

Annual Report 2016

LEAD: Coworking for sustainable employment

A. Introduction

The LEAD program "Coworking for sustainable employment" is designed to contribute to the creation of more job opportunities for young people between the ages of 15 and 24 years, in particular young women, in medium-sized towns in the Maghreb region (Algeria, Libya, Tunisia and Egypt). The program aims to achieve this by providing young men and women with opportunities to start their own businesses and provide themselves with a sustainable income. The program focuses on sectors that not only offer potential for growth but also appeal to young people in particular: the creative industry, the ICT sector and the sustainable food sector.

A.1.1 Program objectives

In order to contribute in the long term to the creation of job opportunities for the younger generation, particularly in medium-sized towns, the alliance aims to achieve the following medium-term objectives by 2020:

1. By 2020 more young women see entrepreneurship as a realistic career opportunity.
2. By 2020 more young people, and in particular more young women, are starting their own businesses and growing them into sustainable entrepreneurs.
3. By 2020 young people, and in particular young women, are making more use of the local support infrastructure for entrepreneurship.
4. By 2020 local and international investors are investing more into businesses in promising sectors, allowing these to grow and provide more job opportunities for young people, in particular young women.

A.1.2 Timeframe covered by this report:

This report covers the LEAD activities and objectives realized in the year 2016.

A.1.3 Geographical Scope:

This report reflects on activities and objectives realized in the targeted countries as agreed upon in the alliance work plan over 2016 which includes Egypt, Tunisia, Algeria and Libya.

A.1.4 The LEAD alliance

In order to realize the LEAD program objectives Hivos led the formation of the alliance which included different partners in different countries. Each member of the alliance is leading the implementation of activities related to one or two outputs.

A.1.4.1 Hivos and Hivos Impact Investments

Hivos has been active in the Middle East and North Africa since 2009. Hivos has developed a strong network of local partners in Cairo and Tunisia and has recently expanded its network of partners in remote governorates such as Medenine, Sousse and Sfax in Tunisia and Suez, the Delta region and Upper Egypt in Egypt. In addition Hivos has been working with Libyans and Algerians since 2013. Since 2016 Hivos also has its own Impact Investment company, Hivos Impact Investments.

A.1.4.2 Mercy Corps (MC)

Developing employment opportunities, entrepreneurship and financial inclusion has been key objectives for Mercy Corps Tunisia. Next to the LEAD funded activities, Mercy Corps is currently implementing 4 other programs in Tunisia: Jendouba Works, YES (Youth Empowered for Success), ADEL (entrepreneurship and local governance program) and Esprit Incubator.

Mercy Corps is leveraging its Experience in developing and delivering training curriculum on Entrepreneurship and financial education. In addition to its role as the implementing Entity in Tunisia, Mercy Corps will Support local partners in Libya and Algeria through providing localization of its content to fit the aspiring entrepreneurs needs.

A.1.4.3 Nahdet El Mahrousa (NM)

Nahdet El Mahrousa is the first incubator for innovative social enterprises in Egypt and the Middle East and has a vast experience in running Entrepreneurship Training Programs with a focus on Business Planning and Investor Pitching. Besides its activities as an incubator, Nahdet El Mahrousa has a vast experience in managing Job Placement programs in Egypt. In addition to its current program which is funded by the EU in partnership with the Social Fund for Development (SFD), Nahdet El Mahrousa was the implementing organization of the Egypt@Work Program where it successfully trained and placed more than 1500 marginalized youth in adequate jobs.

A.1.4.4 Wasabi

Wasabi is a Tunisian media and Communications Company dedicated to creating platforms for public debate, community building, and open expression, with a specialization in event management, public relations, and video production.

A.1.4.5 Coworking spaces

The LEAD alliance works actively together with the following local coworkingspaces: Cogite (Tunis), The District (Cairo) Passengers Lab (Sousse), Lingare (Mahdia) Cozi (Djerba) Gaia FTH (Sidi Thabet), Cirta (Kef), M3mal (Alexandria) Mok3b (Ismailia), Makkan (Menoufia) and Cloud (Minia).

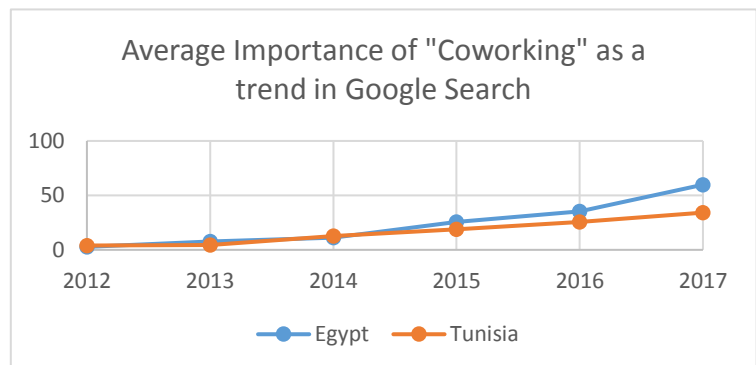
B. Summary of the main results achieved in 2016

B.2.1 Regional Media Campaign reached larger audience than expected

- The LEAD alliance successfully launched the online media campaign and regional debates component under the name of “Mubadirat” in 2016.
- The LEAD alliance organized **2** debates in Egypt and Tunisia with a total of with **350 attendees** and the alliance produced **6** videos (in three languages) promoting entrepreneurship amongst young females are currently trending on social media with **350,000 views** from the targeted countries.
- The LEAD alliance managed to attract government officials’ attention in Tunisia with its media campaign. This attention **influenced the government to implement special actions for women entrepreneurs in the new law project to support Tunisian entrepreneurs**. Secretary of state Sayida Ounissi expressed that she is now fully aware of the challenges faced by women entrepreneurs in Tunisia and stated that these issues will received special attention in the near future.

B.2.2. Solid infrastructure of Coworking Spaces has been established in 3 of the 4 targeted countries

- The LEAD alliance succeeded in setting up and supporting **12 coworking spaces** for young entrepreneurs in the region; 6 spaces in Tunisia, 5 in Egypt and 1 in Algeria. The LEAD alliance is proud to have been able to start operations in Algeria already in 2016 which was originally planned to be in 2017.
- As a result of the trainings and support provided by the LEAD alliance, **most coworking spaces have increased their financial self-sustainability**. An example is the District in Cairo, which was still dependent for 60% on donor money in 2015 and which dropped to 15% in 2016. Another example is Cogite in Tunis which increased its financial self-sustainability with the support of LEAD in 2016. Cogite was awarded world's third best coworking space by Forbes in 2016.
- The spaces set up by the LEAD alliance are currently hosting more than **480 entrepreneurs** on daily basis. This is a very positive number considering that most spaces did not finish their 2nd year of establishment yet. With this growth rate in terms of loyal coworkers we can expect to meet and possibly exceed the desired impact level for this component.
- Successful coworking spaces in capital cities, like Cogite in Tunis and The District in Cairo became role models for entrepreneurs interested to set up a coworking space in non-capital cities. The previous two spaces were the first to be established in Tunisia and Egypt and both were set up by the LEAD alliance. As a result of their inspiration, the coworking movement **is one of the fastest growing entrepreneurial trends in the region**. By analyzing the Google trends for searching the keyword of "Coworking Spaces", the alliance identifies growing trend for the term in both Egypt and Tunisia (see below graph). This proves that coworking became a real phenomenon taking a growing momentum recently thanks to the LEAD intervention.
- The LEAD alliance organized a large coworking summit in Tunisia during the month of December. **The summit hosted a number of 28 members of the coworking spaces community** from the targeted countries, additional finance was secured to also finance participants from other countries in the MENA region. During the summit and through intense workshops, managers of coworking spaces were trained in topics ranging from business planning, (online) marketing, space architecture, community building to fundraising and impact measuring.
- In order for coworking spaces to collaborate more with each other and learn from each other in different markets, the alliance created an international Collaboration grant; the Mobility grant. **6 collaboration grants were awarded** to spaces in the targeted countries accordingly. The results of the collaboration grants are proving to be fruitful.



B.2.3 More young people started their financially sustainable businesses due to the intervention:

- The LEAD alliance trained more than **1400 youth** on various entrepreneurship related topics and the alliance linked **277 young people to mentors**.
- By the end of 2016, as a result of the LEAD intervention **86 startups** either scaled up or were incorporated. Half of them are past the 6 months' lifetime mark.

B.2.4 Existing SMEs linked to investors

- The alliance organized two matchmaking sessions in Egypt and Tunisia. More than **80 companies were evaluated** and **30 of them were selected to pitch to 20 local and international investors**.
- Though no agreements have been materialized yet the alliance is expecting to close **10 investment deals** through 2017 from the links orchestrated in 2016.

B.2.5 Independent Baseline and Midterm evaluation

- The LEAD alliance commissioned an independent local evaluator (Istebdaa Consultancy LLC) to conduct a **baseline and midterm impact level study** starting January 2016 and ending December 2016. This impact evaluation study attempts to measure the effect of coworking spaces on the innovativeness of coworkers and its effect on the number and quality of direct jobs created.
- The evaluator has also noted that **60% of the interviewed coworkers in the Midterm survey stated that the quality of services offered by the space managers has improved significantly** after the intervention of LEAD.
- Finally, Istebdaa noted that coworking spaces contribute to the development of more innovative startups. They noted that **73% of companies residing in coworking spaces introduced new products** since the beginning of 2016, this ratio of innovators is much higher if compared to the general economy, where around **30%** did introduce new products or services. This indicator highlights the important role of the coworking spaces in the innovation driven economy.
- According to the study, **around 90% of the coworkers are in the tertiary (service) sector**, while only 2% are in the manufacturing sector and 7% are in the handicrafts. Accordingly, the alliance will work on encouraging the integration between the services (notably ICT-based) and other sectors that contribute a lot to the economy.

B.2.6 Common Indicators Framework:

B.2.6.1 Background about the Common indicators framework

Due to the wide range of activities implemented by different LEAD consortia in the different regions, the Dutch Ministry of Foreign Affairs realized it to be crucial to develop a common indicators framework. This framework is intended to allow all consortium partners to integrate indicators provided individually by each partner into the bigger impact report that includes all LEAD consortium partners.

B.2.6.2 Explaining the common indicators that fall under the LEAD alliance

The activities implemented by the alliance fall under five main sections of the common indicators framework.

1. *Training of youth on Employment opportunities*: This is taking place in Egypt and Tunisia with the vocational training and internship placement programs. These activities fall under output 2 in the proposal submitted by the alliance.
2. *Training of young entrepreneurs*: Activities contributing to this section falls under outputs 2 & 3 in the original proposal submitted. Activities include supporting coworking spaces, mentorship activities, matchmaking and financial and business startup courses for entrepreneurs.

3. *Lobby Advocacy*: This resonates output 1 in the original proposal submitted by the alliance. It reflects the media campaign and regional debates activities.
4. *Entrepreneurial infrastructure*: This applies to indicators achieved under output 3. It is mainly the support offered to coworking spaces in the targeted countries.
5. *Support to existing SMEs*: Hivos impact investments and the support it provides to SMEs is the main reference with its activities falling under output 4 for this section.

