

Green Forward Programme's Baseline Findings

Re: SPARK

June 2025

spark

Green Entrepreneurship Ecosystem Map - Methodology...

The Green Entrepreneurship Ecosystem Map offers an overview of key actors driving green business development within a country's entrepreneurial landscape. Actors included are identified based on their perceived relevance by local stakeholders, which may lead to the exclusion of some regional players not highlighted during consultations.

The ecosystem is structured around the Isenberg model, with actors grouped under five categories:

1. Policy (Governance, Regulation, Advocacy):

Institutions in this category shape a favorable environment for green businesses through supportive regulations and governance. Advocacy groups promote sustainable policies and environmental responsibility, reinforcing the foundation for green entrepreneurship.

2. Finance (Microfinance, Venture Capital, Seed Funding, Grants, Loans, Matchmaking):

Financial actors provide tailored funding for eco-friendly ventures ranging from microfinance and venture capital to green loans and grants. Crowdfunding and matchmaking platforms also help connect start-ups with mission-aligned investors.

3. Culture (Awards, NGOs, Media):

Awarding bodies, NGOs, and media organizations help build a culture that celebrates green innovation. They raise awareness, advocate for sustainable practices, and inspire action through storytelling and recognition.

4. Support (Mentoring, Incubators, Accelerators, Networking, Legal Advice):

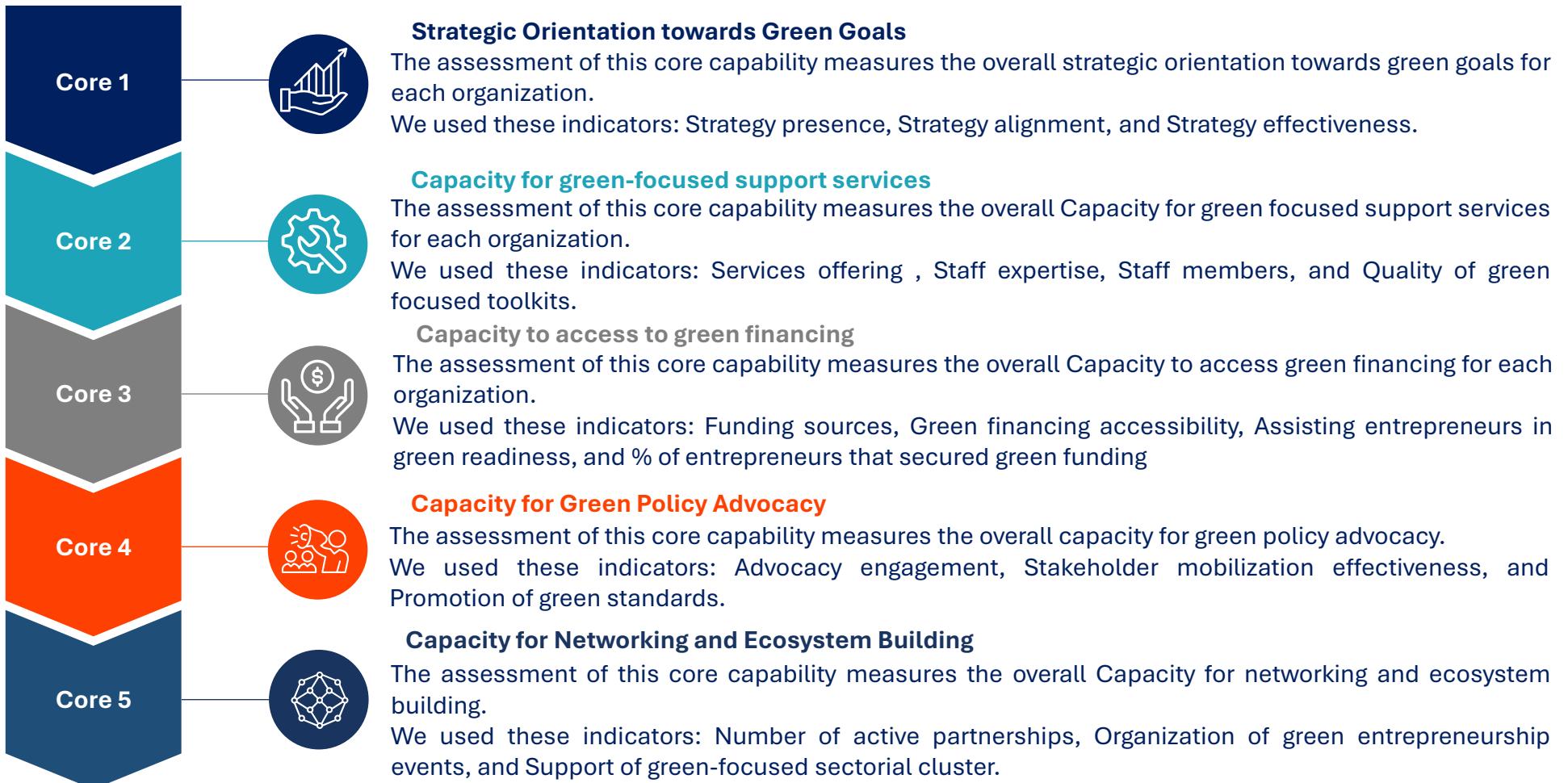
Support structures offer targeted services such as mentoring, incubation, acceleration, co-working spaces, and networking opportunities. Legal advisors and business associations also help green entrepreneurs navigate regulatory and market challenges.

