

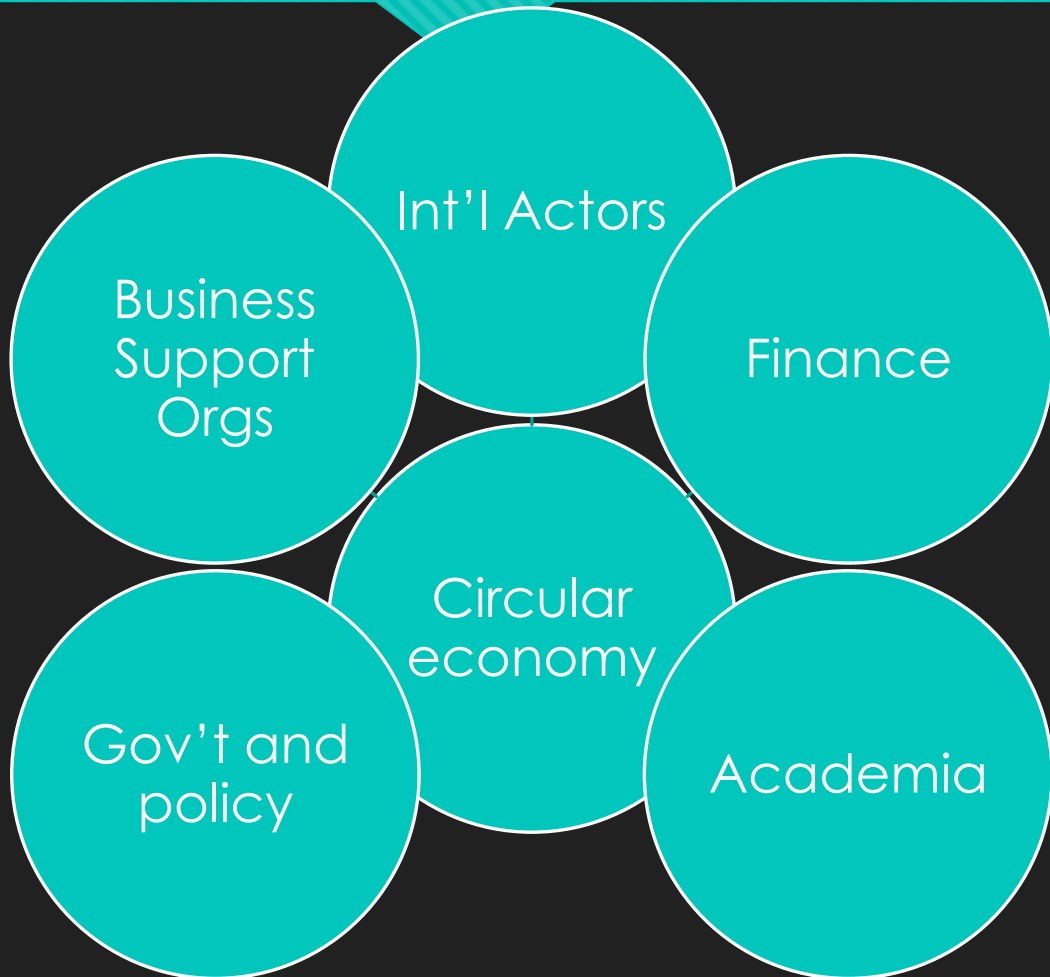


Business Support Organisations in Circular and Green economy

Regional comparison and outlook

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State of the Ecosystem



Int'l Actors: promoting collaboration knowledge sharing.

Finance: Providing the fuel. They work through local financial systems to make green finance systemic

Academia- Providing scientific knowledge and the local debate.

Gov't and policy- They set the rules. They manage national strategies and disburse state funds. Their shift to "green" is driven by international trade alignment

Business Support Orgs- The engine room. They provide "soft" support (mentorship, pitch training). They are increasingly "greening" enterprises/ startups

Regional Comparison

Country	Ecosystem Maturity	Green/Circular Focus	Key Strengths	Main Gaps
Egypt	High (general) Low (green)	Emerging	Large market, active VC scene, university programs	BSO green capacity, geographic concentration
Lebanon	High (general) Medium (green)	Developing	emerging funds, sector programs, innovation	Crisis impact, coordination, sustainability
Palestine	Medium-low	Emerging	University leadership Necessity as a driver	Funding access, political constraints dependence on international programmes
Tunisia	Medium-High	Emerging	Policy support (Start-up Act, ESS law)	Transparency and predictability, coordination
Jordan	Medium-High	Developing	Policy framework (GG-NAP), success stories Utilisation of World Bank funds	BSO green capacity, coordination

Key take aways

- The Circular economy ecosystem's narrative is dominated by international actors
- Most BSO activity is reliant on development financing
- Government strategies and policies have been picking up momentum lately often are led by international actors
- Private Finance is limited to more 'mainstream' models
- Limited organic drive for local debates except within some academic circles
- This drives new thinking models into the picture like TEST methodology, lean startup models etc...

New term... old thinking



Challenges and Opportunities

Global

- Global Economic context
- Shifting priorities on the global stage

Regional

- Lack of organic approaches grounded in local experiences and traditions
- Re-adoption of sustainable consumption practices to re-ignite demand
- Promotion of collaboration and inter-regional learning

Local

- Policy and incentives
- Government leadership

Capacity development imperative for BSO

- **Sector expertise** – most BSOs in the region are sector agnostic, but the specific challenges of this sector require significant subject matter expertise to be able to provide value adding support
- **Pipeline** - for too long BSO activities relied in Build-it-and-they-will-come approach built on an assumption of infinite supply of relevant quality businesses/ startups. A push (instead of a pull strategy) is more suitable for a nascent ecosystem.
- **Division of roles and intra-network collaboration.** Different organization carry different roles at the international, regional, national and sub-national level. Efficiency and effectiveness require a division of responsibility between different functions- Sourcing, outreach, expert support, regional coordination and learning, and international approach

Capacity development imperative for BSO

- **Mastering specific business models**- certain business models that exist can be refined and promoted for scaling.
- **Avoiding silos** – different initiatives are running at the same time requiring coordination and also specialization
- **Leveraging development finance** – with the trend of declining development financing, it is critical to efficiently leverage locally adapted blended finance models effectively particularly in the form of patient capital.
- **Intensify Industry collaboration**: without effectively engaging with industry to identify and potentially capture breakthrough opportunities

Thank You



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