B.2.6.3 Stage of Impact Assessment

It is important to note that in the first year of the program, only (short term) out indicators were reached. Several of the *long term outcome and impact indicators* has not been assessed yet at this stage of implementation. In 2016, resources were mostly invested in setting up the program and identifying local partners and formulating activities. The impact of these activities are expected to be materialized throughout 2017. To elaborate further through an example; not all companies incorporated in 2016 due to LEAD support passed their 6 months survival mark yet nor did the alliance reach the impact assessment stage of the media campaign since it started in December 2016. In that sense we are reporting heavily on the outcome and activities levels in this stage of the program cycle.

B.2.6.4 Impact with regards to Job Creation not measured yet

Although the alliance does have some indicators with regards to the number of jobs as stated, for example, in the independent evaluation report, the alliance cannot report on concrete numbers of actual jobs created as this it is too early in this phase of the project to asses and verify data from all alliance partners.

B.2.6.5 Gender Based indicators:

Generally, for Egypt and Tunisisa, the alliance measured a higher concentration of female entrepreneur in spaces part of the alliance than other spaces in the rest of the entrepreneurs ecosystem (the control group). In our assessment of this topic the alliance realized that around **23%** of coworkers are female, in spaces part of supported by LEAD while it is approximately **19%** for the rest. Though these numbers demonstrate that the LEAD alliance is indeed performing better than in gender related strategies, the LEAD alliance is setting up more activities to ensure higher female participation for the remaining duration of the program and beyond.

		Percentage %
Treatment (Members of Alliance CWS)	Male	76.7%
	Female	23.3%
Control 1 (Member of other CWS)	Male	81.5%
	Female	18.5%

B.2.6.6 Common indicators Framework Table

Training of youth on employment opportunities			
Output indicators	Results 2016	Long term outcomes and impact indicators	Results 2016
# youth trained in demand driven (employability) /technical skills	52	# % of youth with paid job/contract	Not Measured yet
# internship/apprenticeship programs at universities/companies	1	Increase (%) in income of youth with jobs created by the program	Not Measured yet
# youth participating in internships/apprenticeships	129		
Training of young entrepreneurs			
# Youth trained in business/financial skills	1495	Start ups/businesses created/	Not Measured yet
# Start ups received support (via accelerators/incubators etc.)	74	# start ups/youth attracting external financing for their businesses	Not Measured yet
# Youth linked to mentors	277	Revenue generated by start ups / income for start up founders	Not Measured yet
# Modules on entrepreneurship improved/introduced	5		
# ToT trained	52		
Lobby/Advocacy (media campaigns)			
# meetings/discussions/events	2	# youth intend to start their own business	Not measured yet
# participants at meetings/discussions/events	350	# adopted policy proposals to improve business environment for women in Tunisia	1
# People reached via online media	304,000		
Entrepreneurial infrastructure			
# networking events	341		
# youth reached in events	10100		
# Entrepreneurship centers established/strengthened	12	Start ups/businesses created and scaled due to Intervention	86
Support to existing SMEs			
# SMEs evaluated by the alliance	80	# businesses (SMEs) received investment (external funds/loans)	Nothing Materialized yet
		# jobs created for young men and women (directly and indirectly)	Not Measured yet

On 18 May, the ministry also requested us to report on the results and expected results using the below indicators.

Indicator/Notes	2016	2017	2018
	numbers below are actual targets realized during the year 2016	numbers below are estimated targets to be realized during the year 2017	numbers below are estimated targets to be realized during the year 2018
<p>Number and % of Beneficiaries who either started Business or a self employment activity and sustained it at least 6 months after they started</p> <p>*For this we have used the indicator in our M&E plan which states: # young people, and in particular women, have started or grown their business thanks to the program.</p>	Total Companies sustained and created due to program support in 2016 are 86	200	214
Number of Companies with a supported plan to invest, trade or provide services	Though no agreements have been materialized yet the alliance is expecting to close 10 investment deals through 2017 from the links orchestrated in 2016.	10	20
Number of youth trained / supported program beneficiaries who have become employed	This component has not been measured yet at this stage of the program for 2016.	1000	1825

C. Detailed overview of the results achieved in 2016

Considering the complexity of the program in terms of type of activities and the geographical scope the report is split into two main sections (1) Country specific progress report on activities and (2) Progress report on Regional activities.

Country Specific Progress Report:

2016 witnessed the launch of our activities in the region. Accordingly, the LEAD alliance initiated the implementation plan parallel in each country. Each country presented its different challenges which in some cases affected the alliance's capacity to implement its activities on time. In other cases the alliance was successful in initiating a mitigation plan and managed to stay on track. Challenges were mostly country specific ranging between political developments, economic climate or managerial issues that partners faced.

This section includes progress of activities for each country separately. It was important to separate the reporting on each country for some activities considering (1) the different stage of progress in each country, (2) different challenges faced in each country, (3) the localized approach in designing activities to achieve desired outputs and (4) the fact that there are different partners the alliance is working with in each country. Such activities would include support for coworking spaces, business training activities & entrepreneurial support and the employment & job placement components. Referring to the original proposal flow this section will cover outputs and objectives 2 and 3.

C.2 Algeria

In the submitted workplan of 2016, the alliance indicated it would start implementing activities in Algeria in 2017. However significant progress have been made already in 2016 and even contracts with local partners have been signed in 2016. In the summer of 2016, the alliance identified one coworking space to support and identifying another partner to lead the employability activities in the North African country in 2017.

C.2.1 Scouting Trip:

- **Meeting Eco System members:** The alliance conducted a scouting mission in Algeria in October. During the trip the alliance had the opportunity to meet with several members of the entrepreneurship eco system of Algeria including coworking spaces, local organizations, international organizations, foreign embassies and private companies. Accordingly, the alliance identified some potential partners to work with.
- **Meeting the Dutch Embassy Staff:** The alliance also met with members of the Embassy of the Netherlands in Algeria and presented all the activities. The embassy was very welcoming and offered support, also asking that the alliance keeps sharing information with their team. Through one of our other potential partners in Algeria, Hivos was also informed that after the conclusion of the trip and during an event at the university of Blida, the Dutch ambassador shared with the students in the audience the potential activities to be done by Hivos in Algeria. Students were very receptive and appreciated the ideas.

C.2.2 First Coworking Space Supported:

The first partnership to be materialized after the alliance visit was with the coworking space Sylabs. Sylabs, which is based in the capital city of Algiers, is the first coworking space in Algeria. Hivos has agreed to provide the Algerian startup with seed capital and technical assistance to help the young founders achieved their desired impact in terms of Job creation and empowering entrepreneurs.



Renovations at the Office of Sylabs

Considering that the support for the space started by the end of the year, there are no impact indicators to be assessed for 2016 in Algeria.

C.3 Libya

C.3.1 The Alliance's Strategy in Libya

The alliance indicated in its original workplan that it would only start implementing activities within Libya if the security situation allows it. Currently the situation in Libya is still very violent, making it very difficult for the alliance to set up any activity on the ground in this country. In order for Libyans to be able to get involved from the outset, the alliance have set a strategy to run activities in specific regions of Tunisia that are currently home to high numbers of Libyan immigrants, like the Médenine governorate located on the Libyan border. Through committing to this strategy and exploring our networks the alliance has been constantly seeking contacts in Libya for potential collaboration.

C.3.2 Potential Space to Support

As a result of this strategic approach we invited several members of the entrepreneurship eco system in Libya to attend the 2016 Coworking summit. During the summit, the alliance has been approached by the founder of the ENALA entrepreneurship center which is based in Tripoli and which is supported under LEAD by Spark. ENALA expressed their desire to establish a coworking space in Tripoli in 2017. ENALA has already submitted a proposal and a budget with their plans and they are currently being reviewed by the Hivos team.

C.4 Tunisia

Most activities in Tunisia have been implemented according to schedule. In Tunisia the alliance didn't face any major obstacles and most activities are implemented according to schedule. Only the planned Business Startup courses and financial trainings have had some delays in implementation due to team changes of one of the local partners. The alliance concluded that most impact in Tunisia is achieved by not exclusively focusing on entrepreneurship training but to also focus on supporting youth to gain the skills required to facilitate their insertion into the job market.

Below is the progress report for all activities implemented in Tunisia per output result.

C.4.1 Output 2 Activities in Tunisia:

Output 2 indicates that a support program for young entrepreneurs has been established in medium sized towns, tailored to local needs and in particular to the needs of young women.

C.4.1.1 Setting up Employability Hubs

These hubs will introduce the concept of entrepreneurship to the target group at an early age. Here they will gain the know-how and the tools they need to develop their ideas into a profitable business, and/or learn a set of skills that will subsequently make them more successful on the labor market.

C.4.1.1.1 Selection of CSOs to become Employability Hubs:

During the last quarter of 2016, the alliance initiated the inception phase of the Employability Hubs component. With then objective of setting-up 6 regional Employability Hubs in Tunisia, a public call for proposals was published to ensure the highest quality of Civil Society Organizations (CSOs), in terms of organizational and technical capacities, were identified to be engaged in the development process of the employability hubs. A large number of applications were received from various CSOs across Tunisia.

The program team identified 15 potential partners after a series of interviews with the local representatives of the CSOs and measuring each organization against an Organizational Capacity Index (OCI) tool. This tool allowed the program team to analyze the capacities of the organizations in terms of 1) External relationships and communication; 2) Strategic leadership/management; 3) Financial resource management; 4) Human resource management; and 5) Information systems, including monitoring, evaluation and reporting; and 6) technical capacity (youth entrepreneurship and employability).

Based on their OCI results and an internal strategic reflection taking into consideration the location of the CSOs (mid-sized towns), the mission and the current activities and programs, 8 local CSOs from 7 governorates in Tunisia (Medenine, Tataouine, Tunis, Sfax, Kasserine, Sidi Bouzid and Gafsa) were selected to participate in the first phase of the Employability Hubs development process. The original target had been to select 6 CSOs, however as the capacity of the CSO's identified was found to be higher than anticipated, we felt there would be bandwidth to support n additional two, which in turn would help mitigate the risk of any CSO's dropping out during the process.



(left) Employability Hubs Kick-off Workshop with 8 local CSOs, January 20-21-22/2017, Hammamet Tunisia; Right (Mercy Corps LEAD program Manager presenting the LEAD program to the attending CSOs representatives)

C.4.1.1.2 Capacity Building of Employability Hubs:

The inception phase was followed by the three-day kick-off workshop (Common Vision workshop) which was held in Hammamet between the 20th and 22nd of January 2017. This workshop aimed to build a common understanding and vision of the Employability Hubs and confirm the engagement and commitment of the selected CSOs. Sixteen representatives from the 8 CSOs attended the workshop to develop an action plan for each of their associations for the establishment of 'Employability Hubs' within each of their intervention regions for the period up to the end of March 2017.

C.4.1.1.3 Employability Hubs Progress in Numbers (KPIs)

In total 8 of associations and coworking spaces were engaged and supported to become Employability Hubs vs the desired Target of 6 in 2016. Though it is too early at this stage to determine the impact of the hubs in terms of job creation and new businesses incorporated we are including below a table with the potential number of beneficiaries per each of the selected CSOs.