5. Human Capital (Education, Training, Research, Inclusion):

Universities, training programs, and research centers equip individuals with the knowledge and skills needed for green innovation. Talent access initiatives and inclusive programs ensure diverse participation in the green economy.

Methodology for 5 core Capabilities Assessment Model...

This assessment applies a structured scoring system to evaluate BSOs across five key capabilities critical to advancing green business. It draws on established frameworks such as the 5 Capabilities Model, UNDP and ECDPM's Capacity Development tools, and green growth assessment models from UNEP and SwitchMed. Elements from the Balanced Scorecard and sustainability assessment tools are also integrated to categorize performance, highlight strengths, and identify gaps.





5 core Capabilities assessment table - Morocco...

The survey was conducted with the support of Enactus Morocco, the local partner of the Green Forward program. An initial list of organizations involved in green entrepreneurship was compiled through desk research. The survey was distributed via email to 8 targeted organizations, resulting in 7 complete responses.

The survey of Morocco's green ecosystem reveals key gaps, including limited access to green finance, weak strategies for supporting the green economy, and a lack of specialized services and expertise in green sectors. Challenges such as complex funding processes and unfamiliarity with tools like carbon credits persist. However, strengths include active engagement in sustainable sectors, strong cross-sector partnerships, and a clear focus on inclusivity, particularly for women- and youth-led businesses.

The overall performance of participants in the 5 cores Capabilities Assessment model:

- Strategic orientation towards green goals: **Good**
- Capacity for Green Support services: **Below Average**
- Capacity to access to green Funding: **Below Average**
- Green policy advocacy: **Below Average**
- Networking and Ecosystem Building: **Below Average**

Survey Data Highlights:

	Number of participants:	7
	Number of supported Green MSMEs:	11-50
	% of total supported MSMEs that are classified as Green:	71%
	Number of partnerships and Connections:	1-25%



5 core Capabilities assessment table - Morocco...



BSO	Core Capability 1: strategy			Core Capability 2: Capacity for Green-focused support services				Core Capability 3: Capacity to Access Green Financing				Core Capability 4: Capacity to Advocate and policy engagement			Core Capability 5: Capacity of Ecosystem Building and Network			Score
	Strategy Presence	Strategy Alignment	Strategy effectiveness	Services offering	Staff Expertise	Staff members	Quality of green focused toolkits	Funding Sources	Green Financing' Accessibility	Assisting Entrepreneurs in green readiness	% of entrepreneurs that secured green funding	Advocacy Engagement	Stakeholder Mobilization Effectiveness	Promotion of Green Standards	Partnerships	Organization of Green Entrepreneurship events	Support of Green-focused Sectorial Cluster	
Association ESMaroc	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	41
Emerging Business Factory	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	35
INCO	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	33
Startgate	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	27
Association Anoual	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	25
Groupe SOS Maroc - Bidaya Incubateur	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	24
Moroccan CISE	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	23



Good



Average



Bad



5 core Capabilities assessment table - Tunisia...

The survey was carried out with the support of CITET, the local partner in Tunisia. During the desk research phase, a preliminary list of organizations was compiled and narrowed down to those most relevant to the study. The survey was sent to 12 targeted organizations, yielding 10 fully completed responses used in the analysis.

