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Mapping and Needs Assessment of Social Enterprises and Social Enterprises Support Organisations in Palestine

Prepared by Professional Sky for Training & Consultancy Services Team



Moen Koa

Nadia Tarifi

Jihad Shogaieh

Shayma Allawi

For Agricultural Development Association (PARC)



Project Director at PARC

Huthayfa Assi

MedUP! Promoting social entrepreneurship in the Mediterranean region.

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Table of Contents

Table of Figures.....	4
List of Tables	5
Executive Summary.....	6
Abbreviations.....	9
Project Background.....	10
Introduction	11
Literature Review.....	13
Defining SEs.....	13
Defining SESOs	17
Mapping and Needs Assessment of SEs	19
Mapping SESOs and Needs Assessment of SESOs	22
Methodology.....	24
Research Methods	24
Research Methodology	25
Research Group.....	26
Session Outlines of the Needs Assessment	27
Findings	38
Defining SEs in the Palestinian Context	38
Defining SESOs in the Palestinian Context.....	39
Mapping SEs in Palestine	40
Mapping SESOs in Palestine.....	42
Success stories	57
Leaders Organization - Fast Forward.....	57
Gaza Sky Geeks (GSG)	57
Needs Assessment of SEs and SESOs in Palestine	58
Conclusion and Recommendations	73
Needs Assessment	73
Social entrepreneurship ecosystem in Palestine	74
Barriers to Women Entrepreneurship	75
Recommendations	76
References	80
Annexes.....	85
Annex (1): Participants in the focus group discussion.	85
Annex (2): Participants in the focus group discussion from SEs & SESOs.....	86

Annex (3): List of active cooperatives in Palestine. 88

Table of Figures

Figure 1. SESOs services that were suggested during the FGD II.....	40
Figure 2. The Palestinian SEs areas of needs.	73
Figure 3. Social entrepreneurship ecosystem in Palestine.	74

List of Tables

Table 1. List of SEs identified by the participants of FGD I.	41
Table 2. List of SEs identified through snowballing technique.	42
Table 3. List of SESOs identified by the participants of FGD II.	48
Table 4. List of SESOs identified through the snowballing technique.	56
Table 5. Challenges from FGD I.	64
Table 6. Solutions developed through the workshop of SEs and SESOs.....	65

Executive Summary

The present study was designed to map and assess the needs of Social Enterprises (SE) and Social Enterprises Support Organizations (SESO) in Palestine. For this purpose, the study utilized qualitative approach deploying two focus groups and one workshop to gather the data needed from participants.

The findings of this study show that there are no public support schemes targeting SEs in Palestine as there is no official definition of SE. The major constraint would appear to be the lack of investor interest in, and investment capital for, SE. Therefore, awareness raising campaigns is urgently needed through a well-planned communication strategy.

One of the more significant findings to emerge from this study is that financial needs is the most challenge that face SEs. Participants in (FGD I) stressed that they had great difficulty accessing finance from commercial banks. They finance themselves mainly from some donations and their personal income. The participants believe that the lack of instruments specifically designed for SEs and the lack of opportunities to access sources of financing to be a crucial obstacle in their progress. To enable ecosystem for the SE, SESOs and other supporters should direct financial support for opening and developing SEs. This may include facilitating access to finance to consolidate and scale SEs.

Another serious challenge that faces SEs in Palestine is the lack of a legal framework for SEs. This creates confusion over which legal procedures should be used, and which type of support mechanisms and benefits could be utilised. Therefore, the Palestinian government has to adopt some legislation to support the progress of the social economy. The legislations have to create a new legal form for SEs covering a broad range of purposes and activities. Accordingly, the Palestinian government should create a dedicated Social Enterprise Unit

within the Ministry of labour to implement a strategy to tackle barriers facing the sector of SE and achieve outcomes by tackling legal and regulatory issues and promoting social value in public sector procurement. This unit also should aim at making SEs better businesses through providing business support and training and improving provision of finance and funding. The Palestinian government has to start making efforts to promote the development of SE in Gaza Strip and West Bank. As the current development of SE to a large extent been promoted by international organisations, we encourage the Palestinian government to promote the sector by top-down trends. The devoted Social Enterprise Unit will guarantee including the development of SE sector in the governmental strategic plan.

The study also reveals that there is no established official or widely used system for measuring and reporting social impacts in Palestine. Therefore, SESOs need to help SEs in this matter through publishing guidance and toolkits to support the sector in this regard. Capacity building programs may address this issue as well.

