



ENTREPRENEURSHIP

Support & Intervention
Programme

Programme Design Document



SUSTAINABLE
RECYCLING
INDUSTRIES

2017

CREDITS

CEDARE Coordination: Hossam Allam (Regional Programme Manager), Ghada Moghny (Programme Coordinator), Lamia Nabil (Communication & PR Officer), Terry Fahmy (Regional Programme Specialist), Rym Hazem (Programme Associate)

WRF Coordination: Mathias Schluep (Programme Director)

Sofies Coordination: David Rochat (CEO, Sofies International), Deepali Sinha Khetriwal (Managing Director, Sofies India), Anahide Bondolfi (Senior Consultant)

AUTHOR

Sina Hbous, Senior Expert, CEDARE

GRAPHIC DESIGN

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CONTACTS

CEDARE - Centre for Environment and Development for the Arab Region & Europe - Sustainable Growth Division - 2 Hegaz St., Roxy, Heliopolis, CEDARE Building P.O. Box: 1057 Heliopolis Bahary, Cairo, Egypt. Tel: +202 24513921/2/3 - Fax: +202 24513918, sgp@cedare.int, www.cedare.int

Sofies - P.O. 2091, rue du Vuache 1, 1211 Geneva 1, Switzerland.
Tel: +41 22 338 15 24, geneva@sofiesgroup.com

Sustainable Recycling Industries (SRI) c/o World Resources Forum Association - Lerchenfeldstrasse 5, 9014 St. Gallen, Switzerland, info@sustainable-recycling.org, www.sustainablerecycling.org



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Introduction

Nurturing an ecosystem of start-ups and helping the acceleration phase of SMEs and companies could be the right building blocks to unveil a dynamic and continuously growing electronic industrial recycling market in Egypt. To do so Egypt has been selected amongst an array of countries to benefit from the services and activities of the SRI project. In a nutshell, the project aims to support the design of formal business model and help the transformation from an informal mode of operation to a more formal one in the E-waste market in Egypt.

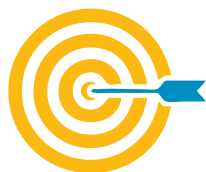
Among the main component of the project in Egypt is to design and implement an entrepreneurship support program to help either incubate or accelerate new or existing start-ups and ultimately create a dynamic formal sector based on new models of business that infuse innovation, creation with existing market opportunities.

This document at hand, is meant to detail the activities, structure, components and conditions of the proposed “Entrepreneurship support and intervention programme” for the E-waste Recycling Industry in Egypt.



II

Strategic Objectives of the Programme



- 1 Create the first E-waste Recycling Entrepreneurship Support and Intervention Programme
- 2 Build formal business models for start-ups in E-waste recycling
- 3 Nurturing the collective bargaining power of small companies working in the form of clusters through common collaborative platforms
- 4 Build the technical and business capacity of operating and existing companies in the formal sector



Programme Description and Structure

1 Title and Definition

The title of the programme has been intentionally designed as “Entrepreneurship Support and Intervention Programme”.

The rationale behind title selection is not to limit activities and design to only one specific support phase either incubation or acceleration. The programme intends to provide multi-track services to support a wider universe of participants that include already operational companies and new entrepreneurs in the process of creating their own companies; hence the use of the words support and intervention.

2 Profile and Characteristics

The programme is designed to be:

I. Demand Driven:

Participant selection and the stage of operation of selected ongoing businesses or start-ups will be based on the needs of the market and the involved stakeholders and entrepreneurs.

This implies that different companies and/or start-up will work on different stages of the supply chain or provide different services to different end-users as per demand.

The baseline canvas for selecting the scope of work and/or ideas for participants will be the supply chain mapping of the E-waste market in Egypt. This map is one of the results of the Market Assessment study.

II. Catalyzing Agent:

To support an overall ecosystem within E-waste recycling then the programme needs to act as a catalyzing agent to different stakeholders and players. Accordingly Programme targets will be diverse:

- Ongoing companies
- New start-ups (in the set-up phase)

3 Training and Content Design

The programme is based on a “Human Centered” design methodology based on a three phase approach. Trainings and mentoring will be designed to cover the three below stages.