The survey on Tunisia's green ecosystem shows strong commitment to green entrepreneurship but highlights major gaps in strategy, expertise, and access to green finance. Support services are uneven, and many organizations lack the tools and training to serve green MSMEs effectively. Weak policy advocacy and limited investor connections further constrain progress, underscoring the need for targeted capacity-building, regulatory reform, and stronger ecosystem coordination.

The overall performance of participants in the 5 cores Capabilities Assessment model:

- Strategic orientation towards green goals: **Average**
- Capacity for Green Support services: **Below Average**
- Capacity to access to green Funding: **Below Average**
- Green policy advocacy: **Below Average**
- Networking and Ecosystem Building: **Below Average**

Survey Data Highlights:

- Number of participants:** **10**
- Number of supported Green MSMEs:** **50+**
- % of total supported MSMEs that are classified as Green:** **50%** **-25%**
- Number of partnerships and Connections:** **70%** **2+**



5 core Capabilities assessment table - Tunisia...



BSO	Core Capability 1: strategy			Core Capability 2: Capacity for Green-focused support services				Core Capability 3: Capacity to Access Green Financing				Core Capability 4: Capacity to Advocate and policy engagement			Core Capability 5: Capacity of Ecosystem Building and Network			Score
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GOMARKET	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	34
Orange Tunisia Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	31
ACTIA ENGINEERING SERVICES	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	31
Flat6Labs	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	26
Tunisian Association for Management and Social Stability	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	25
Future Islands	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	24
APII-Technopole Tunis	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	24
Tunisian Center for Social Entrepreneurship	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	24
Agency for the promotion of industry and innovation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	19
APII-ISET Rades business incubator	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	18

Good

Average

Bad



5 core Capabilities assessment table - Libya...

The survey was conducted with the support of SPARK Libya, the local implementer in Libya. An initial list of relevant organizations was compiled through desk research and refined to align with the study's focus. The survey was emailed to 12 targeted organizations, resulting in 11 fully completed responses.

The survey shows that while Libyan organizations support green entrepreneurship, many lack clear strategies, green services, and trend analysis capacity. Access to green finance is limited due to complex processes and low awareness of tools like carbon credits. Weak policy support and few active partnerships further hinder progress, highlighting the need for training, simplified regulations, and stronger ecosystem collaboration.

The overall performance of participants in the 5 cores Capabilities Assessment model:

- Strategic orientation towards green goals: **Below Average**
- Capacity for Green Support services: **Below Average**
- Capacity to access to green Funding: **Below Average**
- Green policy advocacy: **Below Average**
- Networking and Ecosystem Building: **Below Average**

Survey Data Highlights:



Number of participants:

11



Number of supported Green MSMEs:

10+



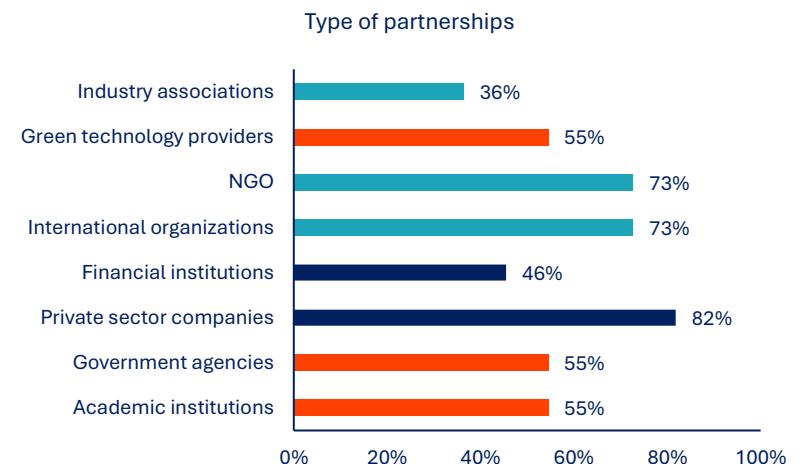
% of total supported MSMEs that are classified as Green: 46%

-25%



Number of partnerships and Connections: 64%

2+





5 core Capabilities assessment table - Libya...

BSO	Core Capability 1: strategy			Core Capability 2: Capacity for Green-focused support services				Core Capability 3: Capacity to Access Green Financing				Core Capability 4: Capacity to Advocate and policy engagement			Core Capability 5: Capacity of Ecosystem Building and Network			Score
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VISION RTC	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	34
Hive for Organizations and Investors Services (Hive Space)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	32
Tatweer Research	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	31
ION+ [ION for Training & Development]	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	29
Eyles Foundation for Training and Human Development	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	26
Asarya Consulting and Training	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	26
Libyan Spider	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	26
Vision Company for training	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	24
ISO Tech company	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	24
Hamzat Wasel	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	20
Nuqta Space	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	20

Good

Average

Bad

5 core Capabilities assessment table - Egypt...