Association	Potential Number of Beneficiaries	Governorate
ADCM Association - Association of Unemployed Graduates of Medenine	5000	Medenine
ADCT Association - Association of Unemployed Graduates of Tataouine	6000	Tataouine
TEN Association	500	Jendouba
Dream in Tunisia Association	100	Sfax
ACDs Association	600	Kasserine
ARND Association	360	Sidi Bouzid
El Guetar Initiative Association	1300	Gafsa
AFEK Association	400	Sidi Bouzid

C.4.1.2 Setting up financial education training for young people in the region

The alliance has an existing training program for financial education that has been tested in Tunisia and has reached 5000 young people to date (75% of whom are young women). Training is currently provided in the governorates of Médenine, Gafsa, Tataouine, and Kasserine in collaboration with universities, associations, vocational education training centres and microfinance institutions.

C.4.1.2.1 Conducting ToT and Certifying Financial Education Trainers:

- First Round of ToT: At the start of 2016, the first Training of Trainers (ToT) was provided for a group of 21 trainers (the trainers were selected through a public call for applications) on the financial education curriculum which comprised the four modules: budgeting, saving, debt management and financial services : 10 out of the 21 were professional trainers from the National Agency of Vocational Training (ATFP). This training certified 6 trainers out of the 21 that are currently working in the region of Tunis, Gafsa and Kasserine. The certification process

took approximately 3 months as the process required the trained “trainers” to hold training “simulations” (test) that prove their skills and attitude to transmit the financial education curriculum.

- Second Round of ToT (Including Trainers from Coworking Spaces): In September 2016, the alliance held a second training of trainers for participants (selected through public call for application) in the region of Jendouba. 14 new participants attended the four-day ToT. 3 trainer (out of 14) were from the coworking spaces part of the program.
- Efficient Dissemination of Trainers: As a result of the 2016 ToT activities, 23 certified trainers are currently working in the field. In addition to the above mentioned 23 trainers, 8 “trained” trainers from the ATFP and 3 from the Lingare coworking space will start conducting trainings in 2017.

C.4.1.2.2 Delivering the Financial education training:

Since the beginning of the program , 128 financial education training sessions were provided to youth with an average of 12 youth attendees per training. One training session is a five-day training on the topics of budgeting, saving, debt management. The total number of youth trained in 2016 is 1400.



Youth attending a Financial education training session in Jendouba



A Young girl attending a Financial education session , Jendouba, December 2016

C.4.1.2.3 Formulating Partnerships to reach job creation objectives:

The alliance succeeded in establishing agreements with two recognized Microfinance Institutions (MFIs): Enda Tamweel and Zitouna Tamkeen in order to reach established entrepreneurs, disseminate our curriculum to youth entrepreneurs and to work with their potential clients (entrepreneurs) which we can train before they receive loans/microcredits from these MFIs. Working with MFI will help us to better reach our targets and have the opportunity of funding our trained youth helping them establish and kickstart their businesses. An MoU was signed with Zitouna Tamkeen outlining that the LEAD alliance would provide training to their clients/beneficiaries (youth entrepreneurs) on Financial education. An MoU is under-development and will shortly be signed with Enda, the biggest MFI in Tunisia. These two partnerships will allow us to better target youth entrepreneurs to benefit from our Financial Education trainings and support the alliance in achieving targeted job creation objectives.

C.4.1.2.4 Employability Hubs Progress in Numbers (KPIs)

Although this component is lagging behind with regards to the number of trained youth, the alliance is optimistic that the numbers will be realized in 2017 considering three main factors:

1. A big higher number of trainers have been trained than planned which gives our local alliance member MC a good chance to effectively disseminate the course material.
2. The involvement of Coworking spaces through sending in trainers to be certified
3. The partnerships the alliance managed to formulate with local organizations which will give the alliance access to the targeted youth.

As with regards to job creation, the alliance have not reached the assessment stage for this impact level indicator.

Target	Actual
3 ToT in 2016	2 ToT sessions
60 participants in ToT	28 participants in ToT sessions
15 Certified trainers	32 Certified Trainers
2250 youth trained on financial Education	1400 of youth trained in financial education

C.4.1.3 Designing, testing and launching ‘Business Start-Up courses’ for young people in coworking spaces

In 2016, the alliance organized two main activities related to the business start-up courses and modules. On the 26th and 27th of December, the alliance held a two-day workshop event “the National Gathering of Youth Students in TVETs” (vocational schools) in Sidi Bouzid in partnership with AFTP. 250 youth students joined the event and the alliance focused on analyzing the needs of youth to create start-ups and how we can articulate and develop innovative curriculum and support activities for youth entrepreneurs. 15 youth entrepreneurs were selected during the event through a competitive process. During this process they presented their businesses ideas, the challenges they are facing and the kind of support needed to launch their start-ups. The alliance will follow this pilot test to start the design process of the business start module.

In addition, the alliance held a first “professional writing for youth entrepreneurs” training for 12 staff from 4 coworking spaces (Lingare, El Space Coworking space, Cozy Coworking space and CIRTA coworking space in Kef) on 20th January, 2017. This training session aimed to assess the needs of youth as expressed by the coworking spaces founders and staff and to introduce the first collaborative activities in terms of capacity building provided to the coworking spaces in Tunisia.

The development of the “business start-up courses” is set to start during the first quarter of 2017.

C.4.1.4 Integrating the MicroMentor Platform in the region, in order to give young entrepreneurs access to mentoring services

The alliance launched its MicroMentor programme in Tunisia to connect up entrepreneurs in the interior regions of Tunisia with mentors from Tunisia, from the Tunisian diaspora abroad, and from relevant businesses globally.

In 2016, MicroMentor activities focused on 1) organizing recruitment, orientation, training (for mentors and mentees) and speed mentoring events in Tunisia, 2) Testing new approaches of mentoring for youth entrepreneurs and 3) Partnering with local associations and coworking spaces

C.4.1.4.1 Speed Mentoring Events:

In terms of speed mentoring events, the alliance organized 24 speed mentoring events in Tunis, Sousse, Gafsa, Medenine and Djerba. The total numbers of youth reached by these event is approximately 1300 youth with 400 mentors mobilized to support youth entrepreneurs.

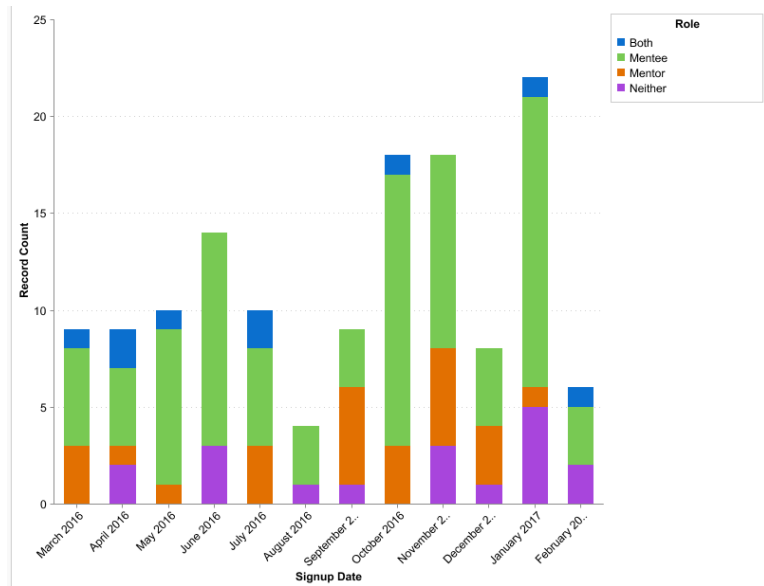
- **Partnering with coworking spaces:** The Alliance organized various recruitment events for entrepreneurs and speed mentoring activities within its coworking spaces throughout the country. The first speed mentoring event started on April 8th 2016 in El Space in Tunis with 20 attendees who had the opportunity to be in direct contact with the MicroMentor Global Team in Portland and share their needs and ideas through a web-conference and a participatory workshop. 5 additional intertwined events then followed: in Sousse in partnership with The Passenger Lab Coworking space on July 1st with 18 youth entrepreneurs present; an orientation and recruitment event in partnership with Cogite in Tunis on September 9th with a the presence of 150 entrepreneurs and 30 mentors; a second event with The Passenger Lab Coworking space on October 13th with 60 youth entrepreneurs present; and 2 events with Cozy coworking space -a small speed mentoring event on November 12th with 24 mentees presents and a two-day workshop on January 14th with a total of 78 youth entrepreneurs coming from Gafsa, Sidi Bouzid, Sousse, Tataouine, Medenine and Kebili.



A speed mentoring event in Cozy Coworking space, Djerba, November 12th, 2016

- **Partnership with Local NGO:** Micromentor Tunisia also succeeded to formalize a partnership with a local NGO “– Our Youth Our Hope” (OYOH) in order to provide a series of speed-mentoring events to a targeted group of the same 25 entrepreneurs. This approach will allow a higher impact of mentoring relationships as the youth entrepreneurs will connect on a more sustainable level to our mentoring services and mentors.
- **Sustainable Mentor Mentee relationships:** The MicroMentor online platform succeeded to provide a significant number of “meaningful” and sustainable relationships between mentors and mentees. Among the 605 users of MicroMentor and 205 mentors registered on the platform during the past year, 42 sustainable mentoring relationships were established. We define a sustainable relationship as a relationship of at least 4 interaction/messages/conversations between both the mentors and the mentee. The

MicroMentor team also encouraged some “star entrepreneurs” (youth entrepreneurs recognized in their communities) to be both mentors and mentees on the platform (highlighted in blue in the graph below), as they can have the potential to have a real impact on their communities and peers.



C.4.1.4.2 Micro Mentor Progress in Numbers (KPIs)

In total 1900 entrepreneurs were reached and 277 connected to a mentor. This exceeds the set target significantly and demonstrates the need for mentorship by young Tunisian entrepreneurs. The team is also optimistic of increasing the sustainable relationships in 2017. (Sustainable relationships are categorized base on the amount of communication between mentor and mentee through the platform.

KPI	Actual	Target for 2016
Entrepreneurs Reached	1900	350
Mentors Mobilized	390	-
Entrepreneurs Linked to a Mentor	277	200
Sustainable Relationships Created	42	50

C.4.1.5 Initiating the MicroFranchise program.

The MicroFranchise program activities did not start in 2016. This activity was supposed to start in September (beginning of the year for vocational schools). The activity was delayed as the alliance is reviewing the strategy for the microfranchise component. The first interaction with the CTMCCV, which was supposed to be the alliance’s main implementation partner, caused confusion and cast doubts about the alliance’s willingness to work with them (CTMCCV). Accordingly, internal discussions are taking place and a potential new strategy is being formulated for this component. The alliance is currently exploring the option of focusing on expanding retailers’ networks more than working on processing/transformation/industrial activities.

Activities between May 2016 and September 2016 focused on identifying the potential partners (private and public) and explored the different ways of setting up a successful MicroFranchise program. As planned, the alliance approached the Tunisian Agency for Vocational Training (ATFP), the National Agency for Employment (ANETI) and the Technical Centers for the Extraction of Marble and Ceramics (CTMCCV) to start the first conversation on developing micro-franchises linked to big companies such as Knauff. Unfortunately, these conversations were not pursued as the CTMCCV did not have the internal resources to be engaged in such programs.

C.4.1.6 Raida program for Women Entrepreneurs:

The alliance set up a partnership with Raida, a program cofounded by Réseau Entreprendre Tunisie and the Tunisian Ministry of Women, aiming at empowering and training women entrepreneurs. The alliance partnered with this organization to organize trainings dedicated to women entrepreneurs, in the coworking spaces, and allow many more women to use the coworking spaces facility and services during and after the trainings. By the end of 2016, the workshops have been organized in 5 coworking spaces: Tunis, Djerba, Mahdia, Sousse and Sidi Bouzid.