I. Enabling Participants Phase one:

Provide participants with the skills and capabilities that are necessary to meet the dynamic changes and competitiveness of the market in general and the workplace in particular, especially in the e-waste electronic recycling industries.

In addition to business trainings and access to knowledge, the axial focus on trainings and mentoring that will be provided will be on nurturing creativity and innovation and empathy through the use of technology and critical thinking and determination.

This phase will be the design base for the Ideation and Technical trainings components of the programme. It is the phase for access to information and knowledge sharing on the E-waste sector and the existing opportunities for market entries and required business models.

II. Empowering Participants Phase two:

Through business development and leadership trainings, participants will be empowered to shape their ideas and turn them into actionable plans. In this phase the main driving force behind developing the business model and the structure of companies that should be launched. This phase will be covered through business development trainings.

In addition, coaching and mentoring will provide participants with the personal human centered drive and leadership qualities required to lead companies through inception, growth and sustainability phases.

III. Following through and Sustainability Phase three:

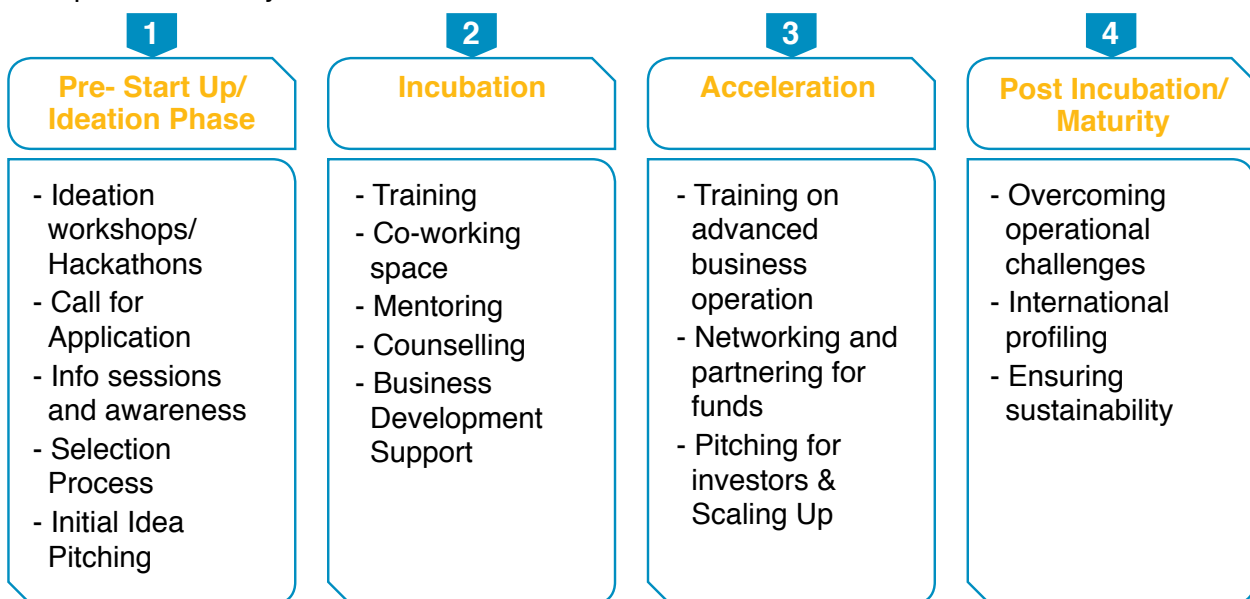
This phase will rather start towards the end of the programme, when participating companies and entrepreneurs could take their business model canvas to the growth and later maturity phases where they can pitch for investments and funding. The programme will design and suggest post-incubation/ acceleration activities to support participating companies and start-ups throughout their post incubation phase.

4 Scope

I. Design Scope:

Corresponding to different stages of the entrepreneurial lifecycle is different variation of support and incubation stages that are specifically tailored to support a company or a start-up during the different stages of a lifecycle. Accordingly, the programme will be structured to cover the various stages of the entrepreneurial cycle.

