 2019 to Jordan, in 2021 Palestine, providing financial and non-financial support.

Alfanoar's approach is distinctive in that it focuses not just on financial contributions but also heavily invests in capacity building. This includes tailored business development services, training in leadership and management, and assistance in developing robust business plans. Such support is important in regions where social enterprises often face challenging environments and limited access to resources.

The organisation targets enterprises that have the potential to not only succeed financially but also create significant social impacts, such as improving education, health services, and economic opportunities for underprivileged communities. By doing so, Alfanoar VP helps cultivate a thriving ecosystem of social enterprises that contribute to long-term developmental goals. Moreover, Alfanoar VP plays a vital role in promoting the culture of social investment in the Arab world, encouraging more stakeholders, including governments and private entities, to recognise and support the value of social entrepreneurship. Through its efforts, Alfanoar VP not only aids individual enterprises but also contributes to broader systemic change, making it a key player in the region's socio-economic development.



20.2 OFFERED SERVICES

Alfanar VP provides a comprehensive suite of services aimed at supporting and empowering social enterprises across the Arab region. Here's a detailed overview of the key services offered by Alfanar VP:

1. **Financial Support:** Alfanar VP provides crucial financial assistance to social enterprises through grants and investments. This financial backing is designed to help enterprises scale their operations, expand their reach, and enhance their impact on the community.
2. **Mentorship and Advisory Services:** Entrepreneurs receive personalised mentorship and advisory services from experienced professionals. This guidance covers various aspects of business management, including strategic planning, operational improvements, and financial management, helping enterprises to navigate challenges and grow sustainably.
3. **Capacity Building:** Alfanar VP offers extensive capacity-building programmes that aim to strengthen the organisational and operational capabilities of social enterprises. These programmes include workshops, training sessions, and seminars that focus on skills such as leadership development, marketing, human resources, and more. Alfanar VP's approach is distinctive in that it focuses not just on financial contributions but also heavily invests in capacity building. This includes tailored business development services, training in leadership and management, and assistance in developing robust business plans. Such support is important in regions where social enterprises often face challenging environments and limited access to resources.
4. **Networking Opportunities:** Alfanar VP facilitates networking opportunities that connect social entrepreneurs with potential investors, partners, and other stakeholders. These connections can lead to additional funding opportunities, partnerships, and collaborative projects that enhance the enterprises' effectiveness and reach.
5. **Advocacy and Policy Influence:** Alfanar VP actively works to influence policies and regulations that affect social enterprises. By advocating for a more supportive legal and regulatory environment, Alfanar VP helps ensure that social enterprises can thrive and contribute more effectively to social and economic development.
6. **Impact Measurement and Reporting:** Understanding the importance of demonstrating impact, Alfanar VP assists social enterprises in implementing robust impact measurement and reporting systems. These systems help enterprises to track their progress, measure their social impact, and communicate their achievements to stakeholders.
7. **Technical Assistance:** Alfanar VP provides technical assistance in specific areas such as legal advice, financial auditing, and technology integration. This support is tailored to the unique needs of each enterprise, ensuring they receive the precise help they need to overcome operational challenges.

20.3 BEST PRACTICE: ALFANAR VP IMPACT ASSESSMENT APPROACH

Detailed Practice Description

Alfanar VP's approach to assessing the impact of their applicants is a comprehensive and multistage process designed to ensure that investments are made into ventures that not only promise significant social returns but are also sustainable and scalable. Following is an elaboration on their methodology:

1. Initial Assessment in Application Process

- **Starts with the Application:** The impact assessment begins at the very first stage—the application. Applicants are required to demonstrate a clear understanding of the social issue they are addressing, the innovative aspects of their solution, and the potential impact.
- **Beneficiary Focus:** Applicants must clearly identify who their beneficiaries are and how their solution benefits these groups. This focus ensures that the projects are designed with a clear target audience in mind and that the benefits are tangible and measurable.

2. Use of Reporting Tools and Frameworks

- **Frameworks and Tools:** Alfanar VP utilises various impact reporting tools and frameworks to quantify and qualify the social impact of the projects. These tools help in understanding the broader effects of the projects on communities and ensure that the impacts align with global standards such as the SDGs.
- **Pitching:** Applicants are given the opportunity to pitch their ideas, providing a platform to convey the depth and breadth of the impact their projects can potentially have. This step is important for assessing the passion and the clarity of the entrepreneurs regarding their own projects.

3. Rigorous Due Diligence

- **SDGs Alignment:** Each project is evaluated for its alignment with specific Sustainable Development Goals. This alignment is important as it ties the local impacts of the projects with global impact agendas.
- **Theory of Change:** Applicants must present a theory of change that outlines how the intended activities are supposed to lead to the envisioned outcomes and impacts. This helps in assessing whether the causal links between activities and outcomes are logical and feasible.
- **Depth of Impact:** Alfanar VP assesses not just the breadth (number of people affected) but also the depth of the impact—how profoundly beneficiaries are affected by the intervention.
- **Impact Metrics:** Specific, measurable impact metrics are required to track the performance and impact of the project over time. This ensures ongoing accountability and the ability to adapt strategies as needed.

4. Engagement with Beneficiaries and Ecosystem

- **Direct Feedback:** If there's a significant interest in a project but there are weaknesses in impact reporting or application development, Alfanar VP engages directly with the beneficiaries and other members of the ecosystem. This engagement helps gather firsthand insights about the potential impacts and needs, enhancing the quality of the impact assessment.

- **Ecosystem Interaction:** Talking with other ecosystem members provides a broader perspective on the project's context and its fit within the larger social and economic environment.

5. Awareness and Preparatory Activities

- **Preparation for Applicants:** Alfamar VP conducts awareness activities and provides resources to help prepare applicants. This not only increases their chances of success in the application process but also enhances their overall readiness to implement their projects effectively.
- **Training in Impact Reporting:** By training applicants in impact reporting, Alfamar VP ensures that even those early in their journey can start with a strong foundation in measuring and communicating their impact.

Through this detailed and layered approach, Alfamar VP ensures that it supports projects that are not only impactful but are also sustainable, effectively monitored, and deeply integrated with the needs of the community. This methodical assessment process helps in building a robust portfolio of social ventures that can bring about meaningful and lasting change.