95 women entrepreneurs have been trained in these 5 spaces. At the end of each training, a pitching session was organized to select the best presented project. The best entrepreneur, selected by a jury of local entrepreneurs, won a one-year access to the coworking space in order to benefit from the coworking space services for free and keep developing her project.

5 of these women have been selected to further develop their projects in the coworking spaces with a one-year membership and are making daily use of the coworking spaces.

C.4.1.6 Unforeseen Developments that affected implementation of Activities under output 2 in Tunisia:

- **Overwhelmed with Employability hubs applications:** The alliance received as mentioned above a high number of application from CSOs. The administration of MC OCI (Organizational capacity Index) with 15 to 20 CSOs across Tunisia was a heavy process and time consuming process, so although the alliance managed to acquire more number of CSOs than we had planned implementation of support activities for the CSOs was delayed.
- **Delays due to government Bureaucracy:** The alliance signed a MoU with the Ministry of vocational training and employment (MFPE) for the period of 2016-2018. The LEAD program activities were extremely compelling to the ministry and the LEAD team established a work plan on how the MFPE could support the program and roll-out at a national level successful activities or pilots. The challenge in here is the delays experienced when working with governmental agencies due to the bureaucracy and administrative procedures reducing the pace of the program implementation.
- **Delays in Hiring core staff:** One of the local partners responsible for activities under output 2 in Tunisia experienced delays in hiring 2 projects officers due to major internal restructuring within the organization,. This of course caused some delay in launching several activities.

C.4.1.7 Lessons learned for the 2017 Activities:

- **Constant communication and follow up with governmental agencies:** Considering the importance of the collaboration with the MFPE (Ministry of vocational training and employment), and its impact on the alliance's desired program results, the alliance recently formed a steering committee that included both government entities; the AFTP (Tunisian Agency of vocational training) and ANETI (Tunisian Agency of employment and independent work) that will meet quarterly to review the work plan, the progress of activities and the commitment of each party. The alliance will also have monthly written update (newsletter) sent to the Tunisian ministry to ensure the best communication with all MFPE agencies and program and benefit from the coming opportunities for the LEAD program.
- **Importance of knowledge sharing amongst alliance partners:** Alliance partners in Egypt had useful input and models to be replicated in Tunisia, accordingly regular regional meetings are currently being organized to ensure experience and knowledge sharing.

C.4.1.8 Success Stories Tunisia:

- **Meet our youngest Entrepreneur:** A year ago, Fady, a 17 year old Tunisian, has decided that renting goods is not only a profitable business opportunity, but also, an easy way for having access to goods that you would normally not want to buy. In September 2016, he officially launched odinly.com a website for renting goods, which we strongly advise you to take a look at, all this with keeping up with his junior year in Djerba high school. Fady attended the speed mentoring event organized in Cozy on November 12th and registered on the MicroMentor platform, to be one of the inspirational youth entrepreneur supported by the LEAD program in Tunisia. Fady is now one of our both star mentees and a mentor for his peer.



- **MicroMentor Lovers” in Sousse:** The feedback observed during one speed mentoring event in Sousse, organized in partnership The Passenger Lab Coworking space on October 13th 2016 reflected a high commitment of both mentors and mentees. The mentors present decided to create a private facebook group “MicroMentor Lovers” which will be a group that will gather experienced mentors in the regions of Sousse to



become ambassadors of the platform and potential mobilizers/mentors for the next events. A woman entrepreneur – Thourayya Chahed said “this is the first time I can see hope in this region and can find someone who can really help me”. Another young entrepreneur, Mohamed Channoufi, a founder of e-learning website focused on entrepreneurship was impressed by the services of MicroMentor and reflected on how he can link his site to the mentoring services offered by MicroMentor. He was connected to Aymen Souissi, the founder of “The passengers coworking space”, who committed to link him with potential investors and stakeholders in Sousse. Mohamed was also matched with Amel Lahwel, a teacher in the Polytechnic University of Sousse, who will invite him to be a part of the Junior Enterprise in the University.

Finally, the mentors were extremely satisfied with the quality of entrepreneurs invited. “*We found the entrepreneurs we are looking for, with clear projects ideas, a developed business plan and a potential to be developed through our advices*”. Aymen Souissi took in charge 2 entrepreneurs as he committed to help them throughout the implementation of their start-ups.

C.4.2 Output 3 Activities in Tunisia:

Output 3 indicates that Local coworking spaces have grown into financially self-supporting hubs, where coworkers collaborate with each other and with other businesses, civil society and local authorities in innovative and strategic ways.

C.4.2.1 Identifying and providing financial support to coworking spaces in Tunisia:

In 2016, the alliance began working to set up and support six coworking spaces in Tunisia. Each space serves a unique community, and is led by a local entrepreneur with his or her own vision for the development of their space, the community that the space will serve, and the social impact that they intend to achieve.

C.4.2.1.1 Cogite Coworking Space in Tunis

Cogite is the first and most successful coworking space in Tunisia. Cogite increased its financial self-sustainability with the support of LEAD. Cogite was awarded world’s third best coworking space by Forbes in 2016. The space now hosts more than 100 coworkers daily and hosted 140 events in 2016. As a direct result of LEAD, successful coworking spaces in capital cities, like Cogite became role models



for new initiatives in non-capital cities. It is for this reason that Cogite is an integral member of the alliance whose success inspired all the other spaces supported by LEAD in Tunisia. Co-founder Houssein Aoudi explains: *“With the support of LEAD, Cogite has become a green oasis in Tunisia. A place where like-minded can meet and build our country together. People don’t leave to Europe just because of better salaries. They leave because of our closed culture, because you can’t be free and join forces to build something good.”*

C.4.2.1.2 Passengers Lab Coworking space in Sousse

Passengers Lab Coworking Space is a design-focused coworking space located in Sousse, a large coastal city about 2.5 hours south of Tunis. As the third largest city in the country, Sousse has a large youth population due to the presence of several universities and serves as an economic and tourism center in Tunisia.



The alliance’ financial and technical support to this space enabled Passengers Lab to dedicate greater resources toward growing its community and hosting more events. Passengers Lab hosted events such as the “Intertwined” mentoring series, which Passengers Lab conducted in conjunction with the Micro Mentor program; an event on financing for creative projects; and a series of pop-up store events featuring innovative Tunisian brands such as Lyoum, Bakoo, and Ekcci. In addition to the space operations, the Passangers Lab traveled to the Institute of Fine Arts in Sousse to host sessions to expose young design students to more creative and entrepreneurial career options. These sessions featured local creative entrepreneurs, and will continue in 2017. The Passengers Lab team is also working to host the first-ever Tunis Design Week in 2017.

C.4.2.1.3 Lingare

Coworking Space in Mahdia

The Lingare Mahdia coworking space acts as a catalyst for sustainable change and social innovation and is located in Mahdia, a small coast city located halfway in between the major cities of Sousse and Sfax. Lingare Mahdia aims to inspire and engage youth, especially entrepreneurs, to create a positive impact through decentralised access to opportunities and services. The



The majority of Lingare Mahdia events and activities serve a social purpose, such as the Tounes Ta3mal resume and CV writing workshop; the “Ecopreneurs for the Climate” workshop on environmentalism, with a specific focus on environmental challenges in the community of Mahdia; and a week of workshops as part of the internationally celebrated Global Entrepreneurship Week (GEW). In this way, Lingare Mahdia’s events bring together entrepreneurs and other significant community actors, feature entrepreneurial role models and provide a forum to discuss and explore important concepts and ideas, such as environmental awareness. Finally, Lingare Mahdia has facilitated several exchanges which brought social entrepreneurs from France (3), Italy (2), and Jordan (1) to Mahdia to engage with the community.

C.4.2.1.4 Cozi Coworking Space in Djerba

In 2016, the Alliance provided CoZi Coworking Space in Djerba Houmt Souk (Medenine governorate) with financial and technical support to open this new coworking space. In southern Tunisia, CoZi is playing an important role in introducing the concept of coworking. As the first coworking space to the Djerba community and the larger governorate of Medenine, a traditionally marginalized and impoverished governorate bordering Libya. In a community where even entrepreneurs and freelancers are often wary of sharing workspaces, CoZi is successfully fostering a spirit of collaboration and creative thinking. Also, given Djerba’s large airport, the island is a frequent entry point for NGO’s working in southern Tunisia and Libya. CoZi is working to position itself as a workspace and event venue for these organizations, and so far is seeing success.

Additionally, CoZi provides a much-needed gathering place for Djerba’s young people -- particularly youth-run entrepreneurship activities and associations -- and as a hub for employability and job creation programs operating in the southern regions of Tunisia. Thus far, CoZi has



hosted events such as Africa Code Week, a Tounes Ta3Mal CV Writing workshop, “Intertwined” Micro Mentor events, a youth advocacy workshop, and a women’s local governance advocacy workshop. CoZi has also cultivated a strong network of supporters, including key actors in the Tunisian entrepreneurship ecosystem such as Manuscri.tn, MicroMentor, Réseau Entreprendre

Tunisie, Startup Haus, El Space, the Citizenship and Freedom Association. This is a link to a commemorative launch video produced by CoZi: <https://www.facebook.com/CoZi>.

C.4.2.1.5 Cirta Coworking Space in El Kef

Cirta was launched in October 2016 with the Alliance's support in the city center of El Kef. Cirta is the first privately-operated cultural coworking space in El Kef and the northwest region of Tunisia. El Kef is a well-known cultural and historic city in Tunisia with a strong artistic community and sense of cultural identity. At the same time, northwest Tunisia is a largely agricultural, impoverished governorate with few opportunities or support for entrepreneurship, especially for young people. After surveying other cities in the region, the Alliance determined that El Kef is the best regional starting point for establishing a coworking space and creating sources of employment due to active existing networks, an interest in entrepreneurship, and proximity to populations that would benefit from coworking and job training services.



Cirta is well-integrated into Kef's cultural and entrepreneurial scene; in addition to coworking, the space provides a physical meeting point for the community's artists to network, develop their projects, and display their work. The Cirta space includes a café, a small performance area, a library/media center, and a cinema room. The space is strategically in between two important neighborhoods in Kef: one which is made up of more wealthy families, and the other known as being more working class and marginalized neighborhood. People who come to the space can make use of various seating area, connect to high speed internet for free, and benefit from a wide array of cultural programming.

Additionally, Cirta offers free access to its space for any project related to entrepreneurship on Wednesday afternoon, and every Thursday afternoon, Cirta offers free space for civil society activities. The space has also hosted meetings for various small clubs, including a tech club, and a number of musical groups. Finally, Cirta is working on restoring their cinema space, which would make Cirta the only operating cinema in the entire city.

C.4.2.1.6 Gaïa FTH in Sidi Thabet

Located in Sidi Thabet, a rural community in the Ariana governorate, Gaïa FTH has become a model for social integration activities for marginalized communities. The area is characterized by high rates of poverty, limited economic and educational opportunities for women and high rates of physical and mental handicaps. The alliance is creating a coworking space with Gaïa FTH, that will provide access to work and training space for the local community.

As of the end of 2016, the space is under construction and advancing quickly. Once open, the space will dedicate two staff to conduct cultural activities in the space.

