

GREENWORKS ANNUAL REPORT

Reporting Period January 2021 - December 2021

Developed by Hivos Submitted to The
Dutch Ministry of Foreign Affairs



Ministry of Foreign Affairs of the
Netherlands



SECTION 01

PROGRAM SUMMARY AND PROGRESS ANALYSIS

THE PROGRAM OVERVIEW

GreenWorks contributes to a Just Green Transition by supporting local climate change adaptation and mitigation solutions that create new and/or support existing green jobs for 9000 young women and men in North Africa.

The Program is implemented by the GreenWorks Alliance (GWA) which is led by Hivos and implemented by more than 15 Alliance members comprised of Incubators, Accelerators, Think Tanks, Employability training institutions and Angel investment Networks in Egypt, Tunisia, Algeria and the Netherlands.

Through this program, The Alliance is striving to demonstrate that supporting green enterprises is not only contributing to climate change mitigation and adaptation efforts, but can also prove financially rewarding for entrepreneurs and investors and provide future proof economic opportunities for young women and men. This is a core priority for the Alliance as it is considered the cornerstone for our exit strategy.

To this end, the objectives of the program are fourfold (1) Supporting the formulation of Innovation clusters that enable businesses operating in the green and digital economies to scale, (2) Enhancing the capacities of Business Development Support Organizations (BDSOs) and Employability Hubs (EH) to increase their capacities to implement job creation and private sector development activities beyond the program support, (3) Training youth on 21st-century skills to enable them to economic opportunities in the future oriented green sector and (4) Enabling Social enterprises operating in Green Economies to scale their businesses thereby creating new jobs.

In an effort to achieve the above-mentioned objectives by 2023 as per our commitment in the proposal submitted to the Dutch Ministry of Foreign Affairs, the 15 members of the GWA designed the following activities:

1) Sourcing innovative market-based solutions within the digital & green economies through The Alliance's cluster formulation and partnership building activities;

2) Building the capacities of local intermediaries (Business Development Social Organizations and employability hubs) to support their job creation and private sector development activities through The Alliance's Partners capacity building activities;

3) Activating the growth of local and regional social enterprises (up-scaling) through The Alliance's 6 Green Accelerator Programs and Matching fund with Angel Investors;

4) Strengthening the employability skills that are relevant for the green economy among young people and tackling the mismatch between supply and demand in local labor markets through The Alliance's employability training and placement activities

PROGRESS SUMMARY

Considering the impact caused by Covid-19 restrictions, the program team and Alliance members are partially satisfied with the progress achieved in the second year of implementation of the program.

Though the Alliance is satisfied with the progress and achieved KPIs under majority of outputs, the on the job training and placement component in Tunisia is proving to be behind schedule and warranted a change in strategy and approach.

Accordingly Hivos, the Alliance lead, is currently redesigning some of the programmatic interventions by two of the Tunisian Partners. This redesign includes a reduction in budget and downsizing of activities of some alliance members and reallocating funds to other well performing partners and the inclusion of new partners under the GreenWorks Alliance in Tunisia.

Overall the Alliance successfully reached 27% of the Job Target (2400 Youth Employed) and numbers from Q1 of 2022 supports Hivos' forecast that the overall target of 9000 jobs can be utilized before the



conclusion of the program. The gender breakdown of beneficiaries so far is 49% Females to 51% males, which is deemed as acceptable, however the Alliance is taking measures to ensure to close this 1% gap.

The Social Enterprises support component is well on track with 97 Social Enterprises being supported by the Alliance so far between Egypt, Algeria and Tunisia. This means that The Alliance reached 50% of this target by the end of 2021.

Several other KPI targets have already been achieved within two years of implementation.

For example, The Alliance successfully supported its Social Enterprises beneficiaries to leverage more than EUR5 Million opposed to the 4 year target of

EUR900,000.

The indirect job target as well has been surpassed with 4800 youth (out of the 4500 Target) destined to be offered employability support due funding commitments made by third parties to different GreenWorks Alliance members.

Key Assumptions made by the Alliance are proving to be highly accurate up to this stage. The Major assumption related to the potential of job creation in the Green Economy in the region has proven to be integral in the potential growth of the program with the majority of current funds being directed towards green Job creation, positioning the GreenWorks Alliance members as major players in this growing theme.