20.4 CHALLENGES AND ADJUSTMENTS

20.4.1 Challenges

Implementing this practice presented several significant challenges, each requiring strategic solutions and considerable effort. These challenges included:

- **Growth Pipeline Limitations:** Alfamar VP faces challenges with a limited committed growth pipeline, including recurring encounters with the "usual suspects" - organisations repeatedly benefiting from support programmes, and encountering organisations unfamiliar with such programmes.
- **Capacity Constraints of ESOs:** There is a limited capacity among Entrepreneurship Support Organisations (ESOs) outside Amman, which restricts the ability to improve and expand the entrepreneurial pipeline in these regions.
- **Outreach Challenges:** Effective outreach is a significant hurdle, particularly in engaging new and diverse organisations that could benefit from Alfamar VP's support.
- **Inconsistent Impact Definitions:** There is a lack of a standard definition for measuring impact, which complicates the evaluation and comparison of outcomes across different initiatives and sectors.
- **Information and Data Accessibility:** Access to necessary information and data is especially challenging outside Amman, impacting the ability to make informed decisions and support.
- **Collaboration with NGO Sector:** Working with NGOs that are managed by the Ministry of Social Development presents specific regulatory and operational challenges that need to be navigated carefully.

20.4.2 Adjustments

To address the challenges faced in implementing this practice, this practice implemented the following adjustments:

- **Enhancing ESO Collaboration:** Alfano VP aims to collaborate with programmes that focus on building the capacity of Entrepreneurship Support Organisations (ESOs). This strategy helps enhance the support infrastructure and capabilities of ESOs outside of major urban centres like Amman.
- **Integration with National Bodies:** To streamline efforts and increase influence, Alfano VP seeks to become part of a national body for impact investment. This inclusion will help standardise impact definitions and improve advocacy efforts.
- **Adaptive Model Development:** Alfano VP is developing a model that includes multiple evolving streams, ensuring flexibility and adaptability to changing needs and circumstances in the impact investment sector.
- **Focus on Data and Policy:** There is a concerted effort to work more intensively on collecting data and engaging at the policy level to better inform decisions and strategies that address broader systemic issues.
- **Engagement with Government Agencies:** Alfano VP is working closely several government organisations, focusing on advocacy to influence policies and practices that support the growth and effectiveness of NGOs and the broader social enterprise sector.

20.5 IMPACT ASSESSMENT

Alfano VP focuses on several Sustainable Development Goals (SDGs) through its support and empowerment of social enterprises across the Arab region. While the organisation's specific focus may vary based on the projects and social enterprises they support, the following SDGs are typically central to their mission:

1. **SDG 4: Quality Education** - Many of the social enterprises backed by Alfano VP are involved in improving access to quality education, particularly for marginalised communities, through innovative teaching methods, educational technology, and training programmes.
2. **SDG 5: Gender Equality** - Alfano VP often emphasises projects that promote gender equality and empower women and girls, supporting enterprises that provide opportunities for women's employment, education, and participation in business.
3. **SDG 8: Decent Work and Economic Growth** - By supporting social enterprises, Alfano VP contributes to fostering sustainable economic growth and decent work opportunities, particularly for young people and women in disadvantaged communities.
4. **SDG 10: Reduced Inequalities** - Alfano VP's work includes supporting projects that aim to reduce inequality within and among countries, focusing on initiatives that provide equal opportunities for all, regardless of background, gender, or economic status.

20.6 LESSONS LEARNED

- **Emphasise Impact Assessment Education:** It is important to seek advice on impact assessment and continuously educate oneself and one's team to enhance the understanding and implementation of effective impact measurement strategies.
- **Implement a Framework in Aqaba:** Develop and implement a specific framework for impact reporting and practices through the Aqaba Special Economic Zone Authority (ASEZA). Initiate a pilot project in Aqaba to test and refine this framework, setting a precedent for potential expansion to other regions.

21 Case Study: Hassad Fund-Raising Support

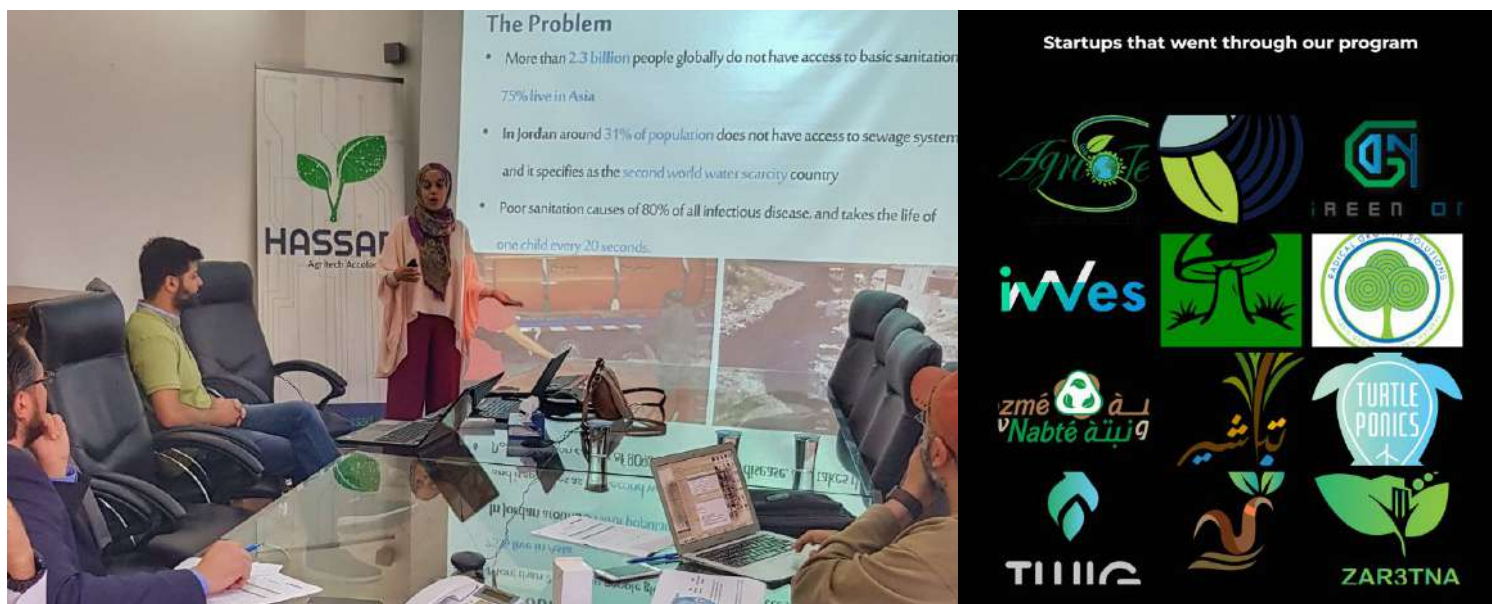
21.1 BACKGROUND AND OVERVIEW

Hassad is an innovative agritech accelerator dedicated to revolutionising the agricultural sector in the Middle East through technology and entrepreneurship. As a pivotal initiative, Hassad focuses on nurturing startups and entrepreneurs who are developing solutions to the critical challenges facing agriculture, such as water scarcity, sustainable farming, and supply chain inefficiencies.