C.4.2.2 Capacity Building Program of the Supported Coworking Spaces in Tunisia

Considering the similarity in terms of trends for spaces in Egypt and Tunisia, a parallel capacity building program was conducted in both countries which included localization of the approach but similar concepts. For more details, kindly check section C.5.5.2 under the Egypt progress report.

C.4.2.3 Output 3 Progress in numbers for Tunisia:

KPI	Results	Source
Number of Spaces Supported by the Alliance	6	Spaces Reports
Number of co-workers using spaces on daily basis	133	Spaces Reports
Number of Companies Established at Spaces	47	Spaces Reports
Number of Spaces Managers who received Training	6	Attendance Logs
Number of Events that took place at the Spaces	191	Spaces Reports
Members of the Coworking Community	38,000	Social Media Reach
Number of Participants in events organized by Spaces	5600	Spaces Reports

C.4.2.4 Lessons Learned:

- Integration within Community:** When identifying a coworking space to support, both financially and technically, the alliance has learned that we must work with local space founders and/or managers that are well-integrated within their surrounding communities. For example, despite being a fairly new space, CoZi Coworking Space has made significant progress in setting up the coworking space, and demonstrating the value of coworking, because Mohamed Ben Ghazi and his team have a proven track record of successful initiatives in Djerba and had earned the communities’ trust and respect. This legitimacy has allowed them to bring a new concept to their communities and for this concept to slowly gain traction -- something we are also beginning to see with the Cirta coworking space in Kef. On the other hand, Lingare Mahdia has struggled to engage the surrounding community because the space’s founder was not as strongly connected to the community prior to founding the space. As such, she has not been able to replicate the same degree of early success and Lingare needed to relaunch in October 2016 to strike a different tone with the community.

C.4.2.5 Success Stories:

State Encouragement: Cozi celebrated its official launch on December 17, 2016 with strong support from the local community in Djerba and was honored with a visit and speech by Habib Debbabi, the secretary of State for Digital Economy, who flew all the way from Tunis just to attend the launching event.



Pop-Up Stores: Drawing from Passengers Lab strong connections to the creative and design community, the space has hosted several successful pop-up stores with successful Tunisian startups start as Lyoum, a Tunisian fashion brand and concept store; Bakoo, a creative packaging company;

and Ekicci, a jewelry and accessories line. These collaborations have worked to attract new community members to Passengers Lab and to support small Tunisian businesses working to expand their markets and grow their operations.

Cirta team Growth and gender balancing approach: Cirta in Kef has placed a high priority on hiring from within the community and on gender parity in their team. To date, Cirta has hired 10 people, 5 of whom are female, for their team. This is especially important for the entrepreneurship community, particularly in areas outside of Tunis, where entrepreneurship activities are overwhelmingly dominated by men and include very few women in leadership or community building roles.



Lingare Mahdia Relaunch: After several months of renovations and redesigning their programs and services, Lingare Mahdia officially relaunched on October 8, 2016. Prior to the relaunch, members of the community, assisted by an Italian exchange entrepreneur, worked together to renovate the space using repurposed and recycled furniture materials. To celebrate Lingare Mahdia's reopening, the space invited students, entrepreneurs, associations, partners and other members of the Mahdia community to the relaunch. The event began with a roundtable on social entrepreneurship featuring Asma Mansour, President of the Tunisian Center for Social Entrepreneurship; Tamer Taha, CEO of Yomken.com; Aya Sabri, Ashoka; Hicham Mnassar, SociOrdi; and Sarah Toumi, Acacias for All/Dream in Tunisia. The discussion was lively and there were many questions and comments from the audience.

C.5 Egypt

C.5.1 Initial Progress

In January 2016 the alliance started the implementation of the coworking for sustainable employment program. Being aware of the restrictions on civil society through the law of year 84, the alliance estimated initially that a solution for this was to work exclusively with Egyptian entities that are legally registered as for profit companies and not as NGOs so they don't fall under the mentioned NGO law. Accordingly, the alliance managed to identify and fund 5 coworking spaces who were registered as commercial entities.

C.5.2 Recent developments and Legal Constrains Causing limited implementation of activities

By mid 2016 the situation in Egypt changed drastically with what has been described as an "unprecedented crackdown," on both civil society, media and the cultural sector. This proved that the Alliance can no longer operate within the previous channels it established.

Accordingly, the LEAD alliance, lead by Hivos, decided to go through the complicated approach of acquiring approvals from the authorities to operate in Egypt. In doing so, Hivos identified a local trustworthy NGO to act as its representative in Egypt. This NGO, Nahdet El Mahrousa, sought to acquire the needed approvals from the Ministry of Social Solidarity to get the Hivos funding into the country. In September 2016 Nahdet El Mahrousa submitted the official request at the Ministry of Social Solidarity to get this approval. The timeline for the approval process could not be predicted (between 2 months and 18 months in some cases), and neither can the result.

While looking for solutions to deal with this problem, Hivos continued to operate in Egypt but on a very small scale and restricting financial transactions to partners who have international bank accounts abroad or handing in payments via cash.

C.5.3 Contingency Plan

Following these developments, Hivos set the deadline of March 31st where Hivos decided that if it did not hear back from the MoSS, Hivos will initiate the implementation of a contingency plan. Our Plan is to partner with a non-governmental, non-for profit educational institution who's mission and activities are aligned with those of LEAD. According to Egyptian law Educational Institutions fall under the jurisdiction of the Ministry of Higher Education which means they are not required to obtain any approvals from the MoSS. Also unlike for profit companies, they are tax exempted, so they are eligible to receiving grants. In this light we identified the AUC Venture-Lab (AUC V-Lab) as our potential partner. The AUC V-Lab is an accelerator based on the Campus of the American University in Cairo (AUC) that aims at commercializing innovations that contribute to Egypt's competitiveness and economic growth.

By the time of the developing of this report, the Dutch Ministry of Forigen affairs had given the green light for Hivos to proceed with implementing the contingency plan and resume full scale operations in Egypt.

C.5.4 Output 2 Activities in Egypt:

Output 2 indicates that a support program for young entrepreneurs has been established in medium sized towns, tailored to local needs and in particular to the needs of young women.

C.5.4.1 Job Placement Activities in Egypt:

By the end of 2016, The alliance had not started the implementation of the Job placement activities in Egypt yet. This is mainly due to the huge exposure such activities require which was not possible at this stage due to the legal and political restrictions mentioned above. A local partner, however has been identified and a plan for implementation in 2017 has been initiated once so the alliance can hit the ground running once the needed approvals are acquired. In order to achieve the desired impact indicators of the program in regards to job creation the alliance designed an employability program with its local partner Nahdet El Mahrousa (NM).

C.5.4.2 Entrepreneurship Support Activities in Egypt:

Due to restrictions on implementation, The alliance invested its resources to finalized the design of all entrepreneurship support activities in Egypt along with materializing needed partnerships to implement once the legal situation permits.

Launching the Business Start-Up courses for young Entrepreneurs in Egypt:

In December 2016, the Alliance finalized an agreement with SEED. SEED is a global partnership for action on sustainable development and the green economy hosted by adelphi research gGmbH in Berlin. SEED will support the alliance to enhance its entrepreneurship trainings component by providing the proven and tested SEED Toolkits and curriculums for Business Development Support (BDS), including tools to integrate and measure triple bottom line impacts into the business model (BDS+).

C.5.5 Output 3 Activities in Egypt:

Output 3 indicates that local coworking spaces have grown into financially self-supporting hubs, where coworkers collaborate with each other and with other businesses, civil society and local authorities in innovative and strategic ways.

C.5.5.1 Identifying and providing financial support to coworking spaces in Egypt:

In Egypt, so far, 4 coworking spaces have been set up and supported: M3mal in Alexandria, Mok3b in Ismailia, Makkan in Menoufia and Cloud in Minia. The alliance is currently working on identifying between 2-4 more spaces in Egypt to support.

C.5.5.1.1 The District Cairo



The District was one of the first coworking spaces in Egypt. It without doubt, spearheaded the coworking movement in Egypt and possible the region. The District worked with the alliance to set up a new space in Cairo since the original space had reached its maximum occupancy. Through the new space the District increased its occupancy rate to almost 100% and is now hosting more than 10 sustainable companies and more than 80 coworkers at its premises. In addition to increasing its capacity to host and support entrepreneurs, the District Launched a new product called “Soft Landing”. Soft landing is designed to support international enterprises that aim to establish themselves in the Egyptian market. In addition to the impact this program will have on facilitating international investments to Egypt and job creation it also contributed significantly to the financial sustainability of the District. The District currently employs more than 15 full time staff members to operate the space.

C.5.5.1.2 M3mal Coworking Space in Alexandria

In 2016 the alliance provided financial support to M3mal. Ma3mal became the leading coworking space in Alexandria and arguably the biggest space hosting entrepreneurs, freelancers and startups outside the capital city. M3mal received support from the alliance to achieve two main objectives; 1. Increase their sales revenue through increasing the number of co-workers and 2. Engage their community through organizing events and workshops that would attract entrepreneurs, freelancers and students aspiring to become entrepreneurs.



M3mal achieved the desired outputs throughout 2016. The team organized a total of 16 workshops with more than a total of 750 participants. With regards to their revenues, the space increased its capacity through the purchasing of new desks and renovating a big meeting room turning it into a cubical unit. In the last three months of 2016 M3mal has had the highest sales revenue since they were founded.

C.5.5.1.3 Cloud Coworking Space in Minya

The alliance helped to set up and support cloud coworking space as the first coworking space in the remote city of Minya. In the beginning Cloud was capable in building a strong network among students and job seekers who just graduated from university. Even when the place had to shut for a while, the management of the space was capable to keep on the network they built.



Through the financial support provided by the alliance, Cloud was able to move to a new place which had a great effect on their operations. The capacity of the space significantly increased which gave Cloud team the capabilities to host more young people than before, to run many activities, and to build partnerships with community actors.

The space is currently offering (1) space for freelancers, (2) 3d printing workshops, (3) training for entrepreneurs, (4) online marketplace for hand made



products and (5) meeting place for university graduation projects. As for their financial situation, the space have been suffering from bad financial management. But the team has been attending the financial management training organized by LEAD and are starting to implement the strategic recommendations proposed by the alliance.

C.5.5.1.4 Al Makkan Coworking Space in Menoufia

In 2016 the alliance helped to set up and support Al Makkan Coworking Space in the remote gonerate of Menoufia. Al Makkan now has 80 entrepreneurs daily making use of their services and space. The attendance of the events reaches 250 attendees in some cases.



Al Makkan is working on launching career counseling services. Al Makkan is mostly targeting young entrepreneurs and students which accounts to almost 60% of their target group. Al Makkan is now organizing events to engage the student population in activities that will help them advance their career prospects through self discovery and learning opportunities that will prepare them for the job market. Al-Makkan is now hosting 3 startups offering artistic education to the local community. in addition to hosting a significant number of freelancers.

Al Makkan has participated actively in the financial management training organized by Hivos and have realized that there was a huge loss in revenue due to miss-management or miss-placement of funds. Accordingly, with the help of FALC, the audit firm contracted by the alliance, Al Makkan has established a financial model and management system that they expect to help them increase their revenues by 30%.

C.5.5.1.5 Mok3ab Coworking Space in Ismailia

In 2016 the alliance helped to set up and support Mok3b, Ismailia’s first coworking space. Mok3b underwent several changes, such as moving to a more central location, drastically altering the ownership structure, and adopting a new strategic focus.