Indicators	Egypt				Tunisia				Algeria				Total
1.A. NUMBER OF COMPANIES WITH A SUPPORTED PLAN TO INVEST OR TRADE OR PROVIDE SERVICES													
Annual Targets	20	30	40	10	15	20	25	00	10	10	20	00	200
Actuals	09	33			22	22			11				97
1.B. NUMBER OF DIRECT JOBS SUPPORTED IN INDIVIDUALLY SUPPORTED SME													
Annual Targets	500	800	1120	380	250	350	550	100	100	150	200	50	4500
Actuals	48	613			00	186			00	157			1004
1.F. NUMBER OF PEOPLE ENROLLED IN FORMAL OR NON-FORMAL EDUCATION AND TRAINING													
Annual Targets	700	900	900	500	1000	1000	1500	500	200	300	300	200	8000
Actuals	697	462			177	456			00	245			2037
BENEFICIARIES EMPLOYED: NUMBER AND % OF TRAINED/SUPPORTED PROGRAMME BENEFICIARIES WHO HAVE BECOME EMPLOYED													
Annual Targets	580	750	750	420	375	375	550	200	100	150	150	100	4500
Actuals	697	462			00	202			00	35			1396

ANALYSIS OF KEY ASSUMPTIONS

When developing the Theory of Change for the Green Works project we had to make assumptions related to activities, and others related to the context. In this section we aim to highlight the available data collected throughout the preparation and implementation phases of the program up to December 2021, and use it to validate some of the assumptions we made in creating the TOC.

Assumption 1:

If we provide BDSOs and employability hubs with the right monitoring tools (output 2.1) and build their capacities (output 2.2), they will be able to scale their operations, find more capable staff and acquire more partners and funding allowing them to reach more young people

Overall Accuracy of the Assumption so Far: **Highly Accurate**

On the monitoring tools front Njano (the M&E management platform developed by Wasabi) has succeeded in supporting a total of 48 organizations, and 1150 users to date, over achieving their goal by more than double. As per the capacity building component, the table below highlights the activities and results achieved thus far through NewSilkRoad's financial support operations. The funding raised thus far exceeded the goal by EUR 407,000 with 1.5 years remaining.

BDSO's Supported	Grant proposals submitted	Successful applications	Pending applications	Funds Raised (EUR)
9	17	3	4	1,307,500

Partners	Country	Donor	Grant Amount	Description of Program
Impact Partner, New SilkRoad	Tunisia	Expertise France	EUR 530,000	Impact partner & NewSilkRoad are committed to accelerating an additional 20 enterprises, and building the capacities of an additional 12 local BDSOs, partly from interior regions in Tunisia, through fundraising and M&E development.
TCSE	Tunisia, Palestine, Jordan	EU	EUR 477,500	MedTOWN aims to reconfigure the ways in which pre-existing social services are developed and delivered so that they are more effective by introducing new co-production frameworks that will improve the lives of 21,376 people (10,460 men / 10,916 women). Priority will be given to communities with a high proportion of impoverished households (Beni Zeid, Palestine; Campolide, Portugal; Barrio Amate, Seville; Kavala, Greece). The needs of especially vulnerable groups will be addressed, such as women victims of gender violence (Tunisia), refugees or people with disabilities (Irbid, Jordan; Kavala in Greece). These groups will be identified through a multi-stakeholder process involving the project partners, public administration, and local SSE.
Cloud-Coworking Space Egypt	Egypt	Egyptian Ministry of Technology	EUR 300,000	Acceleration program, and career advice targeting 1600 youth per year over three years. The program aims to help scale idea stage startups.



Assumption 2:

BDSOs and employability hubs are able to attract sufficient young women for their activities, because they are aware of the local social and practical barriers facing young women and are able to mitigate these

Overall Accuracy of the Assumption so Far : **Highly Accurate**

Through Hivos' efforts in requiring all of our partners to be gender sensitive during the contracting phase, we are starting to see the following gender breakdown from the partners during the current reporting period:

Program Partner	Country	Objective	Beneficiary group	Gender Breakdown
Elife	Tunisia	Training & Placement	344 unemployed Youth	%60 Women, %40 Men
EFE	Tunisia	Training & Placement	250 unemployed Youth	%77 Women, %33 Men
IP/F6L	Tunisia	Growth Entrepreneurship support	28 project, 47 co-founders, 73 employees	Founders: %10 Women, %90 Men Employees: %49 Women, %51 Men
TCSE	Tunisia	Micro Entrepreneurship support	28 project, 47 co-founders, 73 employees	Founders: %51 Women, %49 Men Employees: %52 Women, %48 Men
Sylabs	Algeria	Go To Market Entrepreneurship support	22 project, 40 co-founders, 117 employees	Founders: %40 Women, %60 Men Employees: Data not available yet
		Training & Placement	245 unemployed youth	%69 Women, %31 Men
Nahdat Al Mahroussa	Egypt	Growth Entrepreneurship support	5 project, 15 co-founders, 316 employees	Founders: %25 Women, %75 Men Employees: %13 Women, %87 Men
		Go To Market Entrepreneurship support	14 project, 28 co-founders, 38 employees	Founders: %53 Women, %47 Men Employees: %50 Women, %50 Men
		Training & Placement	1159 unemployed Youth	%55 Women, %45 Men
AUC	Egypt	Micro Entrepreneurship support	7 project, 16 co-founders, 17 employees	Founders: %25 Women, %75 Men Employees: %11 Women, %89 Men
Changemelabs	Egypt	Growth Entrepreneurship support	11 project, 27 co-founders, 206 employees	Founders: %11 Women, %89 Men Employees: Data not available yet

The Gender breakdown from most of the undertaken activities has been almost 50%, nevertheless, it could be noted that the gender breakdown for startups, especially at the growth stage are more biased towards men, which could shed some light on the ecosystem's overall inclusivity, and the green economy in general.