Launched with a mission to catalyse the agricultural ecosystem, Hassad provides a comprehensive support system for its participants. This includes tailored mentorship from industry experts, access to cutting-edge agricultural technologies, and opportunities to pilot projects within real-world agricultural settings. Hassad also offers funding opportunities, facilitating important early-stage capital for startups to develop and scale their innovations.

The accelerator emphasises the integration of digital technologies into farming practices, promoting advancements in areas like precision agriculture, farm management software, agricultural biotechnology, and sustainable resource management. This tech-driven approach aims to increase crop yields, enhance supply chain transparency, and improve overall farm efficiency, thus making agriculture more sustainable and profitable for farmers in the region.



21.2 SERVICES OFFERED

Hassad provides a holistic suite of services designed to guide agritech startups from the initial stages of business planning all the way through to post-financing support.

I. Determine Funding Needs Based on Business Planning

- Business Plan Assessment:** Hassad works closely with startups to understand their business models and operational plans. This includes evaluating current resources, projected growth, and strategic objectives to accurately determine the funding requirements.

- **Customised Funding Strategy:** Based on the assessment, Hassad helps startups formulate a customised funding strategy that aligns with their short-term needs and long-term visions. This ensures that the capital raised is not just sufficient but also aptly timed to support various stages of business development.

2. Dataroom Preparation

- **Comprehensive Document Preparation:** Hassad assists startups in preparing a comprehensive dataroom that includes all necessary documents investors might require. This includes:
 - **Pitch Deck:** A clear and compelling presentation that outlines the startup's value proposition, market opportunity, competitive advantage, and business model.
 - **Business Plan:** A detailed document describing the business strategy, operational plan, and market analysis.
 - **Financial Model:** Projections and past financials that highlight the startup's economic viability.
 - **Branding Materials:** Visual and content elements that define the startup's brand identity.
 - **CVs and IDs:** Professional backgrounds of the founding and executive teams, ensuring transparency and credibility.
 - **Legal Documents:** Any legal paperwork that governs the operations of the business.
 - **Term Sheets:** Draft term sheets that outline the terms of potential investment deals.

3. Identify Qualified Investors

- **Investor Matching:** Leveraging its extensive network, Hassad identifies and matches startups with qualified investors who not only have the financial capability but also a strategic interest in the agritech sector.
- **Investor Outreach:** Hassad facilitates introductions and meetings with these investors, effectively bridging the gap between startups and potential capital sources.

4. Support in Investor Negotiation and Term Sheet Discussion

- **Negotiation Guidance:** Hassad provides expert guidance on negotiating investment terms to ensure that they are favourable and equitable for both parties.
- **Term Sheet Facilitation:** Hassad helps in the drafting, reviewing, and finalising of term sheets, ensuring that all legal and financial aspects are clearly addressed and understood.

5. Support After Financing

- **Ongoing Advisory:** After securing financing, Hassad continues to offer strategic advice and operational support to ensure the startup's continued growth and success.
- **Milestone Tracking:** Hassad helps in setting up milestone-based tracking systems to monitor the progress post-investment, ensuring that the startup meets its commitments to investors.
- **Additional Rounds of Funding:** As startups grow, their funding needs can evolve. Hassad assists in preparing for subsequent rounds of funding, ensuring that startups are always adequately capitalised.

By providing these comprehensive services, Hassad effectively supports startups through every stage of their funding journey, from initial planning to successful investor negotiations and beyond, fostering a thriving ecosystem of innovation in the agritech sector.

21.3 BEST PRACTICE: FUND-RAISING SUPPORT

Detailed Practice Description

Hassad, established in 2019 by ITG, operates as a private sector agritech accelerator with a unique financial model, focusing on accelerating startups to investment readiness. Hassad merged into VentureX, an acceleration programme that focuses on Healthtech, Culture, and tourism besides Agritech.

Financial Model: The 7X7 Approach:

- **Equity for Services:** Hassad adopts a "7X7" financial structure, where it takes 7% equity in participating startups in exchange for the comprehensive services it provides. These services include access to mentorship, technical expertise, networking opportunities, and support in product development and market entry strategies.
- **Transaction Fee/Success Fee:** The additional 7% is taken as a transaction or success fee. This fee is applied to successful fundraising transactions facilitated by Hassad, aligning the accelerator's success directly with that of its startups. This fee structure motivates Hassad to actively work towards ensuring that the startups not only receive the necessary support to grow but also succeed in securing investments.

Acceleration Focus: Investment Readiness:

- **Validation and Pitching:** A major component of Hassad's programme is to prepare startups for the investment process. This includes rigorous validation of business models and technological solutions, ensuring that these innovations meet market demands and have viable commercial potential. Startups are also trained extensively in pitching, helping them articulate their value proposition effectively to potential investors.
- **Data Room Preparation:** Hassad assists startups in setting up a dataroom – a collection of critical documents that potential investors review during the due diligence process. This preparation is important as it ensures that startups are perceived as professional and well-prepared by investors.

Performance Metrics and Post-Financing Supervision:

- **Clear KPIs:** Hassad sets clear Key Performance Indicators (KPIs) related to the number of interactions each startup has with qualified investors as well as the actual investments secured. These KPIs help in measuring the effectiveness of the acceleration programme and ensure that startups are consistently moving towards investment readiness.
- **Post-Financing Supervision:** Following the securing of investments, Hassad continues to provide support through post-financing supervision. This involves monitoring the startups' growth, advising on the effective use of funds, and ensuring adherence to planned milestones and business strategies. Such supervision helps mitigate risks for both the startups and the investors, enhancing the chances of successful business scaling.

