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- **Green Forward  
Programme - Meso Level**

Enhancing Business Networks in the Mediterranean

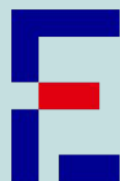




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# The Green Forward Approach

A three-level integrated model:

- Macro Level (Expertise France): Policy dialogue, enabling regulations, national GCE roadmaps
- Meso Level (SPARK): Strengthening BSOs as key ecosystem enablers
- Micro Level (UNIDO): Supporting MSMEs, youth, innovators, and green entrepreneurship



# About the Programme

The Green Forward Meso Level component aims to strengthen Business Support Organisations (BSOs) to act as ecosystem enablers, bridging the gap between policy and SMEs toward a green and inclusive economy.

## Outcome 1

Strengthened local and regional networks of actors involved in the promotion of an inclusive green economy.

## Outcome 2

Increased stakeholders' and BSOs' awareness and capacity to promote green and circular economy practices in the region, at micro, meso and macro levels.

# Duration: 36 Months

(Mar. 2024 - Feb. 2027)

7 countries from Southern Neighbourhood

Misir El Kheir (GESR)



Jordanian Chamber of  
Industry & AlFanar



CITET

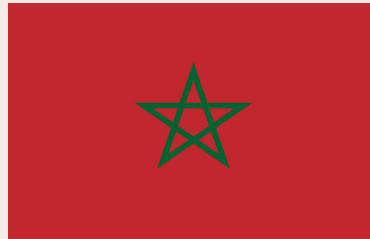
Tunis International Center for  
Environmental Technologies



Teams for Development



Enactus Morocco



Flow Accelerator



BIAT Lebanon



# Why BSOs Matter in the GCE Transition?

BSOs are uniquely positioned to:

1. Connect government agendas with private sector needs
2. Advocate for greener, more inclusive policies
3. Support SMEs in adopting green practices
4. Facilitate market linkages, partnerships, and green finance access
5. They are the bridge between policy ambitions and real on-the-ground impact.



# Target group

- Emerging Business and innovation support organisations **(Target: 42)**
- Green Business and innovation support organisations **(Target: 21)**
- Policy and decision-makers **(Target: 150)**
- Entrepreneurs, youth, and other stakeholders in awareness raising campaign outreach **(Target: 500,000)**



# Our support focuses on:

1. Capacity building (technical training, GCE frameworks, standards, circularity tools)
2. Peer learning across Mediterranean BSOs
3. Networking & regional collaboration
4. Development and testing of green toolboxes
5. Supporting BSOs to become advocacy actors, not only service providers

- **Overall Programme**  
**Achievements** (*December*  
*2024 – September 2025*)

# Enhancing the networking capacity of business support organisations on green economy transition and opportunities

Green Forward successfully transitioned from ecosystem mapping to **regional coordination**, activating **7 national ecosystems** and hosting **5 major events** with over **2,500 participants**.

Through +30 MoUs and high-profile conferences the programme consolidated a regional community of practice for **green and circular economy**.

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Step Initiative for Education and Development



وزارة الاقتصاد  
والرعاية والتنمية  
Ministry of Economic Planning  
and Economic Cooperation



## Green Forward: From Policy to Practice, Building a Green and Circular Economy in the Southern Neighbourhood



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DG NEAR B2



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INDUSTRIAL DEVELOPMENT ORGANIZATION

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parachute  
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TTI

ASSOR

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# منظمات دعم الأعمال المسارحة

Selected BSOs

Advanced Green BSOs



GREEN GROWTH  
SUMMIT

GREEN GROWTH  
SUMMIT  
Unlocking Solutions and Innovative  
Finance

#GGSummit25

Hivos  
people estimated

ggsummit.me

GREEN GROWTH  
SUMMIT

## Expert Deep Dive

# Seizing the Green Opportunity: Strengthening Business Support Organizations (BSOs) in a New Funding Landscape

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# Workshops to encourage peer learning and partnerships

**19 national workshops (42 planned)** and **14 peer pods** were conducted, engaging over **350 participants and BSOs**.

Workshops emphasized practical exchange on circular business models, green finance, and sustainable agriculture.