The survey was conducted with support from Misr El Khir, the local partner of the Green Forward program in Egypt. A preliminary list of organizations involved in green entrepreneurship was developed during desk research, then refined to focus on the most relevant actors. The survey was emailed to 11 organizations, resulting in 10 complete responses.

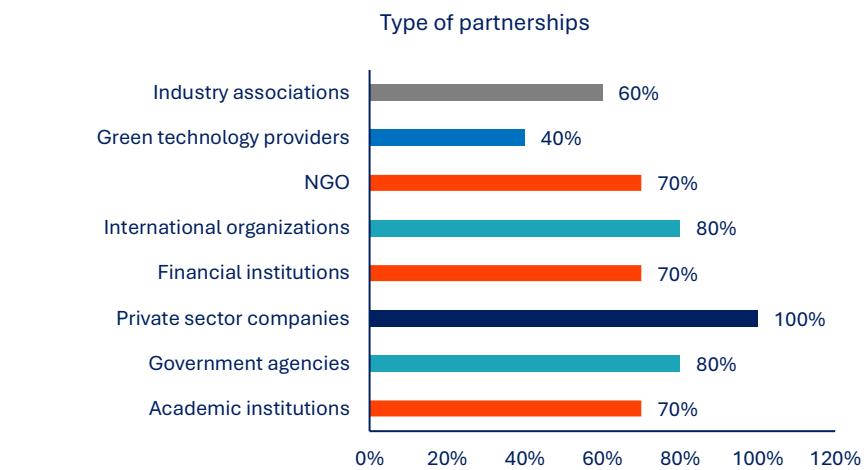
The survey reveals strong potential among Egypt's organizations to support green MSMEs, but also points to key gaps in strategy, capacity, and resources. Many show clear alignment with green entrepreneurship goals and have implementation experience, yet their impact is limited by inconsistent services, limited staff expertise, restricted access to green finance, and weak policy advocacy.

The overall performance of participants in the 5 cores Capabilities Assessment model:

- Strategic orientation towards green goals: **Good**
- Capacity for Green Support services: **Good**
- Capacity to access to green Funding: **Good**
- Green policy advocacy: **Good**
- Networking and Ecosystem Building: **Average**

Survey Data Highlights:

	Number of participants:	10
	Number of supported Green MSMEs:	+100
	% of total supported MSMEs that are classified as Green:	40%
	Number of partnerships and Connections:	76-100%



5 core Capabilities assessment table - Egypt...



BSO	Core Capability 1: strategy			Core Capability 2: Capacity for Green-focused support services				Core Capability 3: Capacity to Access Green Financing				Core Capability 4: Capacity to Advocate and policy engagement			Core Capability 5: Capacity of Ecosystem Building and Network			Score
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Chemonics Egypt consultants	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	49
Heliopolis University for Sustainable Development/ SEKEM Development Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	44
Nahdet ElMahrousa	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	39
Egypt National Cleaner Production Center - ENCPC	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	37
Cleantech Arabia	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	35
Enroot Development	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	35
Flat6Labs	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	31
Athar Accelerator	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	30
ICEALEX	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	29
Bio energy association for sustainable development	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	27

Good

Average

Bad

5 core Capabilities assessment table - Palestine...



The survey was carried out with the support of Flow Palestine, the local implementer of the Green Forward Program in Palestine. A preliminary list of organizations was developed through desk research and refined to focus on those most relevant to the study. The survey was emailed to 12 targeted organizations, all of whom responded, providing 12 completed Participants.