Origin and Development

Hassad, in refining its approach to support and accelerate agritech startups, has made significant strategic shifts to optimise its impact and efficiency. Here are detailed elaborations on the two notable changes in their approach:

I. More Focus on Validation and Commercial Traction

Hassad has intensified its focus on the validation and commercial traction of startups within its accelerator programme. This shift underscores a critical strategy aimed at ensuring that the ventures they support are not only innovative but also viable in the marketplace. By emphasising these aspects, Hassad aims to achieve several objectives:

- **Market Fit and Demand Validation:** Ensuring that startups have products or services that meet existing market demands or can create new market opportunities. This involves rigorous testing and feedback loops with potential customers to refine product offerings.
- **Revenue Generation and Growth Potential:** Startups are scrutinised for their potential to generate revenue and scale effectively. Hassad provides tools and guidance to help startups build scalable business models, focusing on sustainable growth and long-term profitability.
- **Investor Appeal:** By proving commercial traction, startups become more attractive to investors. Demonstrable success in the market can lead to additional funding rounds, essential for scaling operations.

2. Reduce Number of Enrolled Applicants

Hassad has also opted to reduce the number of startups it enrolls in its programmes. This decision is geared towards improving the quality of support and attention each startup receives. The implications of this strategic decision include:

- **Enhanced Support Per Startup:** With fewer startups in the accelerator, Hassad can allocate more resources, time, and personalised mentorship to each venture. This can lead to a deeper, more impactful engagement, driving significant advancements in startup development.
- **Increased Selectivity:** Reducing the number of participants also allows Hassad to be more selective in its admissions process. This selectivity ensures that only the most promising startups, which demonstrate strong potential for innovation and market success, are chosen.
- **Quality Over Quantity:** By focusing on fewer, higher-quality startups, Hassad aims to increase the overall success rate of its portfolio companies. This strategy is particularly important in the agritech sector, where the complexities of technology and market integration can pose significant challenges.
- **Focused Impact:** Fewer enrolled startups mean that Hassad can closely monitor and steer these companies towards substantial market impact, aligning with its mission to revolutionise agriculture through technology.

21.4 CHALLENGES AND ADJUSTMENTS

21.4.1 Challenges

Implementing this practice presented several significant challenges, each requiring strategic solutions and considerable effort. These challenges included:

- **Overstated Capabilities:** Companies often appear more promising on paper than in reality due to excessive marketing. This discrepancy can lead to unrealistic expectations and misaligned investment decisions.
- **Unrealistic Financial Planning:** Many organisations exhibit financial plans that are overly optimistic, lacking realistic projections for growth and financial stability.
- **Internal Team Conflicts:** Disputes within the teams of portfolio companies can hinder operational efficiency and overall progress, impacting the success of the investments.
- **Geographical Challenges:** Managing companies that are based outside of Jordan presents logistical and regulatory challenges, complicating oversight and support.
- **Lack of Serious Investors or Presence of Brokers:** Encountering individuals or entities that are not genuine investors but rather brokers, or not seriously committed investors, complicates the funding process and can divert resources away from more viable investment opportunities.

21.4.2 Adjustments

To address the challenges faced in implementing this practice, this practice implemented the following adjustments:

- **Enhancing Commercial Traction:** To help startups gain market traction, Hassad supports them in securing smaller sales or contracts initially. This approach allows businesses to build a track record and credibility in the market gradually, which can later facilitate larger deals and partnerships.
- **Providing Continuous Coaching:** Hassad offers ongoing coaching and mentorship to assist startups in navigating the challenges of market entry, business scaling, and strategic decision-making. This support is important for maintaining business growth and overcoming operational hurdles.

21.5 IMPACT ASSESSMENT

By focusing on creating investment-ready startups, Hassad significantly contributes to the growth of the agritech sector, ensuring that innovative solutions reach the market and achieve scale. This model not only supports startups through critical early stages but also aligns Hassad's operational success with the long-term success of the ventures it accelerates

21.6 LESSONS LEARNED

- **Developing Special Incentives:** To effectively attract both entrepreneurs and investors, Hassad has learned the importance of creating special incentives. These incentives could include financial benefits, access to exclusive resources, or supportive services that enhance the attractiveness of their programmes.
- **Targeting Specific Sectors:** Hassad has identified logistics, marine, and tourism as key sectors for startup focus. Concentrating on these industries allows for specialised support and the development of niche expertise, which can drive innovation and investment in areas with high growth potential.

22 Case Study: DEF Comprehensive Coverage in Governorates

22.1 BACKGROUND AND OVERVIEW

Established in 1989, and operational in 1991, the Development and Employment Fund (DEF) is a vital initiative aimed at stimulating economic growth and reducing unemployment through entrepreneurship and job creation. Established to address economic challenges, DEF focuses on empowering individuals and communities by providing necessary financial and non-financial support to start-ups and small businesses.



DEF primarily offers micro and small loans to entrepreneurs who lack access to traditional banking services. By providing these financial resources, DEF enables budding entrepreneurs and small business owners to launch and expand their operations, thereby creating jobs and fostering economic stability. The fund is particularly attentive to underprivileged areas and marginalised groups, aiming to reduce economic disparities and promote inclusive growth.

In addition to financial support, DEF delivers a range of capacity-building programmes. These include training in business management, financial literacy, and specific vocational skills tailored to the needs of different sectors. Such comprehensive support ensures that beneficiaries are not only financially equipped but also skilled and knowledgeable enough to manage successful enterprises.



DEF's impact extends beyond individual beneficiaries by contributing to the broader economic fabric. The businesses supported by DEF help stimulate local economies, increase local production, and can contribute to a more dynamic entrepreneurial ecosystem. Through its multifaceted approach, DEF plays an important role in driving sustainable economic development and reducing unemployment in the region.

22.2 SERVICES OFFERED

The Development and Employment Fund (DEF) employs a sophisticated and comprehensive approach to financing and supporting businesses, focusing on sustainability, risk management, and economic impact. Following is an expanded elaboration on the key aspects of DEF's operations and services:

1 Financial Support:

- **Micro and Small Loans:** DEF provides micro and small loans to entrepreneurs and small businesses, particularly those who may not have access to traditional banking services. These loans are designed to help start or expand businesses, fostering economic activity and job creation.