Barriers to women entrepreneurship in Palestine are numerous, but knowledge and containment of these barriers will support in fostering a more conducive environment for enabling more women to attempt entrepreneurship. These barriers include (1) lack of skills which help them to operate business, such as developing business plan, arranging finance, developing the market, and information on credit, (2) the lack of time to start their SEs as they are deprived of involving themselves in business, (3) the lack of female role models demotivates other women to undertake the entrepreneurial journey, (4) the lack of entrepreneurial skills development, awareness, and experience among women as females who finish their education prefer to do job rather than starting entrepreneurial activity (5) the lack of technological awareness among female entrepreneurs makes them incapable to handle the competition set by global firms, (6) the lack of business network among business women in

Palestine, (7) This constrains women access to investment, access to critical resources, and expansion of business market, and (8) the constraints of family and society as a whole make it harder for some women to work in an entrepreneurial career. This limitation makes women in Palestine lose many opportunities due to lack of support from the family.

Abbreviations

CSR	Corporate Social Responsibility
FGD	Focus Group Discussion
IP	Intellectual Property
KPI	Key Performance Indicator
PR	Public Relations
SE	Social Entrepreneurship
SEs	Social Enterprises
SESOs	Social Enterprises Support Organisations
FTE	Fair Trade Egypt

Project Background

The study of Social Enterprises (SEs) and Social Enterprises support organizations (SESOs) mapping and needs/gap assessment is part of MedUP! Promoting social entrepreneurship in the Mediterranean region. The project is implemented in Palestine by Agricultural Development Association (PARC) and led and managed by OXFAM. The project aims at promoting an enabling environment/ecosystem in the Southern Mediterranean EU partner countries for the development of the social entrepreneurship sector as a driver for inclusive growth and job creation. More specifically, it aims at increasing economic inclusiveness and employment in Morocco, Tunisia, Egypt, Lebanon, Jordan and Palestine where adequate policies on social entrepreneurship are in place, public-private dialogue and exchanges of practices are promoted and high-quality services for social enterprises are provided.

Introduction

SEs have been a growing phenomenon around the world since the past decade. Since the late 1990s, a worldwide and unprecedented surge in interest in the topic has been fostered by significant changes in the political, economic and environmental scenarios. These changes have led policy-makers, conscious citizens and disadvantaged communities to turn to private entrepreneurs for innovative and sustainable solutions that address poverty and related problems as the root causes of inequality and the uneven distribution of the world's wealth (Grieco, 2015, p. 5; Harrington & Clarkson, 2018, p. 47). An important development since the economic crisis of 2008, has been the increased interest and proliferation of variegated forms of SEs (Gidron & Hasenfeld, 2012, p. 1). Univocally defining SEs is a hard job. They can widely differ from several perspectives (legal form, sector of activity, profit management), but they all share the common feature of striving for the achievement of a social mission (Grieco, 2015, p. 2). The concept of SE has grown dramatically in many regions of the world. Defined as the use of nongovernmental, market-based approaches to address social issues, social enterprise often provides a "business" source of revenue for many types of socially oriented organizations and activities (Kerlin, 2012, p. 91).

Generally and simply, social enterprises can be defined as "a cause-driven business whose primary reason for being is to improve social objectives and serve the common good" (Cadwell, 2018). The spread of SEs has been global, and it received a big boost after Muhammad Yunus, founder of the Grameen Bank, won the Nobel Peace Prize in 2006 for his innovative work on micro-financing. Yunus project considered as a renowned example of SEs. The idea of combining social (or environmental) purposes with a business orientation and creating an organization to carry out a social mission coupled with successful business

ventures is intriguing and attractive to social entrepreneurs, investors, researchers and policymakers alike (Gidron & Hasenfeld, 2012, p. 1; Rossi & Kjeldsen, 2015, p. 112).

In Palestine, despite that socially entrepreneurial initiatives have always existed in practice, social entrepreneurship stills an emergent concept. In Palestine, there is an absence of recognized social enterprise policy and comprehensive mapping of SEs and SESOs. Hence this study aims at identifying the support and capacity building needs of SEs and SESOs operating in Palestine. Accordingly, this study has six main functions: (1) Providing a clear definition of SEs and SESOs in the Palestinian context. (2) Understanding the social enterprise ecosystem in Palestine. (3) Mapping the social enterprises SEs in Palestine. (4) Categorising SEs and SESOs in Palestine. (5) Identifying the SESOs in Palestine and conducting Needs Assessment thereof. (6) Assessment of challenges, barriers and opportunities.

In order to achieve the above aims, this study attempts to answer the following main questions:

RQ1: How SEs and SESOs are being concertized in Palestine?

RQ2: What are the goals, actions, challenges and barriers, as well as the potential and opportunities of SEs in Palestine?

RQ3: What are the challenges SESOs face in their support of SEs?

RQ4: How are they addressing them?