Assumption 3:

Sufficient (commercial) financing may become available in North Africa for the growth of local businesses. And the Alliance encourages additional investors to increase local entrepreneurs' access to finance.

Overall Accuracy of the Assumption so Far: Highly Accurate

Through the collaboration with three investment partners under the matching fund activities, Hivos helped five Social Enterprises in Egypt and one in Tunisia facilitate raising a total of EUR 459,770 and contribute to creating 150+ jobs by leveraging a total of EUR 155,600 of grants provided by Hivos². Moreover, startups participating in the growth acceleration program conducted by our alliance member Changemelabs in Egypt, have successfully raised EUR 3,194,637 of private investments as direct support from the program.

ANALYSIS OF KEY INDICATORS

In structuring the Green Works project, we've set up six different ministry indicators to report on. Below is a breakdown of each indicator, the goals set by the contracted partners for the first three years of the project³, and the results achieved during this reporting period⁴.

1.A. NUMBER OF COMPANIES WITH A SUPPORTED PLAN TO INVEST OR TRADE OR PROVIDE SERVICES

Program Final Goal	Committed Goal	Partners Committed	Actual Results
200	212	9	97

Data reported on this indicator consists of the number of Social Enterprises who have received a grant, and are currently undergoing, or have completed an acceleration cycle facilitated by an alliance member. Furthermore, it includes Social Enterprises who have leveraged private investor funds, and are deemed eligible for our matching funds criteria. This indicator includes start ups at the micro/self employed, go to market, and growth stages

1.B. NUMBER OF DIRECT JOBS SUPPORTED IN INDIVIDUALLY SUPPORTED SME

Program Final Goal	Committed Goal	Partners Committed	Actual Results
4500	1350	9	1004

Data reported on this indicator consists of the number of jobs supported & created by Social Enterprises who have received a grant, and have completed an acceleration cycle facilitated by an alliance member. Furthermore, it includes jobs created by Social Enterprises who have leveraged private investor funds, and have received a matching fund grant

² Two out of the six matching funds contract remain under negotiations, hence total grant amount and jobs created may change

³ Current partners are contracted for a duration of two to three years, with a potential to extend the terms for the final two-one years

⁴ For the reporting period of this report, no project has finalized their first cycle, hence results reported are a snapshot of beneficiaries currently engaged by one of our partners



HAVE LEVERAGED PRIVATE INVESTOR FUNDS, AND HAVE RECEIVED A MATCHING FUND GRANT⁵.

Only 340 jobs from supported Social Enterprises have been created during this reporting period. Nevertheless we anticipate a lot more will be created once partners start collecting endline data 3-6 months from the conclusion of their activities

1. C. NUMBER OF INDIRECT JOBS SUPPORTED

Program Final Goal	Committed Goal	Partners Committed	Actual Results
4500	4500	1	4800 ⁶

Data reported on this indicator consists of the number of indirect jobs created by a program implemented by a BDSO, or an Employability hub that have received a capacity building training by NewSilkRoads, and as such have successfully managed to write new proposals and collect funds towards the implementation of additional job creation programs

1.D. AMOUNT OF MOBILIZED PRIVATE FINANCE (LEVERAGE PROVIDED BY SUPPORTED SES)

Program Final Goal	Committed Goal	Partners Committed	Actual Results
EUR 900,000	EUR 900,000	7	EUR 4,961,407

Data reported on this indicator consists of the amount of private funds leveraged by the Social Enterprises qualifying for the matching fund (EUR 459,770), in addition to the amount of additional private funds collected by the BDSO's, or Employability hubs after receiving a capacity building training by NewSilkRoads (EUR 1,307,000), and (EUR 3,194,637) raised by growth startups under Changemelabs acceleration cycle

⁵ Reported committed goal data doesn't include the number of jobs we expect to be created by a matching fund recipient as those are calculated on a company by company basis, and can't be accurately predicted, nevertheless we assume that the combination of the committed goals and matching funds supported jobs would bring us to our intended goal of 4500 jobs

⁶ Cloud has successfully raised funds to support more than 1600 youth per year for 3 years with their startup support activities. While implementation is yet to take place, we anticipate that the combination of cloud and the two other successful funds raised will put us well above our program target of 4500

1.F. NUMBER OF PEOPLE ENROLLED IN FORMAL OR NON-FORMAL EDUCATION AND TRAINING

Program Final Goal	Committed Goal	Partners Committed	Actual Results
8000	5940	5	2037

Data reported on this indicator consists of the number of youth currently undergoing or have completed a job training & placement program facilitated by an alliance member.

BENEFICIARIES EMPLOYED: NUMBER AND % OF TRAINED/SUPPORTED PROGRAMME BENEFICIARIES WHO HAVE BECOME EMPLOYED

Program Final Goal	Committed Goal	Partners Committed	Actual Results
4500	3844	5	1396

Data reported on this indicator consists of the number of youth employed as a result of completing a job training & placement program facilitated by an alliance member.