Phases of entrepreneurial support and intervention that are reflective of the different stages of an entrepreneurial lifecycle are:

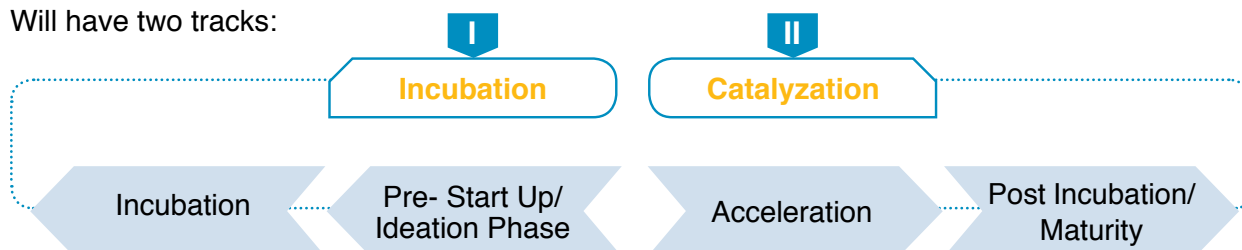


II. E-waste Intervention Scope:

- a. Cover all types of E-waste
- b. Idea/Scope of work of participating entrepreneurs/companies can target any stage of the process of recycling as long as it is part of the formal sector of the industry
- c. Technology and Innovation: It is encouraged to use new innovative digital platforms. Online solutions and applications to support participating entrepreneurs and companies

5 Structure

Will have two tracks:



The first track will require a partnership with an incubator, whilst the second track will not require physical space or co-working stations.

I. Track One: Incubation

A Targeted Participants

- ▶ Up to 3 Groups of 3-4 entrepreneurs (Age Range 25- 40) with an idea or a start-up at the inception phase with a basic business model for an E-waste recycling idea/scope
- ▶ Conditionality: No gender restrictions, University graduates with basic skills in Business, 4-5 years of professional work/experience
- ▶ Exhibit leadership and commitment qualities
- ▶ Proven team dynamics and harmony of team members
- ▶ Extend of understanding of the E-waste market in Egypt

B Duration

- ▶ Overall Duration of the Programme is up to 10 months
- ▶ 6 Month for Incubation
- ▶ One month for ideation and call for application
- ▶ 2-3 month for post- incubation follow-up

C Provided Services and Components

▶ Awareness and Ideation

- Conducting info sessions and information sharing
- Holding ideations camps and workshops

► **Business Trainings⁽¹⁾ (A training needs assessment will be conducted for participants and in collaboration with partner host to come up with the final list)**

Business Management Basics

- Financial Literacy
- HR
- Marketing, advertising and communications
- Logistics
- Operational/project management
- Permits, Regulations and Taxation

Intermediary and advanced business tools

- Developing a Business Canvas model and feasibility study
- Outreach, sales and pitching
- Social media
- Business ethics
- Business writing
- Data analysis

► **Technical Training on E-waste collection, segregation and dismantling⁽²⁾**

A training needs assessment will be conducted for participants and in collaboration with partner host to come up with the final list. It is worthy to note that all given trainings could be given to additional trainees as per the agreement of partners and not necessarily only to the incubated partners.

Introduction to E-Waste

- Introduction to E-waste (International and Local) (Composite Module)
- Stages of E-waste Recycling (Composite module including: collection, segregation and dismantling, extraction etc...)
- International case studies
- Standards compliance and adherence to environmental requirements
- Certification and auditing
- International regulation models

Egyptian Context

- E-waste players and Supply chain in Egypt (Market Readiness)
- Challenges and opportunities
- National case studies
- Business models for E-waste recycling companies suitable for Egypt
- Regulations and Government policies
- Possible market opportunities and profit

► **Mentoring and Counseling⁽³⁾**

- Interpersonal and Leadership Mentoring (determination, self-awareness, mindfulness, team leadership etc....)
- Technical advisory and mentoring
- Counseling sessions with speakers and public figures