Literature Review

DefiningSEs

Social entrepreneurship suffers from the absence of a single definition as there is no consensus on what SEs actually mean (Bousnina, Snoussi, Mansour, Boughzala, & Zouaoui, 2015, p. 197; Hmayed, Menhall, & Lanteri, 2015, p. 153). The review of the literature reveals clear confusion over the definition of social enterprise across the world as scholars attempt to come to terms with the development of organisations marrying philanthropy with business models and building hybrid organisational forms of SEs. In 1990, the Organisation for Economic Co-operation and Development (OECD) defined social enterprises as “any private activity conducted in the public interest, organised with an entrepreneurial strategy, but whose main purpose is not the maximisation of profit but the attainment of certain economic and social goals, and which has the capacity for bringing innovative solutions to the problems of social exclusion and unemployment” (Galitopoulou, 2017). However, since then, the SEs boundaries have been rapidly changed. The British government, Department for Business Innovation and Skills (BIS) defines social enterprise as “a business with primarily social objectives, whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profits for shareholders and owners” (BIS, 2011, p. 2). This characterisation of SEs allows a widespread range of bodies that define themselves as SEs to be involved including those organizations that depend on philanthropy.

Yet, NESsT organization defines a social enterprise as a business created to further a social purpose in a financially sustainable way. Accordingly, SEs: (1) Provide income generation opportunities that meet the basic needs of people who live in poverty. (2) Are

sustainable. Earned income from sales is reinvested in their mission. They do not depend on philanthropy and can sustain themselves over the long term. (3) Are scalable. Their models can be expanded or replicated to other communities to generate more impact (NESsT, 2017). While the term social entrepreneur is being used to mean very different things as some use it to refer to a social innovator (i.e., an individual that is addressing a critical social problem in a particularly effective or innovative way), NESsT uses the term to refer to a business that is created to address or solve a critical social problem in a financially sustainable (and potentially profitable) way (NESsT, 2017). Accordingly, SEs can be both non-profit and for-profit in form. Some SEs are created, operated or owned by non-profit, charitable organizations as a means of generating income or to otherwise further their social mission. Other SEs are incorporated as a for-profit entity, but the business strategy is designed to achieve a social objective. SEs also is being defined as those organizations or establishments that are driven by a social mission and apply market-based strategies to achieve a social (or environmental) purpose (Gidron&Hasenfeld, 2012, p. 1).

The European Commission defines SEs as “[operators] in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. [They operate] by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. [They] managed in an open and responsible manner and, in particular, involve employees, consumers and stakeholders affected by [their] commercial activities”(European Commission, 2011). This definition covers the following types of business: (1) Those for who the social or societal objective of the common good is the reason for the commercial activity, often in the form of a high level of social innovation. (2) Those whose profits are mainly reinvested to achieve this social objective. (3) Those where the method of

organisation or the ownership system reflects the enterprise's mission, using democratic or participatory principles or focusing on social justice (European Commission, 2011).

In the Arab region, SE remains a complex phenomenon that develops within a specific ecosystem. It suffers from the lack of a unifying paradigm (Bousnina et al., 2015, p. 197). For example the current definition of SE in Morocco is mostly in accordance with the concept of “Solidary and Social Economy” inherited from the close ties with the French system (Rossi & Kjeldsen, 2015, p. 116). However, the definition is bound to evolve as influences and professional education on social entrepreneurship are shifting from the French system to more international models such as the American one. Rossi and Kjeldsen (2015) identified the following general characteristics of the SEs according to their interviews with many social entrepreneurs:

- **Social goal:** Bring innovation in the solution to add up to the social impact of similar enterprises. Develop high ambitions to achieve more impact.
- **Personality:** Be humble and keep learning each day. Be perseverant in his or her efforts. Display steadfastness and high motivations. Demonstrate sound ethics constantly.
- **Personal investment:** Be ready to show great time investment and dedication to the project. Frequent travels and constant networking can also be expected.
- **Skills and experience:** Build managerial skills and experience to lead effectively a team and project. Be an excellent communicator to promote the project. Knowledge of the sector, the politics, and the law (p. 117).

In his research that aimed at studying incubators and funding institutions in Lebanon, Sfeir (2015) defines SE as a productive enterprise, non-profit or for-profit, with a core mission to

provide social or environmental impact (p. 173). Considering the Egyptian context, El Ebrashi (2013) concluded that SE is the process of:

- discovering opportunities to eliminate social and institutional barriers and address market
- failures related to the provision of public goods and distributional equity;
- experimenting ideas;
- establishing innovative social organizations;
- having clear social outcomes and impact;
- performing activities to achieve the social outcomes and impact;
- working on the social organizations' growth; and
- using specific indicators to measure the success of the organization through achieving social impact (El Ebrashi, 2013, p. 203).