In summary, during this reporting period Green Works alliance members have completed less than 50% of planned activities as a result of multiple COVID restriction delays. As such we are witnessing multiple no-cost extension requests. Despite the great increase in results (2400 jobs created/supported), we are expecting to see higher rates of job creation in the upcoming year as SE support activities start collecting endline surveys. Details on partner progress in each of the three countries (Algeria, Tunisia and Egypt) could be found in the following sections of the report



SECTION 2

GREENWORKS

COUNTRY

ANALYSIS

CROSS-COUNTRIES

BDSO Support:

Despite the Covid crisis that continued its negative impact and affected our partners, they showed resilience and succeeded to overcome the challenges, by adapting some of their activities and strategies to the situation.

In particular, COVID crisis forced us to cancel a series of ecosystem and alliance members retreats that were going to be organized by our partner Elrehla.

As a mitigation strategy, we set together objectives of the retreat in combination with the GreenWorks learning agenda and designed a series of online learning calls. The Green Works Alliance learning series started with two groups 1) the SE support group with 9 alliance members and 2) Training and placement group with 4 alliance members.

The sessions aim to showcase learnings from different organizations, exchange tips and tricks and lessons learned, and come up together with different solutions, and foster the collaboration between them.

Hivos is also proud of its partnership with New Silk Roads (NSR) that has a strong expertise in the fields of proposal writing, fundraising and theory of change development. NSR worked on enhancing the fundraising efforts of our GW partners through a fundraising trajectory to help the partners increase their project portfolio and develop a knowledge space to reflect on what the future would look like for the members of our community of partners and beneficiaries in the green sector.

Thus far NSR managed to support partners to raise EUR 1.3M through delivering 1) proposal development 2) partnership building and 3) fundraising coaching and training.

Based on the fruitful results of the co-working space platform developed by Wasabi, "Njano", which is used by 20 co-working spaces in 10 countries, wasabi was contracted under the Green Works project to expand the co-working space management toolkit to include incubation and acceleration management toolkits.

One of the main benefits of this new version is to enable Hivos to extract all the data needed for M&E data harvesting. Nevertheless, as training sessions slowly return to physical meetings, GreenWorks partners are yet to use the Njano services.

Matching fund:

Part of the GreenWorks Mandate is to encourage investment from financial institutions⁷ in social enterprises operating in the green economy. The program does this through a Matching Fund grant to stimulate the deal flow of investments in the green economy in Algeria, Egypt, and Tunisia.

By activating three partnerships angel networks in Egypt (Him Angel and AlexAngel), and management fund in Tunisia (Flat6labs) the matching fund tool had succeeded in encouraging private investments in five startups in Egypt (Baramoda, fustany, ElGameya, Mumm, and Plastika) and one in Tunisia (wattnow). In doing so, we've facilitated raising a total of EUR 459,770 and contribute to creating 150+ jobs by leveraging a total of EUR 155,600 of grants provided by Hivos, with more funds and deals in the due diligence phase.

Furthermore, As part of Hivos' efforts to promote sustainable angel investments in the green economy in the MENA Region, Hivos partnered with HIM Angels and in collaboration with GIZ Egypt to organize the second and third cycles of Angel Investor Academy, a continuation of Cycle 1 delivered on 2020/2021 which is a learning program for high-net-worth individuals interested in becoming business angel investors in startups that consists of 1) learning the fundamentals of angel investment 2) startups pitch events and 3) guidance through actual group and/or individual investments.



ALGERIA

CONTEXT ANALYSIS

Covid and economic situation

Economically, Algeria is expected to recover partially in 2021 from the health and economic crises caused by the COVID-19 pandemic. Starting with a Socio-Economic Recovery Plan, the Algerian authorities have announced a longstanding reform effort to shift the economy toward a sustainable, private sector-led model, engage in a transition toward renewable energy, reduce severe imbalances in the country's macroeconomy, and protect the population's livelihoods. This will have a noticeable impact on the Algerian startups and companies.

Investment Appetite:

Foreign Direct Investment (FDI) to Algeria dropped by 19% to \$1.1 billion, with inflows mainly directed to

the natural resources sector. In 2020, Algeria lifted restrictions that capped foreign ownership at 49%, except in the retail industry and in strategic sectors, including infrastructure and natural resource processing. Although this could encourage the diversification of FDI, the impact may appear only after foreign investment recovers more broadly.

Therefore, this situation negatively impacted the Algerian entrepreneurial ecosystem that faces an important challenge to bring foreign investors to support startups, companies, and associations. Algerian associations suffer to get financial support from international foundations to support its entrepreneurial scene through capacity building programs, incubation and acceleration, and to support entrepreneurs to create their own companies and create more jobs within their communities⁸.