(1) Ibid

(2) The schedule and frequency of trainings will be determined with partners

(3) Ibid

▶ **Primary Networking**

- Invite programme participants to conferences, summits nationally and internationally
- Co-organizing matchmaking and introductory meetings

▶ **Co-working Space/Storage**

- Participants will be provided with working stations at the host incubator
- An agreement will be reached with the incubator to rent a storage facility

▶ **Post incubation Follow-up**

- Periodical follow-up meetings
- Support in overcoming challenges through access to information and networks

D Geographic Outreach

- ▶ Although the main activities of the incubation track will take place in Cairo. Selected participants could represent and or come from anywhere in Egypt.

E Logistics

- ▶ All activities will be the main responsibility of the host incubator and will take place at their premise.

II. Track Two: Catalyzing

A Targeted Participants

- ▶ Small and medium companies that are already working in the field
- ▶ Have not been operating for more than 8 years
- ▶ Have records of environmental compliance
- ▶ Will be subject to evaluation by a selection panel
- ▶ Have a business model that contribute to the formal sector
- ▶ Up to 3-4 companies as a ceiling

B Duration

- ▶ This track will run up to 6 months, however since it requires a different type of commitment that the incubation tracks. The scheduling of trainings will depend on both partners and participating companies.

C Provided Services

- ▶ The below suggested activities are tentative and should be based on the requirements of participating companies. A needs assessment should be conducted to finalize the provided services as it is a demand driven catalyzing programme.

- Design and organize voluntary audits for conformity assessments with international standards schemes
- Tailored technical and business development trainings based on the level of advancement of participating companies
- Bringing in international experts for consultations
- Conducting international study tours
- On the job trainings
- Capacity building of employees
- Sending managers for international and/or regional conferences/exhibitions and networking meetings (international profiling of existing companies)
- Support the pitching for venture investments

D Geographic Outreach

- ▶ Although the main activities of this track will take place in Cairo, selected participating companies could represent and/or come from anywhere in Egypt.

E Logistics

- ▶ All activities will be the main responsibility of CEDARE

IV. Participation Guidelines

- ▶ All participants of both tracks should be given with a code of ethics as being part of the programme
- ▶ An awareness session on commitment and importance of attending all sessions and trainings
- ▶ All should sign a voluntary commitment contract that states that they will be committed to the duration of the programme
- ▶ All participation should ascribe to the essence of “**Resource Mobilization**” using their resources, skills and network to support other participants. For example, it is expected that the participants of the catalyzing track will provide mentoring. Counseling and even training for the participants of the incubation track.
- ▶ An attendance policy and penalties should be developed in coordination with the host or partner for compliance and M&E.