# Tailor-made support programme for BSOs and Innovation enablers

**45 BSOs were selected** for tailor-made coaching (exceeding the 42 planned). National experts were mobilized to co-design mentoring frameworks addressing:

- Green strategy and service design,
- Green finance and ESG integration,
- Partnership development and public–private engagement.

# Green Business Training for BSOs

- **17 BSOs selected** (out of 21 planned);
- **5 training modules** piloted in Palestine, covering green finance, circular economy, innovation, and ESG;
- Regional curriculum and toolbox under development;
- Tunisia–Libya partnership established
- 1 Green Business Toolbox created in Jordan



## Awareness raising campaign

This activity has evolved into a **multi-country communication movement** promoting the economic and social value of the green transition. SPARK-led regional campaigns reached **120,000+ people**, while national campaigns across 7 countries under SPARK's partners contributed another **130,000+**, totaling **~250,000 individuals reached**.





How Awareness, Action, and Passion Can Shape the World We Want to See / GREEN VOICES

Enactus Morocco 9,88 k abonnés

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342 vues il y a 2 semaines #EuropeanUnion #Innovation #Sustainability

OnCast by Enactus Morocco gives a voice to those who act to transform society through commitment, entrepreneurship, and dialogue.

In this episode, we welcome Ajengui Afaf, an inspiring voice behind the Green Forward Program, an initiative financed by SPA ...afficher plus

Flow Accelerator 6,300 followers 2w •

English follows,

...more

إفلسطين تعزز التحوّل الأخضر

Welcome to Green Forward Conference

Strengthening Business Support Organisations Networks for a Green and Circular Economy in Palestine

a gathering dedicated to strengthening the role of business support organizations

You and 28 others

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وطنية

خط تمويل أوروبي لدعم الاقتصاد الأخضر بمنطقة المتوسط يشمل تونس

14/04/2023/10:07

قالت مروة الحسنة المحلية لبرنامج الاقتصاد الأخضر والدائري خلال العقد لتتأخر green for world بالحماسات الجنوبية، إن تونس منحت خطوات هامة على درب ترسيخ برنامج الاقتصاد الأخضر والانتقال البيئي عبر شراكة بين القطاعين العام والخاص والخبرات الأكاديمية.

وبحسب عفاف حاجبتي، مسؤولة البرنامج في منطقة المتوسط عبر منظمة "سباركل" فإن مشروع دعم الاقتصاد الدائري يموله الاتحاد الأوروبي بميزانية تقدر بأربع ملايين يورو لتستهدف سبع بلدان من بينها دول المغرب العربي ولبنان وفلسطين ضمن مخطط ثلاثي المراحل في مارس 2024 وينتهي في سنة 2027.

وقالت حاجبتي إن حوالي ثمان مئة منظمة من المجتمع المدني في شكل جمعيات تنتفع بخط التمويل الأوروبي لتتأخر في منظومة تكوين مجموعة شركات بهدف تأهيلها للانتقال المثالي سواء برسكة خطتها الصناعي أو بالعمل على بحث خطوط صناعة ذات بعد اقتصادي أخضر ومستدام. وإجمالاً فإن 210 مؤسسة صناعية من الدول السبع المذكورة إنفا ستحتل برنامج



**GESR Misr El Kheir**

1,108 followers

6d •

"Green Economy = Sustainability" ? ... Not quite!

Not every green business is sustainable... and not every sustainable plan drives a green economy. ...more

Show translation



**Sustainability**

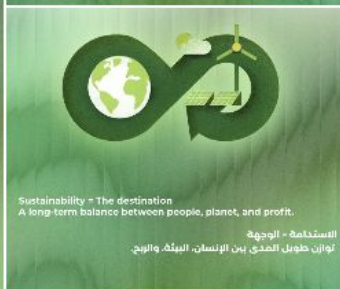
**VS**

**Circular Economy**

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**Entreprises**

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Actualités À la une - Networking Event - Green Forward - Catalyser les synergies pour accélérer...