SE SUPPORT

In Algeria, our Green Works partners, Sylabs and AFC, continued their work together in order to support Algerian entrepreneurs technically and financially, and to train and place young people in the labor market. While most entrepreneurs of the first cycle were in the ICT sector, Sylabs have acquired more knowledge about the Green sector through the alliance members support, and changed their intervention model to directly outsource green economy entrepreneurs, and be more aligned with the green sector. Thanks to the new strategy, the partner succeeded in increasing the number of Green accelerated startups in Algeria to 15 (total of 25). Sylabs is building and extending its network in other Algerian cities, and have successfully reached entrepreneurs 500 KM outside of Algiers.

TRAINING AND PLACEMENT

AFC and Sylabs have faced multiple challenges during the COVID crisis, mainly related to implementing their off-line activities, placing young people within the organization/companies, and supporting startups and companies to create/maintain jobs. That being said, the partnership with AFC allowed Sylabs to increase their knowledge on employability programs, and have as such succeeded in building new partnerships with three companies and training 245 youth and placing 35 of them thus far.

⁸ World investment report 2021, accessed via: https://unctad.org/system/files/official-document/wir2021_en.pdf

A WIN-WIN SUPPLIER VS. FARMER RELATIONSHIP THROUGH SYLABS' SUPPORT IN ALGIERS

Founded in 2015, Sylabs is an Algerian entrepreneurship and technology hub located in Alger.

Sylabs has been a GreenWorks partner since the launch of the program.

As part of their strategy to expand their impact outside of the capital, Sylabs has contacted Master Energy, a local company that specializes in renewable energies and produces solar batteries in Ghardaïa, 500 km away from Algiers.



Its main and primary clients are farmers who mainly operate in the Algerian desert with challenging work conditions including a huge gap in energy supply. Master Energy's solar panels have proven to be the most suitable and sustainable solution for remote farmers to access electricity.

Nevertheless, given the context of desert farming, and seasonality of income, the distance to the supplier, and the cost of the batteries have proven to be a huge challenge to access.



Through the GreenWorks program support, Sylabs has been implementing a strategy that involves both parties. On one hand, they have designed a series of training sessions and capacity building for Master Energy's team in order to make the company even more technically knowledgeable and to handle a reviewed payment plan to make the batteries more accessible to their target. On the other hand, they have also involved the local farmers into the technical training and offered 30% of the battery cost to ease the financial burden on both farmers and Master Energy.



EGYPT

Context Analysis

The COVID-19 economic situation:

The official unemployment rate has been declining (after reaching its highest level in the past 11 years) to around 8.3% in 2020. "Nonetheless, it is estimated that three-quarters of all employees are paid as unofficial workers, and 32.5% of the population lives below the poverty line (state statistics agency CAPMAS)" and "Unemployment rate to be affected by the negative economic impact of the COVID-19 pandemic, the rate being currently estimated to increase to 9.8% in 2021 and 9.4% in 2022."

Many Egyptian startups did not show to be very sustainable or at least had potential to scale-up at that time. Some companies suspended its operational activities and faced an instability in their human resources (hold new hires, they are in the need to reduce the number of employees). The Corona situation highly impacted the development of the Egyptian companies and startups, some of them decided to close, others decided to reduce the number of employees and/or services/product/activity, and others decided to fight to keep at least its employees and find other solutions such as developing online activities. The Green Works partner, Nahdet AlMahroussa, adopted an internal operational module to keep approaching companies that operate in the green industry to open new deals.

As mentioned, employability was one of the important challenges faced by our GW partners in Egypt. According to the world bank Economic, activity has started to resume, but job creation, especially in the formal sector, remains a challenge. Real growth was

recorded at 5.65% in FY2018/2019 and declined to 3.6% in FY2019/2020 and an estimated 3.3 % in FY2020/2021 (July 1, 2020—June 30, 2021), due to the ongoing impact of COVID-19⁹.

Empowering women:

According to the IMF, Female youth unemployment in Egypt remains very high (48% in 2018). According to our GW partner Nahdet ElMahroussa (NM), there is a lack of support and suitable opportunities for females especially in interior regions (outside of the capital), and there are difficulties and inequality in the employment of females in the clean and green sector in some governorates.

NM also noticed that the salary range for women is relatively low compared to men in the same jobs which led NM to work on finding more suitable opportunities for women. The late and flexible working hours was also an important challenge to hire women, according to NM, because employers prefer a flexible workforce the reason why employers prefer hiring males over females (according to the Egyptian labor law No. 12, the year 2003, article number 89: female workers are not permitted to work from 7 pm to 7 am).

NM has dedicated more resources for companies that hire female candidates to balance the gender equity in the mentioned industry. NM identified other challenges such as there is no suitable place for kids, and there is an important dominance of masculine thinking.