As it is clear from the above discussion, despite that the concept of SEs has become popular, there is a lack of consensus regarding their definition. The shared feature among all the above definitions is that SEs develop and implement solutions for societal problems, such as fighting poverty and climate change, enhancing the community development, implementing basic medical services, proposing educational programmes, and enhancing the integration of people with disabilities (Rossi & Kjeldsen, 2015; Volkmann, Tokarski, & Ernst, 2012). Failure to achieve agreement on one definition makes establishing the legitimacy of the field difficult (Short, Moss, & Lumpkin, 2009, p. 162). Moreover, to map the SEs in Palestine, we should have a clear definition. This is one of the goals of this study that will be achieved through the focus group that will be conducted with SEs representatives.

Defining SESOs

SESOs are organisations or programs designed to support the successful development of SEs through an array of business support resources and services, developed and orchestrated by SESOs management and offered both in the SESO and through its network of contacts. Incubators or SESOs vary in the way they deliver their services, in their organizational structure, and in the types of clients they serve (Sfeir, 2015, p. 174). SESOs also defined by Hackett and Dilts (2004) those enterprises that facilitate “the early-stage development of firms by providing office space, shared services and business assistance” (p. 55).

However, SESOs activities go far beyond merely providing office space and logistics at affordable prices. SESOs integrate SEs in the ecosystem. The support they provide includes a full sphere of services that help SEs in their pursuit towards resolving their weaknesses, putting them on the path towards a successful launch (Sfeir, 2015, p. 174). Therefore, SESOs activities may include:

- **Co-working space:** A co-working space is essentially a flexible work space, which is mainly used by SEs. The major benefit is clearly the flexibility this workspace allows. Moreover, the social and community aspects are highlighted since many individuals, who start up their own business, might find themselves somewhat socially isolated at the beginning, when working in their home office or in any other space which allows for flexible working (da Conceição Rego, Lucas, Vieira, & Vieira, 2018, p. 59; Sfeir, 2015, p. 177).
- **Training:** Trainings are crucial to the capacity building of SEs. Although budding entrepreneurs tend to value funding above other such support services, they quickly come to realize that without proper training on general business principles and without the necessary skills to mitigate the weaknesses of their business, the start-up

will deplete its resources and eventually fail (Robb, Valerio, & Parton, 2014, pp. 56-57; Sfeir, 2015, pp. 177-178).

- **Coaching:** Coaching contributes to the capacity building of SEs through one-on-one interfaces with successful business leaders. SESOs thus work to build a network of experts from various fields (i.e. law, IT, agriculture, etc.), ready to provide their time on a regular basis to entrepreneurs (da Conceição Rego et al., 2018, p. 49; Sfeir, 2015, p. 178).
- **Mentoring:** Mentoring is a vital part of a new entrepreneur's journey, which is full of passion, innovation, and energy, who may not be prepared for the challenges. The mentor's role would be to guide the entrepreneur, advise him to avoid common mistakes, keep him motivated, and to ultimately help the mentee appreciate that entrepreneurship is a marathon, long, and challenging, but very fulfilling process (Kummitha, 2016; Sfeir, 2015, p. 178).
- **Networking:** SESOs organize networking events joining SEs with potential partners, sponsors, and customers, with the aim of creating partnerships that are mutually beneficial to all parties (Beckett & Jones, 2010, p. 407; Sfeir, 2015, p. 179). These events vary from a coffee break during a conference, to a grandiose dinner featuring social enterprises and inviting high-profile investors, donors, and service providers (Hmayed et al., 2015, p. 161; Sfeir, 2015, p. 179).
- **Access to funding:** Although funding is not the primary role of SESOs, its significance to the growth, development, and success of SEs makes it paramount to the role of SESOs and their ability to prepare SEs for this stage in their maturity (Sfeir, 2015, p. 179). Financing of, and investing in, SEs comes in various forms that include: competitions and awards, loans, impact investing, venture philanthropy, and grants. address the need for financial capital of the new enterprise, by reducing the

need of financial resources and by making financial resources available (Hmayed et al., 2015, p. 160).