2 Training and Capacity Building:

- **Entrepreneurship Training:** DEF offers training programmes focused on developing entrepreneurial skills, including business planning, financial management, and marketing strategies.
- **Vocational Training:** In addition to entrepreneurship training, DEF provides vocational training to help individuals acquire specific skills that are in demand in the job market, enhancing their employability and ability to start their own businesses.

3 Job Creation Incentives:

- DEF's programmes often include incentives for job creation, ensuring that the businesses they support contribute to reducing unemployment. These incentives may be linked to the terms of the loans provided, encouraging businesses to hire as they grow.

4 Support for Women and Youth:

- DEF places special emphasis on supporting women and youth, two groups that often face significant barriers to employment and entrepreneurial activity. This includes targeted financial products and training programmes designed to meet their specific needs.

5 Technical Assistance:

- **Business Support Services:** DEF offers a range of business support services to help entrepreneurs manage and grow their businesses. This might include assistance with business registration, legal advice, and other administrative support.
- **Marketing and Sales Support:** Helping businesses develop effective marketing strategies and sales techniques is another critical service, particularly for new enterprises looking to establish a foothold in competitive markets.

6 Innovation and Technology Support:

- **Support for Tech Startups:** Recognising the importance of technology and innovation, DEF may offer specific services aimed at tech startups, including access to technology, mentoring in tech-specific areas, and networking with tech industry professionals.

7 Access to Markets:

- DEF helps businesses gain access to local and international markets, facilitating trade and export opportunities through training, partnerships, and direct support.

22.3 BEST PRACTICE: COMPREHENSIVE COVERAGE IN GOVERNORATES

Detailed Practice Description

Branch Network and Financing Programs

- **Extensive Reach:** DEF's 15 branches in 12 governorates enable it to have a widespread presence across Jordan, making its services accessible to a broad demographic. This extensive network ensures that the benefits of its programmes are distributed evenly across different regions, supporting rural and urban entrepreneurs alike.
- **Diverse Financing Programs:** The 18 direct financing programmes offered by DEF cater to various sectors and needs, from small startups to more established small and medium enterprises (SMEs). This diversity allows DEF to address specific economic challenges and opportunities within different communities effectively.

Indirect Financing Schemes

- **Microfinance Support:** In addition to direct loans, DEF provides indirect financing schemes for financial intermediaries, such as microfinance institutions. This strategy amplifies DEF's impact by enabling these intermediaries to extend more microloans to their clients, thus reaching a larger number of beneficiaries who might not have direct access to DEF's services.

General Financing Terms

- **Loan Duration:** DEF offers loans with durations between 7 to 10 years, providing long-term financial support that allows businesses to grow and stabilise before needing to repay their debts.
- **Beneficiary Age Range:** The inclusive age range for beneficiaries, from 18 to 65 years, reflects DEF's commitment to supporting economic activity across all adult age groups, from young entrepreneurs to more seasoned individuals.
- **Affordable Interest Rates:** With interest rates kept below 5%, DEF ensures that its loans are affordable for a wide array of business owners, minimising the financial burden on emerging and growing businesses.
- **Grace Period:** DEF offers a grace period of 3 to 6 months before loan repayments begin, giving businesses an important window to generate revenue before facing the additional financial responsibility of loan repayment.

Origin and Development

The Development and Employment Fund (DEF) has been a self-funding entity since 1991, demonstrating a robust and sustainable model for supporting economic development and entrepreneurship in Jordan. Operating through a network of 15 branches and administering 18 direct

financing programmes, DEF has played an important role in fostering local business initiatives and reducing unemployment through targeted financial support.

The Development and Employment Fund (DEF) in Jordan adopts a differentiated approach towards startups, reflecting a greater tolerance for risk and a focus on fostering innovation and job creation. Following is a deeper look at how DEF supports startups through its tailored financial products and services:

Support for SMEs

Guarantee Options and Risk Management

- **Wide Options of Guarantees:** DEF provides flexible guarantee options, including personal guarantees, salaries, and assets, to secure loans. This flexibility helps accommodate a broader range of applicants, enabling them to leverage different types of collateral.
- **Strong Follow-up and Monitoring & Evaluation (M&E) Activities:** DEF engages in rigorous M&E activities before, during, and after financing. These activities are designed to ensure the effective use of funds and the financial health of the financed projects.
- **Field Visits and Internal Audits:** At the application phase, DEF conducts field visits to assess the feasibility and integrity of proposed projects. Additionally, random checks and internal audits are regularly performed to mitigate risks, ensure decision-making accuracy, and enforce overall compliance.

Strategies to Ensure Applicant Seriousness and Maximise Collections

- **Feasibility Studies:** Applicants are required to conduct feasibility studies, reviewed by DEF, to validate the business concept's viability.
- **Purchasing Agents:** DEF may also involve purchasing agents to oversee how funds are spent, ensuring they are used as intended.
- **Phased Payments and Local Follow-ups:** Payments are often phased based on milestones, and local follow-ups ensure projects stay on track, reducing the likelihood of defaults.

This rigorous monitoring and structured payment approach result in a high collection success rate, with more than 93% of loans being repaid effectively.

Non-Financial Services

- **Training and Feasibility Studies:** DEF provides extensive non-financial support, including training programmes to enhance business skills and feasibility studies to aid in business planning.
- **Life Insurance:** As part of its comprehensive support package, DEF offers life insurance to borrowers, adding a layer of security for both the entrepreneur and the fund.

Inclusive and Strategic Focus

- **Job Creation and Sectoral Focus:** DEF prioritises projects that have high potential for job creation across various sectors. This wide focus includes supporting diverse beneficiary segments such as university students, women-led businesses, and vocational enterprises.
- **Special Terms for Vulnerable Groups:** DEF offers tailored financial products like zero-interest loans for certain vocational businesses and NGOs and reduced-interest loans for persons with disabilities (PWDs).

Geographic and Rate Variations

- **Regional Distribution of Financing:** Over 70% of DEF's financing is directed outside of Amman, based on population density and the need to stimulate economic growth in less developed regions. The interest rates are adapted regionally, with a lower rate of 4% outside Amman compared to 5% within Amman.