⁹ :Credit agricole groupe, Economic and political overview of egypt, accessed via <https://international.groupecreditagricole.com/en/international-support/egypt/economic-overview#:~:text=Economic%20Overview&text=Despite%20this%20slowdown%2C%20Egypt%20was,post%2Dpandemic%20global%20economic%20recovery>

Investment Appetite:

Despite the Covid-19 pandemic, Egypt remained the largest recipient in Africa, albeit with a significant reduction (-35%) from USD 9 billion recorded in 2019 to USD 5.9 billion in 2020, according to UNCTAD's 2021 World Investment Report. "Egypt recently adopted an Investment Law which includes performance requirements for certain investment incentives, including labour-intensive projects and geographical location. The government has also set up special economic zones with business-friendly regulations: more liberal, more efficient administration, tax incentives, facilitation of registration and customs procedures, better infrastructure, etc. However, outside these areas, it is difficult to register a new company, and instability in the country is hindering business developments in Egypt. The country ranked 114th out of 190 countries in the 2020 Doing Business report of the World Bank, gaining six spots compared to the previous year ¹⁰."

Context Analysis

In the SE support component, most of our partners succeeded in the implementation of their incubation and acceleration cycles and adapted their technical support to Startups by providing them online training and coaching. Our partner Nahdet ElMahroussa ("NM") selected 2 BDSOs out of 7 who applied (Cloud and M3mal) to implement incubation programs to support early stage and go-to-market startups.

The startups were provided with technical support that includes training, one to one coaching sessions, and consultation by NM main Green Works partner CleanTech Arabia (CTA), and with financial support through the grant distribution. A total of 16 startups supported and 47 jobs supported, and 12 created.

In the growth stage, NM conducted a desk research on the green entrepreneurship ecosystem in Egypt to identify the opportunities and challenges of green startups, and better understand the needs of the green growth-stage startups in Egypt. and have finalized the first cycle supporting four growth stage startups, contributing to the support of 62 jobs and the creation of additional 262. NM is currently running their 2nd growth cycle.

Hivos was proud to solicit partnerships with AUC Venture labs and Changemelabs. AUC V-lab succeeded in supporting 7 food-related micro-enterprises contributing to the support of 28 jobs.

while Changemelabs supported 11 Growth startups operating in the green sector with a commercially relevant

solution for a value chain gap, and encouraged partnerships between the startups and 27 corporations to help them address specific challenges faced by the corporations in their efforts.

The supported startups managed to raise a total of EUR 3,194,637 in private funds, helping them support a total of 201 jobs, and create 34 additional jobs.

Hivos also partnered with Marakade to implementat Techne Summit Alexandria 2021 that was also supported and attended by HE. Dr. Amr Talaat, Minister of Communications, and Information Technology of Egypt. The summit attracted more than 21,600 attendees, 800 early-stage startups, 180 startups exhibitors and more than 300 speakers.

Thanks to our collaboration, the partner has included the clean tech sector to their program and succeeded in engaging 63 investors as part of pre-existing angel networks, connecting 70 new investors to angel networks and startups, conducting 4 Clean-Tech related content delivered by 10 experts, and presenting 10 Clean-Tech startups who exhibited on-ground.

The partner also conducted meetings with startups and corporates to be part of the program to identify challenges and implement solutions in the cleantech sector.

BDSOs Support in Egypt

NM developed a manual for BDSOs and LIPs in regional governorates that is almost finalized. The manual content as a practical how-to guide for devising creative, sustainable, and economically thriving solutions to socio-economic development challenges and includes practical content to guide youth, startups, and organizations on how to establish a social project.

As a result, NM shortlisted 20 BDSOs for the the Training of Trainers (ToT) phase, 17 attended the training out of them and 6 BDSOs were selected to run the incubation in their governorates, each with a target of 8 to 10 startups; to locally implement the incubation program, each in their governorates.



Training and placement in Egypt

CTA conducted research to understand the waged employment arena in the C&G and food production sectors in Egypt as well as the challenges that NM could face during the program and a mapping was conducted to complete the research composed by 110 potential partners all over Egypt.

As a result of that, the partners created a comprehensive employment database post covid and potential identified opportunities.

The main challenges identified by our alliance member was 1) lack of recruiting women in the renewable energy and waste management sectors,

and 2) finding job opportunities in the C&G sector due to challenging hiring process, difficulties of reaching the companies, sudden internal issues in the factories during the hiring process, challenges in training beneficiaries before hiring, requiring employees with a high level of experience, and seasonality of some targeted industries.

NM selected 6 LIPs who started mapping and identifying suitable opportunities in their respective governorates by sending in their job requests. As a result, 1159 beneficiaries have been hired in the Clean & Green sectors and Food industries after receiving the training and being matched to jobs.

EGYPTIAN DOMESTIC COOKING OIL VALUED THROUGH A NET WORK OF A THOUSAND YOUTH



Who hasn't heard of Egyptian Fool, Taameya, Kofta Dolma or Koshary?

These are the most popular dishes that each and every Egyptian family eats on a weekly basis. And guess what, the most basic element to make all of these dishes is oil! Every household or even popular restaurants in Egypt have a certain amount of used oil that cannot be used anymore for sanitary reasons. According to The Guardian, reusing oil six times is considered as the maximum so, you have to learn how to say goodbye to it! In order to avoid throwing it in the water pipes, a solution has been created to give more value to that used oil. Delta Oil, is an Egyptian waste oil management start-up in the clean and Agri-Tech sector that offers services in collecting the used cooking oil from households, processing it, and exporting to global markets for repurposing into secondary products. The company was founded in 2018 by XXX, and is based out of Cairo.