Mapping and Needs Assessment of SEs

In the Middle East, the concept of SE is growing exponentially due to the extensive social demands characterizing the region, in conjunction with the emerging potential of the entrepreneurship space and the ecosystem surrounding SEs overall (Sfeir, 2015, p. 173). However, there is little awareness among the general population in the Arab region about social entrepreneurship (Hmayed et al., 2015, p. 155). Few studies attempted to study and map SEs in Egypt, among which is Youssef and SadreGhazi (2011) who attempted to establish a model of Egyptian SEs such as Orascom Housing Communities. Abdou and El Ebrashi (2015) studied four Egyptian SEs, they are:

- **KarmSolar:** Established in October 2011 by a group of young professionals, including some with backgrounds in multinational corporations and voluntary activities, KarmSolar is a private Egyptian company dedicated to providing innovative off-grid solar energy solutions that are commercially viable and easy-to-use in the agricultural, industrial, and business sectors. The enterprise develops systems that harness the power of the sun and replace diesel-powered processes, producing affordable, stable, reliable, and environmentally friendly energy.
- **Qabila TV:** Established in April 2011 by a group of young professionals including some with backgrounds in multinational corporations as well as voluntary activities, Qabila is a media content creator whose videos are intended to have a social impact in the region, while maintaining an entertaining engaging nature.
- **Fair Trade Egypt (FTE):** Established in 1998, FTE aims to empower local communities by offering disadvantaged artisans marketing and support services. FTE

promotes the application of fair-trade principles as a cultural, social, and environmentally responsible business ideal. FTE aims to provide quality products that are Egyptian, handmade, and fairly traded while providing its producers with the capacity building and trainings needed to compete in the market. FTE is widely recognized as Egypt's first and only fair-trade certified producer network and retailer.

- **AlashanekYaBalady for Sustainable Development:** Established in 2002, AYB is committed to the economic empowerment of underprivileged communities. The organization offers various programme fields such as vocational training, formal employment opportunities in companies or factories, and small and micro loans, while striving to promote volunteerism in community development and fostering private and public partnerships.

The above SEs were discussed by Abdou and El Ebrashi (2015) using SWOT analysis (strength, weakness, opportunity, and threat) and PEST analysis (political/legal, economic, social, and technological).

Sindi (2015) discussed SE in Saudi Arabia focusing on i2. The i2 Institute is a non-profit social innovation programme launched in 2012, in which young Arab innovators are encouraged to launch their own start-ups in Saudi Arabia. Based in Jeddah, i2 equips promising scientists and engineers with the leadership and business skills needed to launch start-up ventures that can have significant social impact. The Institute creates a space for young innovators to think outside of the box in order to tackle pressing social issues from fresh perspectives. Its founder believes that if young people who are socially aware can combine their technical knowledge with imagination and ingenuity, they will be driven to find solutions that impact local and global communities for the greater good. The i2 Institute is one of the first group of organizations that bring a variety of stakeholders together, promoting ideas and solutions that not only forward the common good, but also build a

vibrant community of innovation and exchange among Saudi Arabian youth – which is especially vital in a country where many bright minds are unemployed or seeking a career outside of the government.

Sindi (2015) concludes that i2 not only functions as an integral part of Saudi Arabia's entrepreneurial ecosystem but may act as a potential model for the rest of the region to combat ongoing challenges to social enterprise. She believes that SE is one of the best ways to solve pressing policy issues by empowering scientists to impact the world through their inventions. By equipping the best minds in the fields of science and engineering with entrepreneurship skills, we allow the possibility of solving impossible solutions – from slowing the spread of deadly epidemics to making humans fly – even if they might have to crash a few times in order to see their dreams take flight in the end.

Rossi and Kjeldsen (2015) studied Moroccan SEs. They argue that SEs in Morocco were created with a clear social purpose, and be structured as a professional enterprise, which is led by educated individuals that have received a significant foreign influence. Whether the enterprise can receive profit to sustain its activities or not is optional, but the social entrepreneurs all supportive of a self-sustained social enterprise. They argue that in practice, the SEs in Morocco are often not enterprises following the professional structure of a company, but in the form of associations and cooperatives (Rossi & Kjeldsen, 2015, p. 116).

Shrivastava (2015) mapped SE ecosystems in seven African countries: Kenya, Uganda, Tanzania, Rwanda, Malawi, South Africa, Zambia working in four different sectors: health, education, energy, water and sanitation. She concluded that there is low policy recognition of SEs and that legal forms do not fit SE reality and hampers hybrid models. Therefore, she recommended that public benefit legislation should be developed in these countries to enable hybrid models.

In Europe many studies were conducted to map SEs. Such studies include: Andruszkiewicz, Caisl, Polackova, and Andrejkovic (2014); Andruszkiewicz and Lavillunière (2014); Caisl, Francová, Pajas, and Deverová (2014); Chirico, Venturi, Randazzo, and Taffari (2014); Kadunc, Singer, and Petricevic (2014); Leather, Goggin, Geraghty, and Callaghan (2014); Lepa and Rammo (2014); Manoudi, Balourdos, and Marini (2014); Nikolova, Demireva, Shabani, and Alexieva (2014); Russell, Baldacchino, Jaccarini, and Galea (2014); Stroyan and Henry (2014); Van Der Velden, Ruys, and Houwen (2014); Vincze, Birkhölzer, Kaepplinger, Katharina, and Richter (2015); Vincze, Fekete, and Hámori (2014); Wojciech, Pacut, Potkanska, and Pazderski (2014).