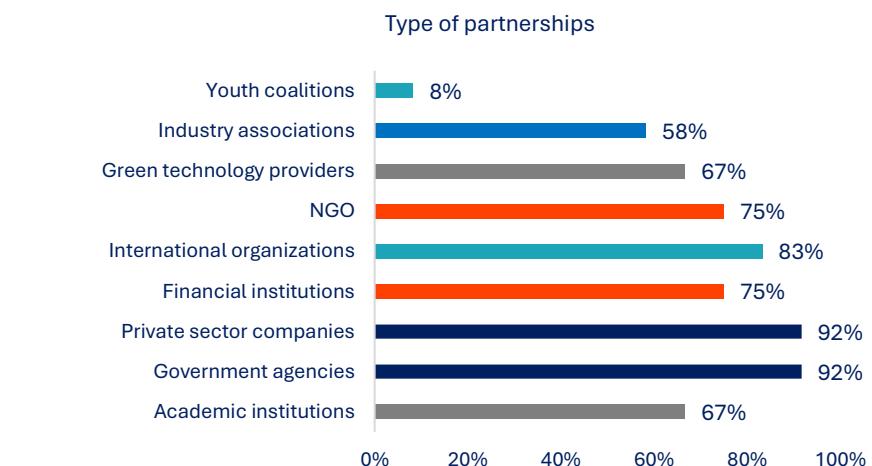
The survey shows that while most organizations in Palestine align with green entrepreneurship goals, many lack formal strategies, specialized services, and green sector expertise. Funding remains a major barrier, with limited access to green finance and low familiarity with financial instruments. Policy support is weak, and advocacy efforts are uneven. Strengthening partnerships, building capacity, and creating innovation hubs are key to advancing the green ecosystem.

The overall performance of participants in the 5 cores Capabilities Assessment model:

- Strategic orientation towards green goals: **Average**
- Capacity for Green Support services: **Average**
- Capacity to access to green Funding: **Below Average**
- Green policy advocacy: **Good**
- Networking and Ecosystem Building: **Good**

Survey Data Highlights:

	Number of participants:	12
	Number of supported Green MSMEs:	1-10
	% of total supported MSMEs that are classified as Green:	+25%
	Number of partnerships and Connections:	4+



5 core Capabilities assessment table - Palestine...



BSO	Core Capability 1: strategy			Core Capability 2: Capacity for Green-focused support services				Core Capability 3: Capacity to Access Green Financing				Core Capability 4: Capacity to Advocate and policy engagement			Core Capability 5: Capacity of Ecosystem Building and Network			Score
	Strategy Presence	Strategy Alignment	Strategy effectiveness	Services offering	Staff Expertise	Staff members	Quality of green focused toolkits	Funding Sources	Green Financing' Accessibility	Assisting Entrepreneurs in green readiness	% of entrepreneurs that secured green funding	Advocacy Engagement	Stakeholder Mobilization Effectiveness	Promotion of Green Standards	Partnerships	Organization of Green Entrepreneurship events	Support of Green-focused Sectorial Cluster	
Agriculture Development Association	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	44
Makani Innovation Hub	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	40
Palestine Technopark	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	40
MENACatalyst Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	37
Envision Solutions	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	37
agri-business acceleration	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	34
PPU Business Incubator	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	34
Higher Council for Innovation and Excellence	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	32
Innovation Park at An-Najah National University	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	27
The Palestinian Business Women Association/AS ALA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	27
BuildPalestine	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	25
Intersect	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	22

Good

Average

Bad

5 core Capabilities assessment table - Jordan...



The survey was conducted with the support of JCI, the local partner of the Green Forward Program in Jordan. A preliminary list of organizations was developed during the desk research phase and refined to focus on those most relevant to the study. The survey was emailed to 23 targeted organizations, yielding 16 fully completed responses used in the analysis.

The survey in Jordan shows strong alignment with green entrepreneurship but reveals key gaps in strategy, expertise, and access to finance. Many organizations lack formal strategies, face challenges in offering specialized support, and rely heavily on international funding. Limited policy support and inconsistent advocacy also hinder progress, highlighting the need for stronger capacity-building, partnerships, and tailored financial tools.

The overall performance of participants in the 5 cores Capabilities Assessment model:

- Strategic orientation towards green goals: **Good**
- Capacity for Green Support services: **Below Average**
- Capacity to access to green Funding: **Average**
- Green policy advocacy: **Average**
- Networking and Ecosystem Building: **Below Average**

Survey Data Highlights:

- Number of participants:** **16**
- Number of supported Green MSMEs:** **50-**
67%
- % of total supported MSMEs that are classified as Green:** **-25%**
56%
- Number of partnerships and Connections:** **4+**
50%



5 core Capabilities assessment table - Jordan...