Delta Oil was supported by our partner Nahdet El Mahrousa under the GreenWorks program. Delta Oil currently relies on A network of 1000 youth who collect the used cooking oil from households of 5 different cities and villages in Northern Egypt. Their innovative solution helps make oil reused more than 6 times in a healthy and clean way. Thanks to this solution and to the support received under the GreenWorks program, the one-thousand youth network of the micro suppliers, who are mostly women, is taking an active ownership of this process and getting employed by Delta Oil.

TUNISIA

Context Analysis

The impact of Covid-19 pandemic on the Tunisia economy:

A large part of the factories and businesses closed their doors because of the pandemic, and populations suffered a loss of their jobs because of a loss of their means of substitution.

On the other hand, the shortfall of populations infected with the virus and placed under quarantine in order to contain the outbreak of the coronavirus epidemic, and this made them more and more vulnerable and increased their levels of poverty.

During the last two years, the virus weakened the government's ability to collect tax revenue, and most of the government receipts went to the health sector to save people's lives. Indeed, the reduction in labor mobility, restrictions on the movement of goods, the decline in the sale of goods and services are all factors that contributed to weakening the ability of businesses to pay their taxes and exposing them to bankruptcy and affected the investment behavior. challenges and implement solutions in the cleantech sector.

The impact of political instability on the labor market:

Based on a study prepared by Jawhar Abdi and published by Observatoire Tunisien sur l'Economie (OTE), the number of jobs created by Tunisian companies has been declining in recent years due to the inadequacy of government regulations to support national companies and the return of political instability due to the political turning point with the announcement of new exceptional measures and the freezing of the activity of Parliament.

In the second quarter of the 2021, 10.4% of private sector companies were permanently closed and 11.2% were temporarily closed which highly impacted employment. In the first half of the year 2021 and regarding the study, the number of unemployed was estimated at 742.8 thousand of the total labor force, compared to 725.1 thousand unemployed for the fourth quarter of 2020. The unemployment rate increased in the first 2021 quarter to reach 17.8%, compared to 17.4% in the previous 2020 quarter.

The study added that according to figures published by APII, despite the 11.3% increase in the number of projects declared during the first seven months of 2021, the number of jobs to be created by these projects was down 10%. And beside the corona crisis, the return of political instability could accentuate tensions on the labor market in Tunisia¹¹.



Cluster Formation in Tunisia:

In Tunisia, our partner ElSpace worked on building a green innovative cluster focusing on waste and water management, solar and wind energy, and energy efficiency and succeeded in the assessment of the “status quo of Tunisia” provided by experts before the implementation. The partner succeeded in preparing a desk research for the clean tech industries in Tunisia, a mapping of stakeholders of the four identified sectors of the project in Tunisia, and an initial draft for the final report’s preparation. As a result, 4 assessment reports were done on waste management (concept note was prepared and shared), water management (report was finalized), renewable energy, efficiency energy, 235 stakeholders were identified, 24 green actors interested who went through co-creation processes online to explore the green sector challenges and action plans.

SE Support in Tunisia

Despite the listed challenges faced by our partners during the last period, most of them overcame it and achieved their results. The partnership between Impact Partner and Flat6labs Tunisia (the two most reputable accelerators in Tunisia) was fruitful and succeeded to collectively run the green accelerator program “Green4Youth”. As for program activities, the alliance has implemented 2 cycles out of 4 and managed to accelerate 16 green enterprises at Growth stage through training and coaching sessions tailored to their needs, in doing so they’ve contributed to the support of 60 jobs and the creation of additional 17 jobs.

Thanks to Hivos support, our partner Tunisian Center for Social Entrepreneurship (“TCSE”) increased their learning and knowledge on the green sectors, with plans to further specialize in the future. TCSE has implemented 2 cycles out of 4, supported technically and financially 28 micro-entrepreneurs from interior regions in the green sector, most of them came from the sustainable food sector and this due to the Tunisian context that focuses more on the Agriculture and Agri-food businesses in the green sector. In doing so, TCSE contributed to the support of 109 jobs¹².

Training and placement in Tunisia

Due to the health, political, and economic situation of the country, some partners didn’t succeed to implement this project component on time. ElSpace started with the training of young people and the realization of the Green Job Matching Platform that aims to provide jobs to students and young graduates and to strengthen the links between employers and job seekers while offering services.

Our alliance member Elife also faced many challenges during the year and this was due to the Covid situation that negatively impacted the work assignments and applicants’ placements. However, the Elife team had to be close from the target and to reach as much as they can their KPIs. As a result, two cohorts were finalized in, Elife Beja, and Elif Siliana, with a 3rd cohort launching soon in Elife El Kef. Thus far Elife have contributed to the training of 269 youth and have successfully placed 72 at jobs.