As it can be conceived from the above review of literature, previous published studies are limited to local context. Therefore, a study within the Palestinian context is urgently needed. However, one study so far conducted by SEC (2017) in Palestine. Yet, SEC's study suffers from many limitations, among which is that it does not provide a systemic analysis of the needs of SEs and SESOs.

Mapping SESOs and Needs Assessment of SESOs

SESOs are vital to the rise and development of SEs in the Middle East (Sfeir, 2015, p. 173). Very few studies discussed attempted to map and assess the needs of SESOs. Sfeir (2015) maps SESOs in Lebanon. He identified three main models of SESOs in Lebanon. The first model includes the already established incubators that have integrated SEs as a relatively minor yet novel section of their incubated start-ups, along with services to support them. An example to illustrate this model is Berytech, a tech-incubator founded in 2001 that became the Lebanese partner for Global Social Venture Competition (GSVC), and today provides incubation to selected social enterprises in Lebanon. The second model includes the SESOs that emphasize SEs as one of the main players in their business model, while also serving

start-ups from other fields. A good example of this model is AltCity, an incubator that has, since its launch, targeted SEs as one of the primary enterprise models they focus on, while also pursuing commercial start-ups in the tech and creative sectors. The third and newest model of SESOs is solely dedicated to social entrepreneurship. As of today, the only example in Lebanon of this model is “*Nabad*”, an incubator with an explicit purpose of enhancing the social entrepreneurship space in Lebanon.

Hmayed et al. (2015) analyse the case study of *Nabad*, the first, and to this day the largest, SESOs in the Middle East. *Nabad* was launched in 2013 as a social enterprise incubator, designed to promote, empower, and scale social entrepreneurship in Lebanon. The main goal of *Nabad* was to foster the creation of social enterprises in Lebanon (Hmayed et al., 2015, p. 157). The mission of *Nabad* includes:

- establishing a social entrepreneurship incubator model, developing a practical training curriculum and menu of services, and designing and implementing an outreach/marketing plan;
- collecting, documenting, and showcasing existing models of social businesses in Lebanon;
- transferring skills and building the capacity of existing and aspiring social entrepreneurs;
- incubating winning concepts in partnership with investors, lenders, the private sector, and other relevant stakeholders (Hmayed et al., 2015, p. 162).

To sum, studies discuss SESOs are rarely found. The research to date has tended to focus on SEs rather than SESOs.

Methodology

This study relied on the Methodology Guide for the Needs Assessment of Social Enterprises Support Organisations (SESOs) that was prepared by Euclid Network and implemented for the purpose of this study by Professional Sky for Training & Consultancy Services team. The research method consists of two focus groups and one workshop as the following section explains.

Research Methods

(A) Focus Group Discussion (FGD).

A FDG is a method for qualitative research. The name of the method defies its key characteristics, in that it involves a focus on specific issues, with a predetermined group of people, participating in an interactive discussion —thereby a focus group discussion (M. M. Hennink, 2014, p. 1). It consists of interviews in which a group of people are asked about their perceptions, opinions and experiences regarding a particular topic or theme which is the research subject. Questions are asked in an interactive group setting where participants are free to talk with each other. The aim of a FDG is to gain a broad range of views on the research topic over a 60-90 minute period, and to create an environment where participants feel comfortable to express their views (M. Hennink, Hutter, & Bailey, 2011, p. 136). In this study, the rationale behind the focus group setting is to encourage stakeholders to develop and discuss aspects in more depth and for this discussion to give insight into the topic at hand.

(B) Workshop.

A workshop is a method to collaboratively create solutions to presented problems and challenges (Scupola, 2017, p. 170), as they are guided through a set of workshop tools which

include the (a) the definition of a problem statement, in our case taken from the FGD, (b) ideation e.g. brain storming, (c) and validation e.g. developing a user journey.

Research Methodology

In each focus group we discussed the challenges, opportunities and needs for SEs and SESOs according to their development stages; ideation and incubation, start-up, growth & consolidation, and excluded the last stage which is expansion (Zinger, LeBrasseur, Riverin, & Robichaud, 2005). While these stages are potentially simplified, they offer helpful guidance in identifying the needs of the SEs at different times of their lifecycle and thus for the identification of gaps in the SESOs support. Therefore, the development of a SEs was chronologically discussed according to following stages:

- Stage 01 – Ideation & Incubation: This stage marks the very beginning of every enterprise in which the idea is perceived and developed until the decision is made to follow through and start an enterprise around it.
- Stage 02 – Start-Up: This stage ranges from the decision to start a SE up until it has proved the validity of the concept through a sustainable business model.
- Stage 03 – Growth & Consolidation: This stage focusses on making the SE more sustainable through diversifying its financing through revenue and other financing mechanisms.
- Stage 04 – Expansion: – This stage seeks expansion of the enterprise and possible internationalization. Note: This stage will not be included in the FGDs as it is anticipated that most SE face challenges in the previous stages.