BSO	Core Capability 1: strategy			Core Capability 2: Capacity for Green-focused support services				Core Capability 3: Capacity to Access Green Financing				Core Capability 4: Capacity to Advocate and policy engagement			Core Capability 5: Capacity of Ecosystem Building and Network			Score
	Strategy Presence	Strategy Alignment	Strategy effectiveness	Services offering	Staff Expertise	Staff members	Quality of green focused toolkits	Funding Sources	Green Financing' Accessibility	Assisting Entrepreneurs in green readiness	% of entrepreneurs that secured green funding	Advocacy Engagement	Stakeholder Mobilization Effectiveness	Promotion of Green Standards	Partnerships	Organization of Green Entrepreneurship events	Support of Green-focused Sectorial Cluster	
Bank al Etihad	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	41
Cewas	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	38
Jostone	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	37
Good Neighbors	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	36
BDO Jordan	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	35
SEAF (Small Enterprise Assistance Funds)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	35
Jordan Ahli Bank	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	34
Green Generation Foundation	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	34
Jordan Green Building Council (JordanGBC)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	34
The VentureX	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	33
Housing bank for trade and finance	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	32
Jordan Investors Association JIA	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	28
Jordan environmental society	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	25
TTi	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	22
JAPM	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	20
Beyond Capital	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	20

Good

Average

Bad

5 core Capabilities assessment table - Lebanon...



The survey was conducted with the support of BIAT, the local partner for the Green Forward Program in Lebanon. An initial list of organizations was compiled during the desk research phase and refined to focus on those most relevant to the study. The survey was emailed to 12 targeted organizations, yielding 7 complete responses.

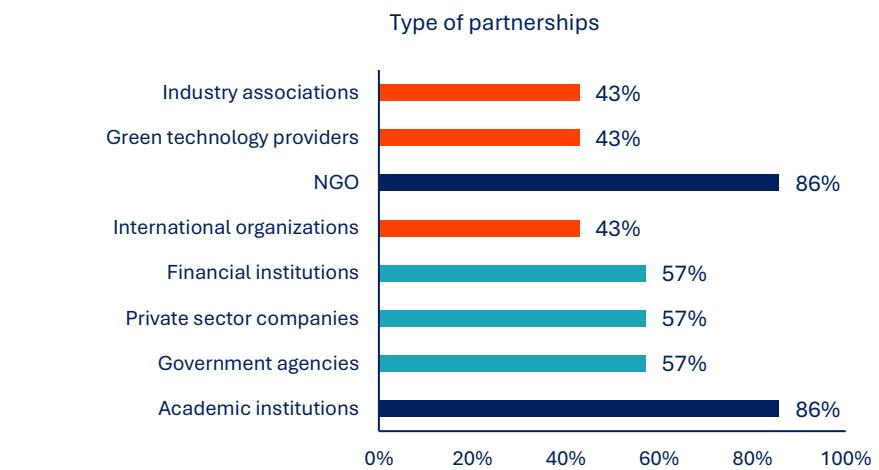
The survey in Lebanon revealed a strong commitment to green entrepreneurship, but gaps persist in strategic planning, trend analysis, and service delivery. Many organizations lack comprehensive green strategies and face challenges in expertise, funding, and access to green finance. Policy support is limited, and advocacy efforts vary. Strengthening capacity, simplifying funding processes, and expanding ecosystem partnerships are critical for advancing green initiatives.

The overall performance of participants in the 5 cores Capabilities Assessment model:

- Strategic orientation towards green goals: **Average**
- Capacity for Green Support services: **Below Average**
- Capacity to access to green Funding: **Average**
- Green policy advocacy: **Below Average**
- Networking and Ecosystem Building: **Below Average**

Survey Data Highlights:

- Number of participants:** 7
- Number of supported Green MSMEs:** 10+
- % of total supported MSMEs that are classified as Green:** 58% +25%
- Number of partnerships and Connections:** 86% 2+



5 core Capabilities assessment table - Lebanon...



BSO	Core Capability 1: strategy			Core Capability 2: Capacity for Green-focused support services				Core Capability 3: Capacity to Access Green Financing				Core Capability 4: Capacity to Advocate and policy engagement			Core Capability 5: Capacity of Ecosystem Building and Network			Score
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Economic and Social Fund for Development	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	41
Ardi Ardk	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	37
SunCode	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	30
Recode	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	29
Bloom.pm - Impact & Skills Accelerator Platform & Programs	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	27
Lebanese Development Network (LDN)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	27
Rural Entrepreneurs	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	24

Good

Average

Bad

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