Business Development Support

- **Multiple Financing Rounds:** DEF supports businesses through various stages, starting with a higher interest rate (5%) for new businesses and offering reduced rates (4%) for subsequent rounds aimed at growth and development.
- **Digital Transformation:** Recognising the importance of modernisation, DEF is now focusing on supporting digital transformations, helping businesses integrate digital technologies to improve their operations and reach.

Support for Startups

Risk Tolerance for Startups

- **Higher Risk Acceptance:** Recognising the inherent risks and high failure rates associated with startups, DEF shows a greater tolerance for risk with these entities compared to more established debtors. This approach is important because startups often lack the track record and collateral that traditional financing sources require. By accommodating higher risks, DEF facilitates the growth of innovative ideas and businesses that might otherwise struggle to secure funding.

Startup-Specific Funding Terms

- **Loan Amounts:** DEF provides substantial financial support to startups, offering funding up to 100,000 JOD. This level of funding is significant enough to cover substantial initial costs, such as product development, market entry, and operational expenses.
- **Grace Period and Loan Repayment:** Startups benefit from a 12-month grace period before they need to start repaying the loan. This allows entrepreneurs to focus on setting up their businesses without the immediate pressure of loan repayments. After the grace period, the loan repayment is spread over 10 years, offering manageable instalments that are conducive to long-term business sustainability.

- **Job Creation Requirement:** Reflecting its commitment to social impact, DEF requires that funded startups create at least five jobs. This stipulation aligns with the fund's broader goal of reducing unemployment and stimulating economic activity through entrepreneurial ventures.

Application Requirements

- **Business Concept:** Applicants must present a clear and viable business concept. This includes a detailed business plan that outlines the market opportunity, competitive landscape, growth strategy, and financial projections. The requirement for a robust business concept ensures that only startups with well-thought-out plans and potential for success receive funding.
- **Guarantees:** Even with a higher tolerance for risk, DEF mitigates its exposure by requiring guarantees, which can include assets or salaries. These guarantees provide a safety net, ensuring some form of repayment capacity and commitment from the startup founders.

Supportive Ecosystem

Beyond financial assistance, DEF likely provides a supportive ecosystem that includes mentoring, networking opportunities, and additional non-financial support to ensure the success of the startups. This holistic approach helps address various challenges that new businesses face and enhances their chances of success.

22.4 CHALLENGES AND ADJUSTMENTS

The Development and Employment Fund (DEF) has strategically expanded its operations and adapted its services in response to various challenges, including economic fluctuations and global crises like the COVID-19 pandemic. Following is a detailed look at how DEF has managed its geographical presence and responded to recent events:

Geographical Expansion

- **Expansion to 12 Regions:** In 2009, DEF recognised the need to increase its accessibility and direct impact across Jordan. To achieve this, DEF expanded its geographical footprint by opening permanent offices in 12 different regions. This expansion was aimed at providing more localised support and ensuring that the fund's services were accessible to a broader range of entrepreneurs and businesses outside of major urban centres. The establishment of these offices not only brought DEF's financial and non-financial services closer to underserved areas but also helped in understanding regional specific needs and economic dynamics.

Response to COVID-19

- **Payment Delays for Affected Beneficiaries:** In response to the economic disruptions caused by the COVID-19 pandemic, DEF implemented supportive measures for its beneficiaries, particularly those funded by regional donors. Recognising the financial hardships faced by these businesses, DEF allowed a delay in loan repayments for up to 18 months. This grace period was important in helping businesses maintain their operations and cash flows during the pandemic's peak economic uncertainties.
- **Support for the Tourism Sector:** The tourism sector, one of the hardest-hit areas by the pandemic, received special support from DEF. Given the significant role of tourism in Jordan's economy, providing targeted assistance to this sector was essential. DEF's support likely

included flexible financing solutions, additional non-financial support such as advisory services, and potentially direct grants or subsidies to help sustain businesses through the crisis.

22.5 IMPACT ASSESSMENT

Through its well-structured programmes and favourable loan terms, DEF not only helps individual entrepreneurs but also stimulates broader economic growth. By supporting small businesses and startups, DEF helps in creating jobs, boosting local production, and fostering an environment conducive to business expansion and innovation. Moreover, DEF's model of both direct and indirect financing ensures a multi-layered approach to economic support, reaching more individuals and having a multiplying effect on the Jordanian economy. Overall, DEF's sustained efforts since 1991 have solidified its role as a key driver of economic development and employment in Jordan, reflecting a successful model of how targeted financial support can lead to significant socio-economic benefits.

22.6 LESSONS LEARNED

- **Strengthening Linkages with DEF:** The experience has underscored the critical importance of enhancing connections with DEF, particularly because it serves as a primary funding mechanism in Aqaba and other governorates. Stronger linkages with DEF can lead to more efficient access to financial resources, improved coordination on development projects, and a more streamlined process for entrepreneurs and businesses seeking support. By fostering a closer relationship with DEF, stakeholders can ensure that the available funding aligns more closely with regional needs and is utilised more effectively to spur economic growth and job creation. This strategic connection not only benefits individual entrepreneurs but also supports broader economic development strategies within these regions.

23 Case Study: Impact MENA Partnership Development Model

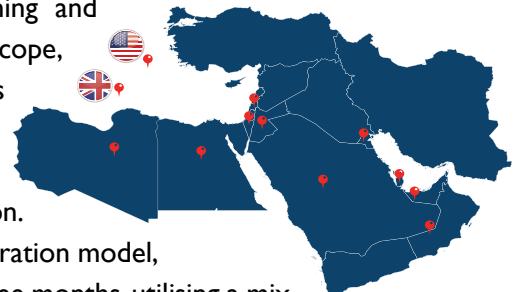
23.1 BACKGROUND AND OVERVIEW

Impact MENA is a Regional Consulting and Advisory firm providing services to Governments, Non-Profit Organisations, Investors, High-Growth Businesses and other stakeholders in the entrepreneurship and innovation ecosystem in the Middle East and North Africa.



Impact MENA builds on the track record of its founders and team over the last 20 years designing and implementing economic development programmes on the national and regional levels, in addition to engagements where the founders and team had acted as Advisors to more than 50 leading organisations in 10 countries in the region.