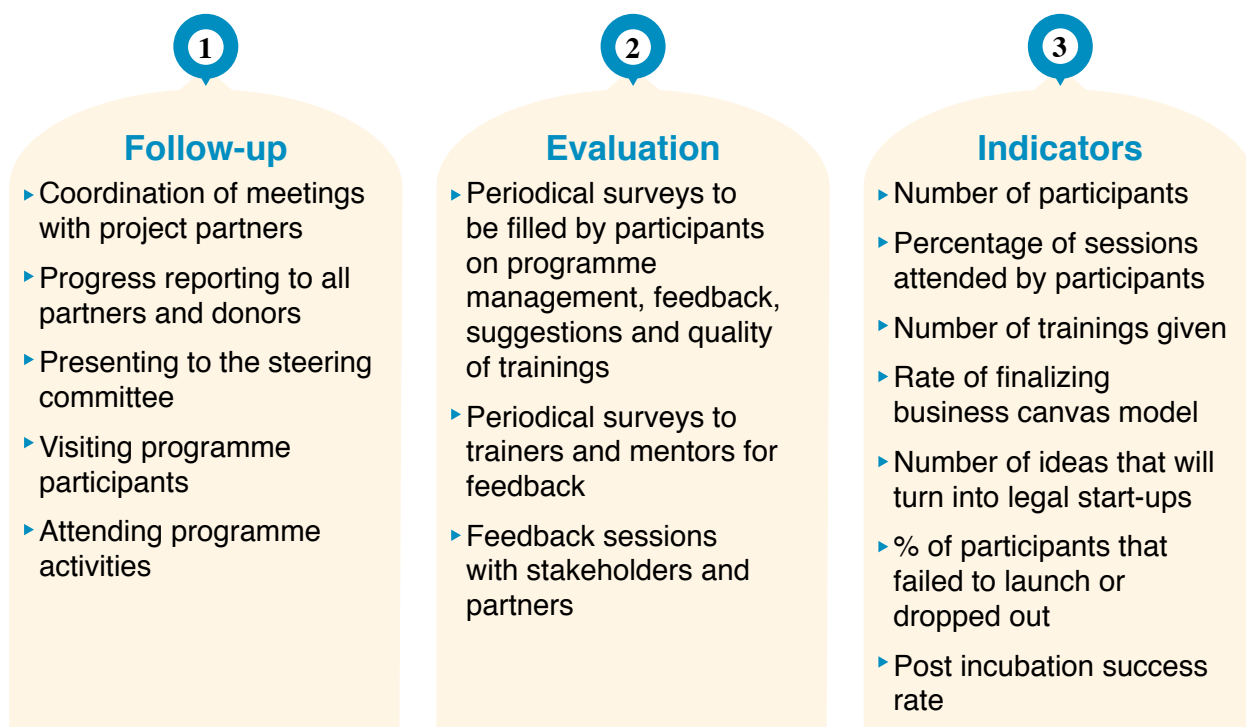
V. Programme Partners & Responsibilities

Roles and Responsibilities	
CEDARE	<ul style="list-style-type: none"> - Preliminary Design of overall programme - Selecting partners for programme implementation - Designing all required technical trainings for both tracks - Supporting partners in the implementation of the ‘incubation track’ - Managing the ‘catalyzing track’ and all its related details including logistics - Coordination and follow-up with partners - Create a database for all participants - Monitoring and evaluation of programme activities - Design activities for the post incubation space - follow-up on the progress of participants
Peer Participants	<p>Participants of the catalyzing track will be asked to provide mentoring and training support to participants</p> <p>Combined networking meetings can be held to create work and operational synergies between the two different cohort of the tracks</p>
Partners	<p>I. Legal support</p> <ul style="list-style-type: none"> - will be responsible for the legal setting up of selected start-ups <p>II. Hosting the Programme</p> <ul style="list-style-type: none"> - will host the participants on premises/workstations - will rent storage area and oversee it <p>III. Access to finance</p> <ul style="list-style-type: none"> - will support in the provision of seed funding when needed - will support in fundraising to expand programme - will support incubatees with pitching and access to funding through investors <p>IV. Programme Management</p> <ul style="list-style-type: none"> - will implement the incubation track of the programme including overall management of the track - will contribute to the design of the incubation programme and finalize the structure of provided trainings - will be responsible for supplying trainers for all business development trainings - will design the ideation boot camp/phase of the projects - will be responsible for designing and implementation for the call of application - will be responsible for the designing and implementation of outreach plan for selections including info-sessions and mini-ideation sessions - will be responsible for participant selection process - will oversee the mentoring and coaching elements of the programme - will follow-up on the progress of start-ups - can provided some help and support post the incubation phase
Trainers	<p>CEDARE or the host incubator (in close coordination) will map, select and hire national and international consultants, trainers and experts to design training content and deliver the trainings as per programme design</p>

VI. Implementation Plan⁽⁴⁾

Month/2016	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
Developing the content for the incubation programme																
Designing call for application and outreach plan including																
Designing the selection process for entrepreneurs																
Launching of the call for applications																
Selecting entrepreneurs																
Launching of the incubation program																

VII. Monitoring & Evaluation



⁽⁴⁾ Subject to change as per the start-date of the partnership and the incubation track.

VIII. References

- ▶ Curedale, Robert A. 2013. Design Thinking: Process and Methods Manual.
- ▶ Infodev.2014.Bussiness Incubation Toolkit. Available at: <http://www.infodev.org/business-incubation-toolkit>
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SRI Project - Egypt