Mok3b’s relocation had a significant impact on how it perceives and positions itself, as well as how it operates. Mok3b had to relocate because its building was to be demolished. Deciding that the relocation is a new start for Mok3b, the management team used the grant from the alliance to recreate a more central, more comfortable, better equipped and professional Mok3b.

These changes complement Mok3b’s strategic focus shift. The space decided they should target entrepreneurs and startups. This shift in their target group serves the purpose of positioning Mok3b as hub for entrepreneurship in Ismailia and the Canal region and is in line with the LEAD objectives.

C.5.5.2 Capacity Building Program for Supported Coworking Spaces in Egypt - Financial Control and Governance Training:

The key objective of the capacity building program for coworking spaces is to complement the offered financial support by ensuring the best utilization of these funds to achieve (1) the desired growth and impact and (2) the financial and operational sustainability of the coworking spaces by the conclusion of the support program. This support program for coworking spaces consists of a mix of (1) collective training sessions and (2) one on one sessions. The one on one sessions are important due to the variance in operations, geographical context, members' experience and growth stage of each space. The program covered all spaces supported in Tunisia and Egypt during 2016. And is expected to expand to Algeria with Sylabs in 2017.

- **Selecting the Topic Theme for 2016:** During 2016 and based on findings following interviews, field visits and reporting assessments of coworking spaces, the alliance concluded that a key challenge that might hinder them from achieving sustainability is their ability to constitute an effective governance process. Governance includes many aspects; financial control, cash flow management, organization structure, knowledge management, document-cycles among others. It is how you can build a bulletproof organization that 1) Has a healthy growth rate and 2) is resilient towards market changes, employees leaving and financial difficulties.

- **Contracting of Boutique Firms to conduct assessment and training:** The alliance contracted two boutique audit firms in Egypt and Tunisia to consult the spaces on assessing their financial position. The firms conducted one on one consultations and Training sessions with the spaces where it achieved the following:
 1. Helped them understand the reality of their financial position: The firm assessed the value of the coworking space and their net income vs spending. It will also work with them to forecast the minimum amount of income required for their next financial cycle.
 2. Assessed their book keeping tools: Effective book keeping is key to financial governance. The firm ensured to expose gaps in the coworking spaces financial management tools and explained how these gaps are a threat to the organization. They also provided them with a list of recommendations and possibly tools to overcome these gaps.
 3. Worked with the space managers on gathering all relevant data needed to develop the financial strategy: Such data included cash flow projections, Profitability Ratios and alarming red flags.

- **Next Stage:** By the end of 2016, all the spaces have concluded their consultancy stage with the audit boutique firms. In 2017 and after defining their financial position the coworking spaces will be introduced to a Mentor from the same industry. The mentor is ideally managing a successful Coworking Space in Egypt or Tunisia with strong experience and understanding of the day to day operational needs and market opportunities and trends for coworking spaces in Tunisia or Egypt. Building on the data gathered/developed with audit firm, the Mentor will work closely with the spaces over the period of 3 months to develop their financial strategy. The mentor's main objective will be to guide the spaces into the best utilization of future funds for them to reach their desired impact, growth and financial sustainability.

C.5.5.3 Output 3 Progress in numbers for Egypt:

KPI	Results	Source
Number of Spaces Supported by the Alliance	5	Spaces Reports
Number of co-workers using spaces on daily basis	354	Spaces Reports
Number of Companies Established at Spaces	27	Spaces Reports
Number of Spaces Managers who received Training	4	Attendance Logs
Number of Events that took place at the Spaces	150	Spaces Reports
Members of the Co-working Community	170,000	Social Media Reach
Number of Participants in events organized by Spaces	4500	Spaces Reports

C.6 Regional Activities:

This section will report on activities that are implemented parallel in all targeted countries. Even though some activities under this section are implemented in Egypt and Tunisia, they did target beneficiaries from Libya and Algeria as well i.e. there was no need to be physically present in those countries to reach the targeted beneficiaries. Activities under this section include, the Media Campaign, the Coworking Summit, Investors Match Making sessions and the Mobility Grants. Referring to the original proposal flow this section mainly covers objectives and outputs 1 & 4.

C.6.1 Media Campaign & Regional Debates : Reference to the original Dutch Proposal - Activiteit 1.1: Regionale mediacampagne.

The aim of the campaign is to promote entrepreneurship amongst women in areas with the highest rates of unemployment. The campaign is actively linked to the coworking spaces and the other program activities so that young women can access them if they want to actually take the step towards starting a business of their own. The campaign also includes debates on female entrepreneurship are organized in the different regions. The media campaign started in Tunisia and Egypt in 2016 and will expand its reach to Algeria and Libya in 2017. **The Campaign is a direct outcome of Output 1 in the original proposal; "A media campaign has been carried out to promote entrepreneurship amongst women. "**

C.6.1.1 Launch of Mubadirat Media Campaign on Social Media

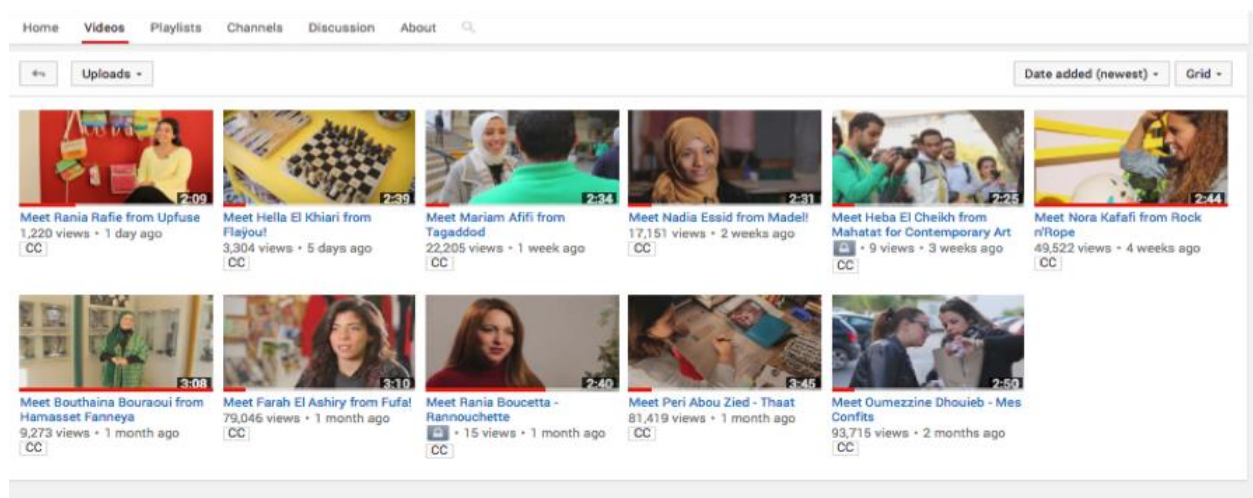
In Fall 2016, the alliance launched with the support of LEAD the "Mubadirat" media and regional debate campaign. "Mubadirat" translates to both "Women Entrepreneurs" and "Initiatives" in Standard Arabic.

The Mubadirat online platform works to empower existing and aspiring women entrepreneurs through inspiring content, models for success, and resources for women looking to open a business or launch a project. To do so, Mubadirat has begun producing compelling video interviews with successful young women entrepreneurs in Egypt and Tunisia that focus on their journeys as women

The image shows a screenshot of the Mubadirat Facebook page. On the left is the profile header for Mubadirat (@mubadirat) with a logo in Arabic and English. The main content is a post published by Katie Bertinoglio, featuring a video titled "Meet Rania Rafie from Upfuse". The video content is in Arabic, describing Rania Rafie's work with Upfuse, an environmentally friendly living brand that empowers women artisans. The post has 2,630 people reached and includes interaction buttons for Like, Comment, and Share.

entrepreneurs—including how they transformed their ideas into a successful business—the benefits of being an entrepreneur, and how they successfully overcame challenges, especially those related to gender. These videos are being rolled out according to a strategic media plan on the Mubadirat platforms (YouTube, Facebook, and Mubadirat website) in conjunction with our organizational and media partners. Prior to launching the campaign in November 2016, the alliance conducted baseline surveys among young women (ages 14-35) in Egypt and Tunisia to determine the optimal direction for the campaign.

To maximize outreach and impact, Mubadirat operates in the three most-spoken languages of the target countries: Arabic (Standard, Egyptian, and Tunisia), French, and English. This includes a trilingual Mubadirat website (www.mubadirat.com), a trilingual Facebook page (<https://www.facebook.com/mubadirat/>) and a trilingual YouTube channel (<https://www.youtube.com/channel/UCwzdE8lpFIR6V4TbI3sMHhA>). Additionally, all videos are subtitled for comprehension in Arabic, French, and English.



The alliance has also partnered with entrepreneurship support organizations (Réseau Entreprendre and Raida in Tunisia; Nahdet El Mahrousa in Egypt) and the French-language media outlet, Al Huffington Post Maghreb, which covers Tunisia, Algeria, and Morocco. As the campaign grows, the alliance has continued to explore additional organizational and media partnerships in the four target countries to further the impact of the campaign.



In addition to the resources featured on the website, the alliance utilizes the Mubadirat Facebook page to post entrepreneurship opportunities in real-time, including trainings, conferences, scholarships, competitions, mentorship opportunities, events, resources, and more. The alliance also responds to inquiries from women via these online platforms who are interested in additional resources, request assistance, or are interested in supporting the Mubadirat project.

C.6.1.2 Launch of Regional Mubadirat Debates

Two debate events were organized in both Egypt and Tunisia. Each event was podcasted live on social media and attended by a diverse group of participants. ***Tunisia Debate – In collaboration with Cogite Coworking Space:*** This event was used to launch the Mubadirat campaign and to spark conversations related to gender and entrepreneurship: a rarely discussed subject in Tunisia.



Speakers included: Chema Gargouri (Country Director of Women’s Enterprise for Sustainability, Founder and President of the Tunisian Associations for Management and Social Stability); Zeineb Messaoud (Director, Raida - Mubadirat Partner); Leila Ben Gacem (Serial Tunisian Entrepreneur, Ashoka Arab World Fellow, Founder and CEO of Dar Ben Gacem, Founder and CEO, Blue Fish); Asma Mansour (Founder and President, Tunisian Center for Social Entrepreneurship, including the supported Lingare coworking space, Ashoka Arab World Fellow); Oumezzine Dhouieb (Founder, Mes Confits); and Nadia Sehnaoui Boulifa (Elham Consulting). The panel was moderated by Houeida Anouar, Editor-in-Chief of Al Huffington Post Maghreb. This event brought together a diverse audience and was almost evenly split between women and men: a rarity for events focusing on women and gender. Following the panel, there was a lively discussion between the audience members and the attendees about the importance of discussing gender with respect to entrepreneurship, gender-based obstacles and opportunities, and what entrepreneurship ecosystem actors can do to reduce gender-based discrimination in Tunisia.