Moreover, the development of a social enterprise was topically discussed according to following clusters which are most relevant to the support SESOs offer:

- Organizational Development & Business Management: This cluster is concerned with the organization of the SE, ranging from vision and mission development, to development of a business model and plan, to marketing and sales, to all other business management and organizational development (e.g. HR and hiring, financial management, logistics and service delivery, production, general operations, etc.). Here also the importance of KPIs is addressed.
- Impact: This focusses on the impact dimension of the SE, either regarding the impact methodology of the SE or their impact measurement e.g. through KPIs.
- Finance: This cluster captures all activities of the SE to gain access to finance.
- Legal: All legal aspects of the SE, ranging from the incorporation to ranging from the incorporation intellectual property(IP) and other contracts.

Research Group

The research was done in three sessions with two groups. Two individual sessions, one at the beginning with the SEs (FGD I) and one at the end with the SESOs (FGD II). The middle session brought both groups together and took a workshop character which allowed to work with a bigger group. Further information about the two groups:

(A) Social Entrepreneurs / Representatives from Social Enterprises (SEs).

The first focus group with SEs was held on September 13, 2018 with eleven people participated in the focus group discussion from different fields. See The participants represented leaders, managers, owners of social enterprises. The participants came from different sectors, backgrounds, locations, and desired impact. We tried our best to have balanced gender ratio.

(B) Representatives from Social Enterprise Support Organisations (SESOs).

The workshop was held on September 17, 2018 with 21 Participants from SEs & SESOs.

The same people from SEs attended the workshop. The participants from SESOs represented a wide spread type of incubators. On 20/09/2018, the second focus group discussion was held with 8 participants from the SESOs participated in the workshop.

Session Outlines of the Needs Assessment

The needs assessment was carried out through two FGDs and one workshop as outlined below.

Session 01 – FGD I

Participants: Social Entrepreneurs.

Facilitators: Moderator + Recorder/Assistant Moderator.

Duration: 90 minutes.

Structure:

- | | |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| Intro: | 10 min – Moderator explains the flow of the FGD |
| Discussion: | 25min – Discussion through core questions/clusters regarding stage 1 |
| Discussion: | 25min – Discussion through core questions/clusters regarding stage 2 |
| Break: | 15min |
| Discussion: | 25min – Discussion through core questions/clusters regarding stage 3 |
| Close: | 5min – Summary of findings. Quick intro into workshops and asking SEs to make a choice which cluster for the workshop they want to participate in. |

Intended output:

- Main goals and objectives of the SEs for each stage regarding each cluster

- Actions that SEs have taken and tools they have used to reach these goals in each stage regarding each cluster
- Main challenges and barriers to reach the goals regarding each cluster in each stage
- Relevant actors that SEs have interacted with in each cluster

Material:

Table: Challenges for each stage

Table: Stage overview with clusters and core questions

Stage 1: IDEATION AND INCUBATION (25min)

The following guideline questions were asked by the moderator:

Organizational Development & Business Management

a) Idea development

- How did you come up with your business idea?
- What was your process? (Was it intentional or unplanned?)
- What helped you in the process? (People; Training materials; Other tools, else?)
- What help would you have needed?

b) Did/Do you have clearly defined mission & vision of your business?

- How was the process of developing mission and vision?
- What were your challenges?
- Have you already started with developing a business plan?

Impact

- How did you decide on your intended impact?
- How do you (want to) measure your impact?

Legal

- What is the level of your legal knowledge?
- Are you in touch with a legal expert?

Finance

- Do you have the idea for the initial funding of your project?
- Do you know of support structures to finance your prototype/research?

SESO Support

- Did you receive support in the different clusters?

If <u>yes</u>:	Who supported you?	How did find them?	What kind of support did you receive?	Was it useful?	What support would you have needed?
Organizational Development & Business Management					
Impact					
Legal					
Finance					

If <u>no</u>:	No need?	No service available?	Too expensive?	What support would you have needed?
Organizational Development & Business Management				
Impact				
Legal				

Finance

Additional Questions: Skills & Network

- Which skills have helped you being successful at this stage?
- How was your network involved at this stage?
 - How did you engage with your network?

