Roadmap for Scaling Up Green Entrepreneurship

Jordan

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Our social media channels

Implementing partners

1.1 Main objective and Methodological Approach

The following roadmap has been designed to provide concrete support and guidance for the implementation of actions to promote the continuity of the SwitchMed Training and Support Programme for Green Entrepreneurs in Jordan and to increase the outreach of its activities and results fostering green entrepreneurship in the country.

The development of this roadmap has been based on previous works consisting of the following elements:

1. A benchmarking study that was developed to enable SwitchMed to place the SwitchMed Programme for Green Entrepreneurs (GE Programme) compared to other programmes supporting entrepreneurs so to be able to make informed decisions around programme design and the delivery mechanisms.

2. A White Paper on the challenges, opportunities and strategies for the promotion of green entrepreneurship and eco-innovative grassroots initiatives in Jordan developed in 2017. The White Paper is based on interviews made with different stakeholders of the green entrepreneurship ecosystem and on the discussions' results of the Synergy Workshop organised in Amman in April 2017.

3. A consultation with Jordan's stakeholders of the entrepreneurship ecosystem conducted in July 2018. 13 keys actors were interviewed among which the SwitchMed Focal Point at the Ministry of Environment, the EU Delegation and public and private business support structures.

1.2 Initial situation

Jordan has a large potential to transition to a green economy due to the high level of political will to support this transition, as evidenced by the Jordan's Green Growth Plan and its Vision 2025.

Jordan has a relatively strong network of organisations that provide support, mostly technical, to green entrepreneurs and eco-innovative grassroots initiatives. They offer education and training programs, assist in securing workspaces and providing technical services, host communities and events, serve as incubators and organise crowdfunding platforms. These support providers also create informal networking platforms and bring much-needed visibility to the green and social initiatives they serve. It is also important to recognize that the strong political commitment of Jordan for green entrepreneurship creates an enabling environment for these opportunities, and is encouraging supporting organisations to evolve to respond to the unique needs of green and social enterprises.
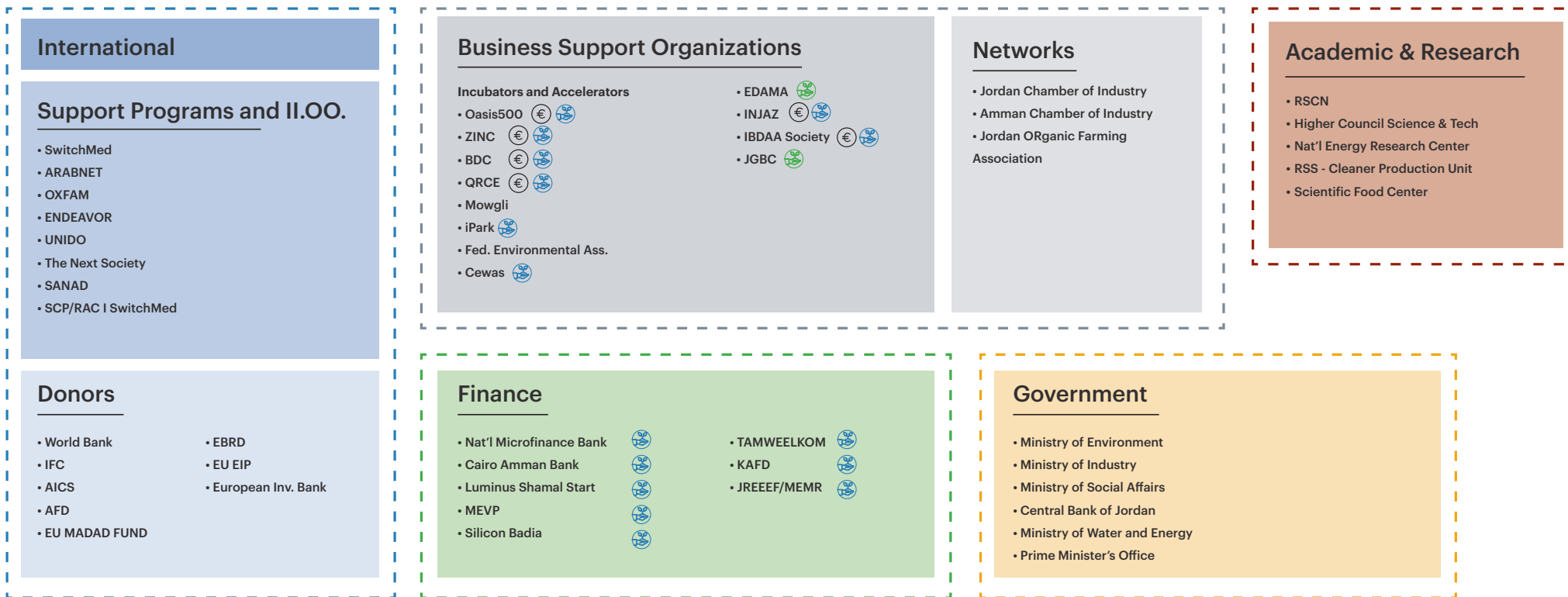
Most notably, in the areas of resource efficiency, marketing of safer alternatives to hazardous chemicals, and water and energy conservation, there appear to be opportunities for green businesses and grassroots initiatives. However, cross-cutting contextual, legal, financial and technical challenges limit the expansion of these initiatives' impact.