Egypt Debate – In collaboration with Rise Up Summit: The RiseUp Summit is the Middle East and North Africa’s biggest entrepreneurship event, with over 4,000 attendees from around the world, including 1100 entrepreneurs, 127 investors, and 240 speakers. Mubadirat partnered with RiseUp to organize an event on how the regional entrepreneurship community can develop and implement strategies to support women entrepreneurs. The panel featured six women entrepreneurs from Morocco, Tunisia, Jordan, Egypt, and Lebanon: Dorra Fayeche (CEO Neoshop), Noha Mahmoud (CEO, Owlcircle), Kenza Lahlou (CEO, Startup Your Life), Stephanie d’Arc Taylor (Cofounder, Jaleesa) and Eman Hylooz (CEO/Co-founder of Abijad) and was moderated by Yasmine el Baggari (CEO of Voyaj and the partner for WeMENA, a World Bank initiative to build resilience across the region by connecting women entrepreneurs and innovators, and empowering them with worldwide mentors, resources, learning, connections, and grants).



- **Additional Events:** The alliance have also organized two additional events to further the conversation on women entrepreneurs in the region with ATUGE, a prestigious alumni association in Tunisia, titled “How to Create the Next Generation of Women Entrepreneurs”.

This panel featured Secretary Saida Ounissi, the Secretary of State for Professional Development and Entrepreneurship, as well as Zeineb Messaoud, Director of mentoring network Réseau Entreprendre Tunisie, Sonia Barbaria, Program Manager for the entrepreneurship support structure from World Bank Souk Ettanmia, and François Rancourt, Director of the Financial Center for Entrepreneurs “CFE.”

Publié le 18/01/2017

Mardis de l'Atuge : Comment créer une nouvelle génération de femmes Entrepreneurs ?

Le cycle des Mardis de l'Atuge se poursuit avec une rencontre, qui s'est tenue hier, sous le thème « Comment créer une nouvelle génération de femmes Entrepreneurs ».



C.6.1.3 Media Campaign & Regional Debates in numbers (KPIs)

- **Campaign Reach and Viewership:** In the first two months of 2017, in terms of reach and viewership, the media campaign component has met all of its KPIs for Egypt and Tunisia; additionally, we also have strong viewership in the target countries of Algeria and Libya. The viewership KPIs are explained in the table below.

	Facebook	Youtube
Egypt	37,508 (KPI: 30,000)	207,743 (KPI: 200,000)
Tunisia	22,234 (KPI: 20,00)	126,996 (KPI: 100,000)
Algeria	38,457 (KPI: N/A)	15, 827 (KPI: N/A)
Libya	7,521 (KPI: N/A)	5,268 (KPI: N/A)
Total (all countries)	108,450	357,591

In 2017, Mubadirat will continue to produce and publicize additional videos, organize more events in the target countries and seek additional organization and/or media partnerships, particularly to facilitate the campaign’s expansion to Algeria and Libya.

- **Job Creation:** Considering that the media Campaign was launched near the end of 2016, the team has not instated the follow up survey yet to measure the impact of the campaign on job creation and the number of new businesses incorporated. The team expects to have the first data with regards to this indicator by mid 2017.
- **Regional Debates:** The debates reached 350 participants on the events location and more than 2200 viewers via social media channels. The table below highlights the details of each debate.

Egypt Debate	Tunisia Debate

<p>Event: “Regional Strategies for Women Entrepreneurs’ Success” https://riseupsummit.com/agenda/sessions/women-panel/</p> <p>Date: December 11, 2016</p> <p>Attendees: ~200</p> <p>Location: RiseUp Summit, Greek Campus, Cairo Egypt</p> <p>Livestream: 939 Views</p> <p>Facebook Posts: 1245 people reached</p>	<p>Event: https://www.facebook.com/events/1031155847014234/</p> <p>Date: November 18, 2016</p> <p>Attendees: ~150</p> <p>Location: Cogite Coworking Space , Tunis, Tunisia</p>
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C.6.1.4 Unforeseen Developments that affected Campaign

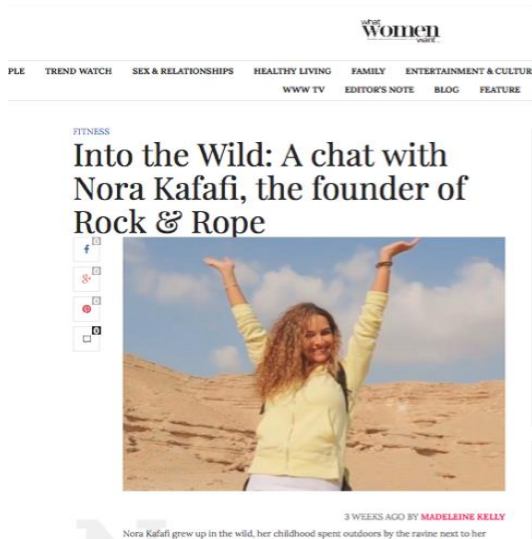
- New Data Emerged:** After completing baseline surveys in Egypt and Tunisia, we discovered that young women’s interest in entrepreneurship and in starting a business was much higher than we had initially anticipated. As such, we redesigned the content and roll-out plan for the media campaign from simply inspiring young women to consider entrepreneurship as a serious career option to encouraging young women to take the first step toward transforming their interest in entrepreneurship into preparing themselves and increasing their capabilities of starting a business. To do so, we decided to create short videos of successful women entrepreneurs that we would then make viral on social media. These videos direct viewers to the Mubadirat website and Facebook page, which features myriad country-specific, regional, and international entrepreneurship support mechanisms, particularly those geared toward supporting women entrepreneurs. This shift in campaign strategy delayed the campaign’s production and launch as we refined the concept to best match the outcomes of the baseline surveys. Similarly, we have modeled the “Regional Debates” around featuring female entrepreneur role models/success stories, connecting young women to resources to start a business and raising awareness about challenges facing women when with respect to starting and sustaining a business.
- Economic and Political Developments:** On November 16, 2016, the Egyptian parliament approved a new NGO law, Article 14 of which forbids NGOs from conducting fieldwork or public opinion surveys or from publishing surveys without explicit government permission. The approved law stipulates a 1-5 year prison sentence and fine of 50,000 to 1 million EGP. Nahdet EL Mahrousa distributed our baseline surveys for Egypt. This new law, however, effectively forbids Nahdet El Mahrousa from distributing additional surveys, including the follow-up measurements, as this type of activity would put the organization's legal status in Egypt in jeopardy. Given this recent development in Egypt, we will distribute the follow-up surveys ourselves through the networks developed by the Mubadirat media campaign; however, the reach of the follow-up surveys may be less without our partner organization. We will also utilize official employment data in Egypt to measure increases in job creation, especially for women, following the conclusion of the media campaign. There have been no unforeseen developments in Tunisia that negatively impacted the implementation of the campaign.

C.6.1.5 Lessons Learned for Media Campaign and Debates

- ***Incorporated Approach to Gender:*** During both the Tunisia and Egypt debates, panelists and audience members alike questioned the purpose of having an event specifically focused on women. During the RiseUp panel in particular, Stephanie d’Arc Taylor (Jaleesa) from Lebanon stated that conferences like RiseUp needed to make an effort to have women on every panel, instead of having a panel for women; a comment which was picked up by regional media as well. While RiseUp, in fact, was initially resistant to organizing an event related to women, the organizing team has now said that it will better take gender into consideration when inviting speakers, organizing panels, and implementing other aspects of the RiseUp Summit.
- ***Campaign Concept Change:*** Please see section on “New Data” on the campaigns’ change in direction due to the outcomes of the baseline surveys.

C.6.1.6 Success Stories

- ***RiseUp Summit:*** Following the panel “Regional Strategies for Women Entrepreneurs’ Success,” and the feedback that women should be better incorporated throughout the summit’s programs, RiseUp is now considering how to better incorporate women, women’s experiences, and the challenge that women entrepreneurs face into future activities, including RiseUp 2017.
- ***Women of the Future in the Mediterranean:*** Empowered by her participation in the Mubadirat campaign, Oumezzine Dhoueib has decided to apply for the "Femmes d’avenir en Méditerranée," a highly selective program supported by the Tunisian Ministry of Foreign Affairs and International Development, the Ministry of Women, and the Union for the Mediterranean. This training targets women changemakers that are distinguished by their entrepreneurial activity and who show an interest and promise in promoting gender equality. Mubadirat is supporting Oumezzine’s application with a strong letter of recommendation and is serving as a reference for her candidature. Additionally, please see Oumezzine Dhoueib’s testimony on how the Mubadirat video has helped her business, Mes Confits to attract more customers, build trust among consumers, and solidify the company’s brand.
- ***Effects of Media Campaign on Featured Women Entrepreneurs:*** Mubadirat has played an important role in the development of the profiled women’s businesses. For example, Oumezzine Dhoueib (Mes Confits), Farah El Ashiry (Fufa), and Boutheina Bouraoui (Hamasset Fanneya) all reported an increase in sales due to the widespread viewership of their video profiles and subsequent media coverage. Moreover, Nora Kafafi (Rock n’Rope) reported that the developer for her project, a rock climbing park in Egypt, was so impressed by the video that they decided to speed up the construction project to meet an earlier launch deadline. She also said that the video was instrumental in better explaining what she is working to achieve, as her project is an entirely new concept in Egypt and difficult to present to investors, stakeholders, and clients.
- ***Local Media Mentions:*** Mubadirat has been covered in over a dozen media outlets in Egypt and Tunisia, including in-depth profiles by Huffington Post Maghreb (Tunisia, Algeria, Morocco). What Women Want magazine (Egypt), and Radio Tataouine, a regional radio which reaches the marginalized Central and Southern Tunisian.



C.6.2 Coworking Summit: *Reference to the original Dutch Proposal - (Activiteit 3.5: Het organiseren van coworking summits.)*

The Coworking Summit was organized with the main objective of bringing together coworking space managers and teams in order for them to attend workshops that will enhance their overall management skills at the same time offering the unique opportunity to be a teacher and student at the same time. Being able to meet face-to-face with other coworking space managers from the region enables them to share experiences and further advance their understanding of each other's strengths and weaknesses in running a space in the region and enabling them to deal with compatible challenges. It's a moment for them to learn, reflect and move forward with possible collaborations with other spaces from the region.

C.6.2.1 2016 Coworking Summit in Tunis

The Coworking Summit 2016 was organized in Djerba, Tunisia one of the islands in the Mediterranean with huge unemployment and irregular migration to Europe. The Summit was organized and attended by the entire alliance and all local partners attended. The summit took place during the 14th, 15th and 16th of December 2016.



- Participants:** There were a total of 50 participants, which included 11 trainers. Unfortunately, a rather large amount of Egyptian space manager did not receive their visa and were unable to attend; otherwise the amount of space manager would have been higher.
- Content:** The program during those three days consisted of team building activities, spark sessions (short presentations on different topics aimed to inspire the audience), and a wide

range of parallel workshops. The topics of the workshops ranged from how to best network, how to raise funds and impact measurement. On the second day there was also a large amount of time available for mentoring sessions using the World Café method, this way the participants could spend some quality time and ask for advice from the different mentors available. Furthermore during those three days there was also time for the participants to collaborate and focus on shared challenges. On the last day the different working groups presented their results and findings. The Summit led to more spaces from the region getting to interact, get to know each other better and work on challenges they have in common. It enabled them to contact each other more easily and visit each other if the opportunity presents itself, besides that they were able to get some valuable knowledge and practical advice during the workshops.