Impact MENA, established in 2012 as a continuation of Riyadh Ventures (founded in 2005 and later acquired by UAE based Abraaj Capital), initially focused on designing and implementing incubation and acceleration programmes. Expanding its scope, Impact MENA developed a local content track, creating various entrepreneurship and innovation training programmes. This included forming a strategic partnership with Kauffman Foundation to adapt and deliver leading programmes capacity programmes in the region. Subsequently, Impact MENA crafted its own venture creation and acceleration model, which compresses the process from ideation to implementation into three months, utilising a mix of local resources and global best practices from frameworks like Lean Startup and Evidence-based Entrepreneurship. This model was extensively deployed and tested in multiple countries in the region for +1000 startups and SMEs. Over recent years, Impact MENA has broadened its offerings by partnering to deliver global services and programmes such as Blue Ocean Strategy, GrowthWheel®, and foreign trade tools across the region.



Over the last 10 years, Impact MENA has trained, coached and supported over 1300 startups and SMEs across the region.



23.2 SERVICES OFFERED

In addition to research and general consulting activities, Impact MENA designs and implements SMEs and Startups programmes, for Enterprise creation and growth activities. This includes:

- Acceleration & Incubation Programmes
- Financing & Investment Readiness Programs
- Market Development and Export Programs
- Training & Coaching Programs

To be able to implement large scale national and regional programmes, Impact MENA develop partnerships with NGOs, Public and Private organisations. This help to expand Impact MENA’s capacity and add new capabilities and resources to the programmes, which will at the end help to provide better activities to the beneficiaries.

23.3 BEST PRACTICE: PARTNERSHIP DEVELOPMENT MODEL

Detailed Practice Description

Partnership Development

Developing partnerships for complex, high-risk projects with extensive scope and coverage requires a well-structured methodology that ensures alignment of objectives, clear communication, and robust risk management. Following is the methodology used by Impact MENA to develop and manage partnerships in complex projects similar to Jordan 12.



1. Project Scope and Requirements Definition

- **Objective Identification:** Clearly define the project goals and outcomes.
- **Scope Articulation:** Detail the project’s scope, including geographic and sectoral coverage, to understand the breadth of partnership needed.
- **Requirements Analysis:** Identify specific expertise, resources, and capabilities required from potential partners.

2. Partner Identification and Segmentation

- **Research Potential Partners:** Identify organisations and entities that align with the project’s scope and objectives. This could include private companies, government bodies, NGOs, and international organisations.

- **Segmentation:** Classify potential partners based on their strategic importance and the value they bring. Consider factors like their market position, resource availability, and previous partnership experience.

3. Due Diligence and Compatibility Assessment

- **Due Diligence:** Conduct thorough background checks to assess the financial health, reputation, and operational capacity of potential partners.
- **Compatibility Check:** Evaluate potential partners' compatibility in terms of values, corporate culture, and long-term objectives. This is important for ensuring alignment and avoiding conflicts during the project.

4. Risk Assessment and Management Strategy

- **Risk Identification:** Identify risks associated with each potential partner and the overall partnership framework.
- **Risk Management Planning:** Develop strategies to mitigate identified risks, including legal, financial, operational, and reputational risks. Establish clear roles, responsibilities, and processes for managing these risks.

5. Partnership Structuring and Negotiation

- **Partnership Model Development:** Choose an appropriate partnership model (e.g., joint venture, consortium, alliance) based on the project's needs and partner dynamics.
- **Negotiation:** Engage in negotiations to outline terms that protect interests, ensure value creation, and distribute responsibilities and benefits fairly among all parties.
- **Contractual Agreements:** Finalise partnership agreements with clear contractual terms for scope, roles, governance, and exit strategies.

6. Governance and Coordination Mechanisms

- **Establish Governance Structures:** Set up governance bodies such as steering committees or joint management teams to oversee the partnership.
- **Coordination Mechanisms:** Implement mechanisms for regular communication and coordination among partners, ensuring that all parties are aligned and informed.

7. Performance Monitoring and Evaluation

- **Key Performance Indicators (KPIs):** Establish KPIs to measure the performance of the partnership against the project's objectives.
- **Regular Reviews:** Schedule regular review meetings and audits to assess partnership effectiveness, making adjustments as necessary.

8. Stakeholder Engagement and Communication

- **Stakeholder Mapping:** Identify all stakeholders affected by the partnership and their interests.
- **Engagement Plan:** Develop and implement a stakeholder engagement plan to manage expectations, communicate benefits, and address concerns.
- **Transparent Communication:** Maintain transparency with internal and external stakeholders through regular updates and open channels of communication.

9. Capacity Building and Resource Allocation

- **Skill Development:** Invest in training and development to build capabilities needed to manage and sustain the partnership.
- **Resource Allocation:** Ensure that adequate resources are allocated to support partnership activities, including funding, personnel, and technology.

10. Sustainability and Scalability

- **Long-term Planning:** Plan for the long-term sustainability of the partnership, considering how it can evolve to meet changing circumstances.
- **Scalability Considerations:** Prepare for potential expansion or replication of the partnership model to other projects or regions if successful.

Origin and Development

The model was adopted after few failed partnerships, in which wrong some partners actual delivery was different than we were presented in terms of capabilities or resources. Also, misalignment if institutional values and culture created internal issues and reduced value creation and capture for there activities.

23.4 CHALLENGES AND ADJUSTMENTS

23.4.1 Challenges

Implementing this practice presented several significant challenges, each requiring strategic solutions and considerable effort. These challenges included:

- **Misalignment in Corporate Value and Culture:** In some cases, there are discrepancies between the values and cultural practices of Impact MENA and its partners, which can hinder collaboration and impede the execution of shared projects. Such misalignment might lead to inefficiencies or conflicts in decision-making and project management.
- **Conflict of Interest Between Partners:** Differences in objectives or benefits among partners can lead to conflicts of interest, complicating negotiations and potentially undermining the integrity and success of projects. This issue may result in partners acting in ways that are not mutually beneficial, impacting overall project outcomes.
- **Loss of Control in Project Domains:** Impact MENA may experience a reduction in its ability to manage or influence certain areas of a project, which can occur due to the dynamics of partnership agreements, or the specific expertise and control exerted by other entities involved in the project.
- **Complex Administrative and Financial Processes:** The organisation faces intricate administrative and financial procedures that can slow down project initiation and execution. This complexity often arises from dealing with multiple partners, each having their own systems and requirements.
- **New Risks Associated with Multiple Partners:** Collaborating with various partners introduces new risks, including financial instability, mismanagement, or strategic misalignments. These risks need to be identified, assessed, and managed effectively to ensure the stability and success of collaborative projects.