Actualités Communiqués de presse Vidéo et Audio Le journal des régions

**Networking Event – Green Forward : « Catalyser les synergies pour accélérer la transition verte en Tunisie »**

Entreprises Magazine - 7 novembre 2025

PARTAGER



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**Green Forward**

**Driving the green and circular economy in the Southern Neighbourhood**

Le 7 novembre 2025 à Hammamet – Hôtel Alhambra Thalasso

Un rendez-vous national pour accélérer la transition verte

Un événement national de networking réunira à Hammamet le 7 novembre 2025 plus d'une centaine d'acteurs de l'écosystème vert tunisien. Cette rencontre a pour objectif d'encourager les échanges, de stimuler les partenariats et de valoriser les meilleures pratiques en matière d'économie verte et circulaire, et d'accélérer la transition vers une économie verte et circulaire.

Organisé dans le cadre du programme « Green Forward », implémenté au niveau méso et mis en œuvre à échelle nationale par le Centre International des Technologies de l'Environnement de Tunisie (CITET), en collaboration avec SPARK et financé par l'Union européenne, cet événement inédit va œuvrer pour catalyser les synergies afin d'accélérer la transition verte en Tunisie.

Le programme Green Forward vise à renforcer les capacités des organisations de soutien aux entreprises (OSE) afin qu'elles jouent un rôle de catalyseur clé au sein de l'écosystème économique tunisien – en particulier dans les domaines de l'économie verte et circulaire – en assurant le lien entre les politiques publiques et les PME.

Un espace de dialogue, de coopération, et de co-construction

Cet événement a pour objectif de créer un espace unique de dialogue, de coopération et de co-construction entre les acteurs publics, privés, associatifs et académiques engagés dans la transition écologique, verte et circulaire en Tunisie. Le Networking Event – Green Forward destiné aux organisations de soutien aux entreprises (OSE) ambitionne de renforcer l'écosystème d'appui à la transition écologique en Tunisie tout en favorisant la création de synergies et de partenariats concrets, la

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On **Wednesday, July 30, 2025**, Lebanon took an important step toward a more sustainable future with the **Lebanon Green Forward Conference 2025**. Organised by the **Business Incubation Association in Tripoli (BIAT)**, in partnership with SPARK, the conference was part of the **Green Forward** programme's **meso-level** intervention, funded by the **European Union**, and was hosted at the Chamber of Commerce, Industry and Agriculture of Tripoli (CCIAT).

As part of the **Green Forward** programme (meso level) in Lebanon, the conference became a pivotal space for shaping the country's green economy transition and strengthening collaboration among key actors.

About 100 participants gathered, including Business Support Organisations (BSOs), SMEs, policymakers, experts from Lebanon, and the wider Southern Neighbourhood, as well as many stakeholders committed to Lebanon's economic and environmental development. The event served as a hub for knowledge exchange, partnership-building, and the launch of a national roadmap to guide the transition toward a green and circular economy.



# Digital eco-innovation platform

Throughout 2025:

1. SPARK completed the research and needs assessment phase
2. The platform architecture and user experience design were finalized
3. The technical development phase is now completed.

## Next Steps

The next phase will involve the official platform launch by Q1 2026.

We invite you to visit <https://hub.spark.ngo/> and register for more connections and opportunities.



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## Sign In to your Account

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\*\*\* .....



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# Welcome to SPARK Innovation Hub

## Share your memories, connect with others, make new friends

SPARK Innovation Hub is an online platform designed to connect key players in the innovation and green sectors, fostering collaboration, knowledge sharing, and sustainable business solutions.

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**Saleem Najjar**

2 days ago ·

Hello Spark community!

0 Comments · 69 Views



Love



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**Afef Ajengui** shared a link > Green Circle

15 days ago ·

We are happy to share with you our article about Key Takeaways from the Advancing the Circular Economy in MENA Webinar. Check it out!


**Sumayya Abu Ramouz**


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# Green Forward (Meso): Empowering Egypt's green transition through business support organisations

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HubSpot, Entrepreneur, Forbes, Fast Company, Inc.



# Establishing partner working groups between micro and macro ecosystem actors

- **2 Working Group launched** in 2 countries.