C.6.2.2 The summit in numbers (KPIs)

Space Managers	28 Space Managers from all targeted countries
Trainers	11 Trainers from all targeted countries
Female Participants	1/3 of beneficiaries and 50% female trainers
Workshops	13 different workshops during three days of summit
Collaborations	5 different workgroups were formed

C.6.2.3 Unforeseen Developments that affected the Summit

- **Travel restrictions for some participants:** Arranging visas has always been proven to be a complex and often a tough process. In this case we had problems arranging visa's for participants from Egypt. We tried with our local partner to make this possible, but unfortunately, in 6 cases the visa was either denied or approved too late.



C.6.2.4 Lessons Learned for Next Summit

- **More time for collaboration and networking:** While the Summit presented strong content led by very qualified trainers, multiple workshops a day made for a very packed schedule and less time for collaboration sessions, or breaks and it was mentioned by our participants that there was a need for a lighter workshop schedule.
- **More hands on activities:** In their evaluations, many participants noted that they benefitted the most from workshops with hands-on activities and thus gave them the opportunity to put the theoretical ideas they had discussed in the workshop into practice. More hands-on workshops are a must to keep in the program for future summits.
- **Media Exposure:** For future editions of the summit, it would be helpful to agree on a media strategy at the outset to ensure that we engage the right media contacts and confirm media coverage.

C.7.3 Collaboration Grants: *Reference to original Proposal - (Activiteit 3.3: Het vergeben van Collaboration Grants aan coworkingspaces om samenwerking onderling en met andere stakeholders te bevorderen)*

C.7.3.1 The 2016 Mobility grants in numbers (KPIs)

The alliance designed collaboration and mobility grants program to encourage collaboration between coworking spaces and with other stakeholders like women's organizations, universities, centers for vocational education, the private sector and local authorities. These grants will allow the coworking spaces to expand their communities, provide more services and opportunities and draw more women entrepreneurs into their communities. In addition, the alliance explored and continues to explore setting up regional collaboration between Algeria and Tunisia and Egypt and Tunisia, and if possible with Libya too. The aim of this regional collaboration is to:



- Support peer learning and sharing of knowledge and resources.
- Stimulate collaborative projects amongst coworking spaces
- Inspiring transnational co-creation and collaboration

In 2016 spaces from the Maghreb region were invited to apply for the grant through an open call on our website. 5 spaces from the target countries started a collaboration with another coworking space.

C.7.3.2 Unforeseen Developments that affected the Collaboration Grants

- **Lack of response from some Hosting Spaces:** Some potential hosting spaces were not very responsive to space managers requesting them to host them. This could be attributed to (1) being fearful of inviting coworking space managers to their countries and in some cases this was required of the host space for Visa purposes or (2) they failed to see the added value of hosting a space manager from the countries targeted by the program.
- **Lack of knowledge of the other coworking spaces outside the coworking summit:** Spaces liked the idea of a grant dedicated to collaborating with another space but they were a little bit lost when it came to finding a space to go to.

C.7.3.3 Lessons Learned for 2017 Collaboration Grants:

- **Offer Incentive for Hosting Space:** It is crucial to offer an incentive for the potential hosting spaces in Europe and the Maghreb region. Such incentives could include recognition on our social media outlets, sharing with them relevant opportunities and offering prestigious mentoring roles for them.

C.7.4 Investor Matchmaking Sessions: *Reference to original Dutch Proposal - (Activiteit 4.1: Organiseren van een Investor Matchmaking Sessies waarbij ondernemersaan (in)formele investeerders worden gekoppeld.)*

Many of the businesses in local growth sectors have inadequate access to capital. It is these businesses, in growth sectors like the creative industries, the ICT sector and the sustainable food sector, that have the potential to create job opportunities for young people.

By setting up masterclasses lead by internationally active investors, the alliance aims to increase the knowledge within the targeted entrepreneurial community through discussion and dissemination of

materials that will aid the young entrepreneurs understand the complexities of the financial world and be comfortable with its language and requirements. This will lead on to Investor Matchmaking Sessions to help entrepreneurs connect with local and international investors so that the number of investments by local and international investors will grow. As a result of this, the alliance expects that the businesses in these growth sectors will expand which will lead to more employment for the program's target group.

C.7.4.1 Solicitation of Entrepreneurs

Through engagement with partners such as Cairo Angels, Carthage Angels, Flat6Labs, Cogite, Clean Tech Arabia, The Next Women Tunisia, Maison de l'Image and RiseUp – we were able to reach a wide number of entrepreneurs.

To prevent creating an in-crowd, by associating too closely with coworking spaces, a wider campaign of social media action on Twitter and Facebook was taken to invite companies from across the target countries to participate, moving the focus away from the capital cities.

Shares of the post by local investment professionals such as Tarek Fahim further cemented this strategy, as entrepreneurs who were already following such industry professionals were also reached. An online application form linked to campaigns created an efficient mechanism to collect and review applicants.

Invitations and marketing were countrywide, yet entrepreneurs were expected to travel to the respective capitals. Furthermore, entrepreneurs from Algeria and Libya were expected to arrange visas as well as cross borders to attend, if they were eventually chosen. Eventually the entrepreneurs from Algeria and Libya were not selected because they were not investment-ready.

Contact was made with over 100 companies, with information gathered on 101 companies who applied to attend the sessions.

Certain questions seemed more difficult to understand for starting entrepreneurs and were left blank or required email or telephone feedback before answers were freely given. Most applications came through in English, with a small number in French or Arabic.

C.7.4.2 Selection of Companies to attend the sessions

On gaining such a wide number of potential participants, the alliance agreed that both early and mid-stage companies should be included, but all companies should be already active with users and some form of track record. An inclusive approach was adopted at this time with a list of 36 (out of 101) companies being invited to proceed to the next round with some companies being given leeway, as they did not quite come up to the required standard.

Selected companies were invited to answer a new set of questions that gave increasing information about their investment potential, which would be judged internally with input from selected partners. These companies were also required to send a video pitch and pitch deck that showed their investment readiness and presentation skills.

C.7.4.3 Capacity building for Participating Entrepreneurs before the sessions

It was clear from the first contact moments with potential entrepreneurs that their level of knowledge over investment was much less than previous research suggested. The questions that we asked were not understood by everyone, with a number of emails asking us for clarification. This

extended to the contents of the video pitches and the pitch decks. There was a reluctance to share vital financial information except in person, making the review of candidates to pitch more difficult. This was one of the reasons behind introducing preparation sessions before the matchmaking events, so that open questions could be answered and people met in person.



Capacity building session for Cairo Entrepreneurs

These sessions covered valuation, investment behaviour & timelines, and negotiation protocols focused to aid young entrepreneurs understand the complexities of the financial world and be comfortable with its language and requirements.

Two were organised, one in Cairo and the other in Tunis, to prepare the entrepreneurs for the Matchmaking Sessions. Participation was high with a 60% attendance across both events with 11 attendees in Cairo and 12 in Tunis.

Entrepreneurs used the sessions to learn pitching techniques as well as practicing their individual pitches and pitch decks to improve their chances at the Investor Matchmaking Sessions and in future investment meetings – participants remarked that the sessions were useful.

C.7.4.4 The Matchmaking Sessions in Tunis and Cairo

The match-making sessions took place in Tunis on the 11th and 12th October with Cairo on the 14th and 15th October.

- Investors:** Local and international investors were invited and attended both events – attendees representing the United States, Lebanon, Italy and The Netherlands as well as many from Tunisia and Egypt. Significant is that while in Tunis, all attended except the two investors who came in from Egypt, due to visa issues. However, there was significant cancellation in Egypt itself in the days preceding the event. 11 investors participated over the two days in Tunis, with 10 in attendance in Egypt.

Friday 14 October: Matchmaking Day 1		Saturday 15 October: Matchmaking Day 2	
13:00-14:00	Opening & Lunch, Blue Room	Full day	Follow up meetings, individual planning (Greek Campus, hotel lobby, local offices)
14:00-16:00	Matchmaking Round 1		
16:00-16:30	Break	16:00	International guest visit old Cairo (optional)
16:30-18:30	Matchmaking Round 2		
18:30-19:30	Closing		
20:00	Dinner Sequoia, (investors only)		





Program For the Cairo Sessions

- **The Session’s Program:** The program consisted of speed dating sessions on the first day and follow-up time planned for the following day. This gave investors the chance to make a quick decision on who they would like to speak with, and focus their attention the second day on the companies they were really interested in.
- **Gender Observations:** There were entrepreneurs and investors of both genders in attendance at each event, where females were in the minority, but were a significant presence. One female entrepreneur attended in Tunis, while a fifth of the attending companies in Cairo were represented by female entrepreneurs. However, there were 3 female investors in Tunis and a provisional agreement to work with Next Women Tunisia next year should make this more balanced.

C.7.4.5 Matchmaking Sessions in Numbers (KPIs):

So far no investments have taken place and no jobs have been created as a result of this activity. The first matchmaking sessions were in October 2016, so it is too soon for a typical investor to close an investment deal.

16 companies received interest from investors, and up to this date 10 are in this stage in negotiation with investors about investments in their company. Follow up actions will continue throughout the coming months and we do expect that investments will be realized that are attributable to the two matchmaking events in 2016. At this moment we have identified 10 most likely possible deals.

Below is a table summarizing the results achieved so far:

Number of Sessions organized	2
Total Applications Submitted and evaluated	101
Entrepreneurs Invited to the Sessions	36
Capacity building workshops for entrepreneurs	2 with 23 Participants
Entrepreneurs Participated in the sessions	33
Investors Participated in the sessions	21
Number of Companies anticipated to receive investments	10

C.7.4.6 Unforeseen Developments that affected the Sessions:

- **Security concerns:** There were some security concerns regarding travelling to the region. Dutch, British and American governments had at different times increased security concerns and travel warnings across Tunisia, Egypt, Libya and Algeria. This created reluctance in a number of international investors to travel to the region, especially due to the ongoing coverage of terrorist activities. Most were due to fly to Tunisia, where there was an Orange warning level.
- **Economic developments:** Economic revaluation of currency in Egypt had been discussed across 2016, but came late in the year. This artificially high rate of the pound against the dollar with its associated currency controls made it difficult for the local investors to commit, as much of their capital was held in hard currency outside the country. As the largest capital market in the region this had a knock-on effect to the other target countries, with all 6 Egyptian investors who had confirmed for travel to Tunis pulling out over the last two weeks.

C.7.4.7 Lessons Learned for the 2017 sessions:

For 2017, a somewhat different strategy will be undertaken to focus on the fundamental outcome of job creation.

- **Regional Approach:** Instead of only an online campaign that targets whole countries, a more regional specific approach will be undertaken. Coworking spaces will be asked to provide lists of early stage companies that might benefit from early stage investments to ideate and strategize their companies more effectively. Furthermore, instead of organizing only our own match-making activities and trainings, we shall co-operate with regional players to feed entrepreneurs into their activities and they will share leads and costs with us to create reach our targets in a more effective way.
- **Widened Scope – Small, Medium and Enterprise Companies:** A valuable lesson is that middle and late stage companies have a different audience of investors and stakeholders. The alliance will organize separate activities for these 3 cohorts of companies to better match these entrepreneurs with investors within their investment range.
- **Larger & Smaller – More jobs! :** Entrepreneurs who are at a later stage will be placed in front of international investors in online sessions, thus increasing their audience for monies, as the most investable companies declined to take the stage in a match-making session and wished private audiences. We shall also service better the smaller companies, who tend to be less capital intensive and more job-intensive, thereby contributing more to the overall outcome of the program, which is job creation for the youth in the region.