The health situation in Tunisia had an impact on the progress of the EFE project as well and impacted the market assessment study, the corporate outreach activity, and the connection with companies. Due to that situation, training, and other activities such as Job fairs and the careers days were postponed. Our partner was also impacted and tried to adapt to the situation and succeeded to be resilient and agile to advance project activities, and to train 250 young people and place 137 of them.

¹² Data on job creation remain under verification, and as such not reported in this report

CARPOOLING FOR A BETTER FUTURE TO THE ENVIRONMENT

It is with no surprise that due to the Covid economic impact, inflation has been heavily felt almost everywhere in the world.

Furthermore, with the current war, the price of fuel has further sored the economic situation. From vehicle owners to people who use public transportation, the prices get higher day after day. As one of the solutions to adapt to these economic changes is reducing the number of cars on the roads, also referred to as "carpooling".

Split, a tunisian startup that has taken part of the Green4Youth program, implemented by Impact Partner and Flat6Labs under the GreenWorks Program. Split offers a carpooling solution with a goal of reducing the carbon footprint, and helping citizens move around the cities in Tunisia more affordably.

Ezzdine Cherif, founder and CEO of Split shares his story below:

"A few days ago, I started a tour of Tunisia with the challenge to take a maximum of people on my way by carpooling.

Leaving Tunis, and passing by Jendouba, Kairouan, Kasserine, Sidi Bouzid, Gafsa, Gabes, Tataouine, Djerba, Sfax...

More than twenty people took the place of my co-driver in my car in 6 days.

Only one remark: carpooling is essential to live with dignity in our regions.

Students, high school students, teachers, engineers, military, farmers, policemen, workers... All of them had to find someone on their way, otherwise they would lose half a day sitting on the side of the road waiting for the next bus.

In our regions, carpooling can, if it is organized, secured, and digitized

1- reduce unemployment by allowing non-motorized people not to be discriminated against in hiring.

Unconsciously, a recruiter may not choose a profile that is likely to arrive late because of public transport, or wake up at dawn and therefore be tired and not very productive.

2- reduce delinquency, illegal emigration and extremism.

It may sound crazy when you say it like that, but when a city is only composed of mosques, garages, cafés and nothing else, it is very difficult to



dream, and too easy to sink.

Young people should be able to go easily to nearby cities with a soccer field, a park, a beach, a cinema, or an art space. They must have the right to dream, to escape.

3- facilitate the development of activities in the regions. Imagine being an entrepreneur outside the big Tunisian cities, having an idea, and having to approach suppliers, customers, banks, partners? Obviously it is possible, but what takes 6 months in Oueslatia or Tataouine can be done in 2 weeks in Tunis.

Millions of Tunisians move every day on our roads, with vacant places.

It would be enough that each Tunisian makes these available by moving from one place to another.

The gouvernement could suggest tax deductions to companies and/or individuals who are followers of this social, solidarity and ecological practice.

The other alternative would be for our State to go into debt with international donors to invest in new buses or the construction of new train lines, requiring continuous maintenance and the recruitment of new civil servants. At Split, a team of young people have been working for 3 years to give dignity to transport in Tunisia with a mobile application for carpooling.

To urgent problems, we have innovative solutions. You just have to be a good listener."



SECTION 3

KEY FINDINGS AND LESSONS LEARNED

DATA VERIFICATION CHALLENGES

The alliance encountered several challenges when it comes to verification of outcome indicators reported by Alliance members managing the training and placement component.

Considering that the current program design includes an annual data verification process through an independent impact assessment firm, there were issues that arose when the independent firm attempted to contact beneficiaries who received support on some instances more than 9 months earlier.

The problems can be summarized as follows:

- o Some beneficiaries were unreachable due to changing their contact information
- o A big portion of the beneficiaries did not recognize Hivos or in some instances Local Alliance members who contracted other intermediary organizations to offer them employability services.
- o Another Group of beneficiaries denied that they landed an employment opportunity even though investigations confirmed they indeed did find a job.

After thorough analysis and discussions with partners and other intermediary organizations and employers, The Alliance deduced that this occurred due to the following:

1. In most cases the beneficiaries, specially in remote areas, are only aware of the direct intermediary who was contracted by the Alliance members, however they are not aware that the intermediary is funded via the alliance.

2. A big number of those surveyed, were initially selected by the employer – in coordination with the Alliance, where the employer later on utilized services offered by the alliance members to train them. This means that for beneficiaries, the Alliance members were merely contracted by the employer and they were not aware of the involvement of the alliance at the beginning of their hiring process.

3. The surveys failed to mention the name of the local intermediary who most beneficiaries were working with as the surveys questions were standardized on the regional level only mentioning the names of the key alliance members.

4. Considering that a major portion of the beneficiaries of the training and placement component come from extreme poverty, there is a trend to deny that they have a job opportunity when asked as they expect they might be offered a better one.

Following this challenge the Alliance will take the following measures to address the upcoming verification round:

- a. All surveys will be localized and include names of local intermediaries.
- b. The Alliance will increase the frequency of verification to occur every 6 months to reduce the loss of contact with beneficiaries changing their contact details



THINK GREEN

Ecology Concept



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Colophon

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