## **Common policy themes emerging across countries:**

1. Access to Green Finance and Investment Incentives;
2. Regulatory Simplification and Circular Economy Standards;
3. Institutional Coordination and Policy Coherence;
4. Public–Private Partnerships for Green Industry;
5. Skills and Innovation for the Green Transition.

- **Top Institutional Needs  
Identified  
Across BSOs**



Assessments and workshops revealed consistent capacity gaps and priority needs among BSOs in the region:

1. **Green Finance & Investment Readiness**
2. **Circular Business Modelling**
3. **Sustainability Management Systems:** need for practical tools to measure ESG, resource use, and impact metrics.
4. **Policy Advocacy and Regulatory Literacy**
5. **Innovation and Technology Transfer**
6. **Gender and Youth Integration** especially in rural and underrepresented communities.

- **Cross-country  
Challenges & Mitigation**

# 1. Limited Access to Green Finance & Weak Financial Literacy

## Challenges (Cross-Country):

- MSMEs and BSOs across the region struggle to access green finance due to complex procedures, limited national financing instruments, and low financial literacy.
- Heavy reliance on international funding creates instability and limited scalability.

## Mitigation:

- Expand capacity-building programmes on green finance readiness for BSOs and MSMEs.
- Simplify access pathways by developing standardised tools, finance-readiness modules, and investor matchmaking platforms.
- Foster collaboration between BSOs and national financial institutions to create new green financing mechanisms.



## 2. Policy Coherence & Limited Advocacy Influence

### Challenges (Cross-Country):

- Policy environments remain inconsistent, fragmented, or not sufficiently enforced.
- Many BSOs lack structured advocacy strategies and have limited engagement in national GCE policy processes.

### Mitigation:

- Support policy alignment with international green standards through evidence-based recommendations and technical consultation.
- Strengthen BSO advocacy capacity and foster multi-stakeholder policy platforms.
- Enhance coordination between macro- and meso-level actors to ensure coherence between national strategies and operational realities.

### 3. Fragmented Data, Low Institutional Readiness & Limited Technical Expertise

#### Challenges (Cross-Country):

- BSOs often lack specialised expertise in green business models, circularity, and climate-smart innovation.
- Demand for practical, ready-to-use tools remains unmet.

#### Mitigation:

- Develop a unified regional knowledge base and practical toolkits (e.g., SME Green Transition Toolbox).
- Provide tailored technical assistance and mentorship programmes to advance institutional readiness.
- Promote peer-learning networks and South–South exchanges to share best practices and applied solutions.

## 4. Inconsistent Stakeholder Alignment & Weak Public–Private Coordination

### Challenges (Cross-Country):

- Collaboration between ministries, BSOs, private sector and tech providers is often fragmented.
- Partnerships are not consistently maintained or aligned with long-term national goals.

### Mitigation:

- Facilitate structured dialogue platforms between public and private stakeholders.
- Support long-term partnership frameworks, MoUs, and co-designed national action plans.
- Develop regional thematic clusters to stimulate continuous cooperation across sectors and borders.

## 5. Lack of Specialised Green Support Services & Innovation Infrastructure

### Challenges (Cross-Country):

- Few BSOs offer dedicated green incubation, acceleration, or advisory services.
- Limited connections with green technology providers restrict innovation adoption.
- SMEs show low awareness of circularity opportunities.

### Mitigation:

- Establish and strengthen green innovation hubs, thematic accelerators, and advisory clinics.
- Enhance linkages between BSOs, research institutions, and green tech providers.
- Develop awareness campaigns and targeted SME outreach programmes to promote the benefits of green transition.

# Key Lessons Learned

1. BSOs want to play a strategic role, but need tools, evidence, and skills
2. Policy dialogue requires coordination between stakeholders
3. SMEs show interest in green practices but lack technical support
4. Regional collaboration accelerates learning and uptake
5. Awareness on GCE is still low → communication must increase
6. Green Finance is a major bottleneck → Strengthening BSOs on Green Finance is essential to bridge the gap between policies and SME needs.

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