23.4.2 Adjustments

To address the challenges faced in implementing this practice, this practice implemented the following adjustments:

- **Developing an Approved Partner List:** Establish a vetted list of potential partners based on their alignment with Impact MENA's scope and activities. This ensures that all collaborators are pre-evaluated and meet certain criteria, facilitating smoother and more effective partnerships.
- **Ensuring Transparency and Open Discussions:** Maintain a high level of transparency and encourage clear discussions about concerns, risks, and issues among all stakeholders. This approach fosters trust and ensures that all parties are aware of potential challenges and are prepared to address them collaboratively.
- **Conducting Thorough Partner Due Diligence:** Implement strong due diligence processes to validate potential partners' reputations, actual capabilities, and available resources. This thorough vetting helps mitigate risks associated with partner reliability and competency, ensuring that collaborations are built on solid foundations.

23.5 LESSONS LEARNED

- **The Importance of Alignment in Partnership:** Ensuring that there is a strong alignment of values, culture, and goals between Impact MENA and its partners is important. Misalignments can lead to operational inefficiencies and conflicts that might hinder the success of projects. It's important to establish clear partnership criteria that prioritise alignment from the outset.
- **Effective Risk Management:** Engaging with multiple partners introduces a variety of risks. Lessons learned highlight the necessity of robust risk management strategies that include comprehensive due diligence, regular risk assessments, and proactive management plans to address potential issues as they arise.
- **Clear Communication Protocols:** Transparent and open communication is essential for the smooth functioning of any collaborative effort. Developing standardised communication protocols ensures that all parties remain informed and engaged throughout the duration of a project, helping to prevent misunderstandings and manage expectations effectively.
- **Building Trust Through Transparency:** Trust is a critical component of successful partnerships. Being transparent about capabilities, expectations, and the challenges of a project can build a strong foundation of trust between partners, facilitating better cooperation and shared problem-solving.
- **Continuous Learning and Improvement:** Regularly revisiting and learning from past engagements helps to refine partner selection criteria, improve management practices, and enhance overall strategic approaches. This continuous loop of feedback and improvement is vital for adapting to new challenges and evolving market conditions.

24 Framework for Future Collaboration and Learning

This section proposes a framework that ESOs can adopt to continue to evolve and adapt to the changing needs of entrepreneurs and the broader ecosystem, ensuring their continued relevance and effectiveness in fostering a vibrant entrepreneurial community.

24.1 RECOMMENDATIONS FOR CONTINUED COLLABORATION:

- **Establish Regular Communication Channels:** Set up structured, regular communication forums such as quarterly meetings, annual conferences, or digital newsletters that keep all stakeholders informed and engaged.
- **Shared Platform for Resource Exchange:** Develop an online platform where ESOs can share resources, best practices, and lessons learned. This could include templates, training materials, policy updates, and more.
- **Joint Training and Development Programs:** Organise joint training sessions and development programmes that can address common challenges faced by ESOs and foster a shared culture of continuous improvement.
- **Collaborative Projects and Initiatives:** Encourage collaborative projects that allow ESOs to pool their resources for a larger impact. This might involve joint funding applications, shared research projects, or co-hosted events.
- **Cross-mentoring Among ESO Leaders:** Establish a cross-mentoring programme where leaders of different ESOs can exchange insights and experiences to enhance each other's leadership capabilities and strategic vision.

24.2 STRATEGIES FOR ONGOING LEARNING AND IMPROVEMENT:

- **Continuous Feedback Mechanisms:** Implement systems to continuously gather feedback from all stakeholders, including entrepreneurs, mentors, investors, and community members. Use this feedback to regularly assess and improve programmes.
- **Adaptation of Emerging Technologies:** Stay abreast of emerging technologies that can streamline operations, improve communications, or enhance programme delivery. Consider regular tech-upgrade workshops or webinars.
- **Outcome-Based Evaluation:** Shift towards outcome-based evaluation metrics to better assess the effectiveness of programmes and interventions. This approach focuses on the actual impact of the programmes rather than just output metrics.
- **Professional Development for Staff:** Invest in ongoing professional development for staff at all levels. This should focus not only on improving their current skills but also on expanding their capacities to address future challenges.

24.3 FUTURE RESEARCH AND DEVELOPMENT AREAS:

- **Efficacy of Digital Versus In-Person Support Models:** As digital platforms become more prevalent, researching the effectiveness of digital versus in-person support models can provide valuable insights.

- **Impact of Entrepreneurial Support on Regional Economic Development:** Investigate how different models of entrepreneurial support contribute to broader economic outcomes, including job creation, GDP growth, and regional development.
- **Innovative Funding Models for Startups:** Explore new and innovative funding models that could support startups more effectively, including revenue-based financing or crowdfunding.
- **Cultural Influences on Entrepreneurship:** Conduct research into how cultural backgrounds influence entrepreneurial success and how ESOs can tailor their support to be culturally competent and more effective.

25 Conclusions

- This report highlights the transformative impact that well-structured support systems have on regional entrepreneurship development and the vital role of ESOS in fostering entrepreneurship across Jordan.
- By leveraging best practices from Amman and customising them for local contexts, it is possible to enhance the entrepreneurial landscape in underdeveloped regions.
- Through an in-depth examination of several ESOS operating in Amman, key strategies have been identified that significantly enhance entrepreneurial outcomes. These include providing customised support that addresses the unique challenges faced by startups, leveraging extensive networks to facilitate access to critical resources, and ensuring that ESOS operate on sustainable financial models that allow for long-term planning and growth.
- The findings underscore the critical importance of fostering continued collaboration among ESOS to share knowledge and resources effectively. Additionally, the report advocates for ongoing adaptation and learning within ESOS to keep pace with the evolving needs of entrepreneurs and the dynamic global business environment.
- Future initiatives should focus on expanding the reach of proven best practices to other regions of Jordan, continuously innovating to overcome new challenges, and thereby nurturing a robust and inclusive national entrepreneurial ecosystem.
- This strategic expansion is vital for driving broader economic growth and innovation across the country.

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