Principles of sustainable consumption and production have not yet been fully integrated into Jordan's culture and practices, and the financial support system in place for green entrepreneurs and eco-innovative grassroots initiatives is a relatively weak one. Stakeholders express a need to continue building the skills of green entrepreneurs in the areas of organisation, management, financial planning and fundraising. Other barriers include limited access to skills and knowledge, weak technical support and management competency, difficulty in complying with applicable regulations and policies, the bureaucratic complexity of setting up a company, as well as gender-related challenges for woman entrepreneurs.

To establish high quality support programs and attract external resources to support technically and financially these programs, the business support structure should be more integrated and should embed aggregated impact measurement at sector level.

Green Entrepreneurship Ecosystem Map*—Jordan

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

International

Support Programs and II.OO.

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

Donors

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

Business Support Organizations

Incubators and Accelerators

- Oasis500 (€) (also)
- ZINC (€) (also)
- BDC (€) (also)
- QRCE (€) (also)
- Mowgli
- iPark (also)
- Fed. Environmental Ass.
- Cewas (also)

- EDAMA (green)
- INJAZ (€) (also)
- IBDAA Society (€) (also)
- JGBC (green)

Networks

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

Finance

- Nat'l Microfinance Bank (also)
- Cairo Amman Bank (also)
- Luminus Shamal Start (also)
- MEVP (also)
- Silicon Badia (also)

- TAMWEELKOM (also)
- KAFD (also)
- JREEEF/MEMR (also)

Government

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

Academic & Research

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

(green) **Only Green Entrepreneurs**

(also) **Also Green Entrepreneurs**

(€) **Direct Funding Provision**

3.1 Vision

The analysis of SwitchMed GE Programme and the key factors driving support for the creation of green and circular businesses led to the development of a theoretical framework that describes the key leverage points determining the effectiveness of the ecosystem supporting the creation of green and circular businesses.

Thus, 4 essential leverage points that condition the existence of an ecosystem favourable to the creation of green and circular enterprises have been identified:

1. **Operational** (existing entrepreneurship support services)
2. **Management** (ecosystem of structures supporting entrepreneurship and synergies)
3. **Policy instruments** (roles of policy makers and public policies)
4. **Mind-set** (transformation of consumption patterns).

As a result, the vision for scaling up the program in Jordan has the following objectives: 1) to provide all the services needed to create green and circular businesses; 2) strengthen the capacity of support structures and ensure the synergies and partnerships necessary for the proper functioning of the ecosystem; 3) support public policies supporting the green and circular economy; and 4) to promote a shift in consumer mind-set to increase the demand for green products and services.

The following table shows the actions identified for each level of intervention as well as the institutions to be potentially involved:

3 Vision and Leverage Points

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

3 Vision and Leverage Points

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

4 Roadmap

4.1 Scaling-up Roadmap

The suggested roadmap is the result of an in-depth analysis conducted and validated through 13 interviews with key stakeholders in Jordan. The Roadmap harnesses selected mapped leverage points to envisage change pathways and trigger green entrepreneurship in Jordan.

Level of the Intervention – Operation

Leverage Point	Activity	Time Frame
1	• Increasing and diversifying geographic service's outreach. Giving priority to the challenges faced by the municipalities located in arid areas and hosting refugee camps.	• Medium term
2	• Tapping into reputable business support services (e.g. Ipark, QRCE).	• Short-term
3	• Encouraging cross-cutting approaches and increasing mentorship match-making.	• Medium term
4	• Focusing on quality more than quantity by increasing support in A2M and A2F.	• Short-term
5	• Innovating service delivery mechanisms using digital platform and remote management tools.	• Medium term
6	• Embedding monitoring and evaluation to build and communicate environmental impact.	• Medium term
7	• Water, energy and waste nexus as priority intervention areas for Green Entrepreneurs/ Switchers.	• Medium term
8	• Open innovation based approach can help to solve local challenges while triggering eco-innovation, creating jobs and revenues.	• Short-term

Level of the Intervention – Management

Leverage Point	Activity	Time Frame
9	• Competitive bidding process for the coordination and partnership is recommended.	• Short-term
10	• Fostering integration of services along the "entrepreneurial journey".	• Medium term
11	• Big businesses (e.g. Zain, Carrefour) show interest in supporting green entrepreneurship and their role in this should be better explored.	• Short-term
12	• Networking among the green entrepreneurs can be enhanced.	• Short-term

Level of the Intervention – Policy

Leverage Point	Activity	Time Frame
13	• Establishing policy dialogue pathways which can stimulate sector aggregation and recognition of green enterprises.	• Medium term
14	• Establishing closer links to the political actors that are ready to deliver additional program elements and policy pilots.	• Medium term
15	• Developing financing instruments targeting green entrepreneurs.	• Medium term
16	• Policies to support financial situation of green entrepreneurs, e.g. Income tax reduction.	• Medium term

Level of the Intervention – Mindset

Leverage Point	Activity	Time Frame
17	• A public campaign to raise national awareness on green entrepreneurship and the potential behind. Visibility of the Programme. National awareness campaign.	• Medium term
18	• Embedding and highlight solutions offered by Green Entrepreneurs by developing impact-oriented storytelling strategies for the sectors.	• Short-term
19	• Enhancing the demand of green upstream services and products supply at value chain level triggering markets opportunities and symbiosis.	• Long-term

5 References

SCP/RAC. 2017. Promotion of Green Entrepreneurship and Grassroots Ecological and Social Innovation in Jordan – White Paper. Barcelona: Regional Activity Centre for Sustainable Consumption and Production.

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