Stage 2: START UP

The following guideline questions were asked by the moderator:

Organizational Development & Business Management

a) Business Plan

- Do you have a fully developed business plan?
- What was your process developing it?
- How do you ensure your business's sustainable growth and development?
- What helped you in the process? (People; Training materials; Other tools, else?)

b) Business Systems

- Do you have well developed internal processes? What systems/software do you use?
- What systems do you wish existed?

c) Marketing & Sales

- Do you have a developed marketing & sales strategy?

Impact

- Which tools do you use to measure your impact?
- How are you reporting on your impact?

Legal

- Have you registered your company?
- How do you generate the contracts for your employees?

- What are other steps are important to become a fully operational social enterprise?

Finance

- What are the funding opportunities for you to get the start-up funding?
- Do you know any funding bodies that will help you to get a loan/access to social finance? / Can you list the main stakeholders that you can partner with?

SESO Support

- Did you receive support in the different clusters?

If <u>yes</u>:	Who supported you?	How did find them?	What kind of support did you receive?	Was it useful?	What support would you have needed?
Organizational Development & Business Management					
Impact					
Legal					
Finance					

If <u>no</u>:	No need?	No service available?	Too expensive?	What support would you have needed?
Organizational Development & Business Management				
Impact				
Legal				
Finance				

Additional Questions: Skills & Network

- Which skills have helped you being successful at this stage?
- How was your network involved at this stage?
 - How did you engage with your network?

Stage 3: GROWTH AND ESTABLISHMENT (25 min)

The following guideline questions were asked by the moderator:

Organizational Development & Business Management

- How do you want to grow your business further?
- How do you ensure your business's sustainable growth and development?
- How do you want to increase the efficiency of your management?
- What would you change to improve the organisational structure of your SE?

Impact

- What are the regular practices for impact measurement in your SE? (How often: periodically/what tools/dissemination forms of the results)

Legal

- Are you familiar with legal forms of potential partnerships or franchising process?
- Is the present legal status of your company still relevant to your business?
- Is there a necessity for adequate adjustment of the legal status of your SE?

Finance

- Have you established a sustainable source of funding?

- Have you explored opportunities for partnerships with various stakeholders within your sector? (Corporate partners, other SEs, NGOs, government etc)

SESO Support

- Did you receive support in the different clusters?

If <u>yes</u>:	Who supported you?	How did you find them?	What kind of support did you receive?	Was it useful?	What support would you have needed?
Organizational Development & Business Management					
Impact					
Legal					
Finance					

If <u>no</u>:	No need?	No service available?	Too expensive?	What support would you have needed?
Organizational Development & Business Management				
Impact				
Legal				
Finance				

Additional Questions: Skills & Network

- Which skills have helped you being successful at this stage?
- How was your network involved at this stage?
 - How did you engage with your network?

Session 02 – Workshop

Participants: Social Entrepreneurs and Social Enterprise Support Organisations

Facilitators: Moderator / Each group appoints 2 participants to present findings

Duration: 90 minutes (2 x 45mins with 15min break between suggested)

Structure:

Intro: 10 min – Intro and division into 4 cluster groups (SEs have decided in previous session, SESOs should be divided by relevant cluster)

Workshop: 15min – Problem presentations and problem definition

20min – Ideation and Choice of Solution

Break: 15min

Workshop: 20min – Further Development of Solution

Presentation: 25min – Presentation and discussion through the developed solutions

Close: 5min – Close. Thanks SEs and remind them about the online survey that will be sent out to them.

Input: Challenges for each cluster from FGD I

Output: Solutions developed in the workshop, divided by stage

Material: Overview sheet for developed solutions per cluster (See ANNEX III)

Note: The workshop is to develop solutions to the challenges presented by the SEs. It is not to develop solutions for SESO challenges.

1) Problem presentations and problem definition (20min)

- Presentation of the different problems in the cluster by SEs
- Development of relevant problem statement and HMW (“How-Might-We” questions)

2) Ideation and Choice (20min)

- Development of ideas and solutions regarding the HMWs
- Choice for one of these idea

3) Further Development (20min)

- Further development of the idea
- Preparing a presentation about the idea

4) Presentation and Close (25min)

- Presenting for 5 mins before others

Session 03 – FGD II

Participants: Social Enterprise Support Organisations.

Facilitators: Moderator + Recorder/Assistant Moderator.

Duration: 90 minutes (55min+35min with 15min break between suggested)

Structure:

Intro:	5 min – Moderator explains the flow of the session
Stage 1:	25min – Discussion: Challenges & Solutions of SEs Solutions, challenges SESOs see regarding viability or implementation
Stage 2:	25min – Discussion: Challenges & Solutions of SEs Solutions, challenges SESOs see regarding viability or implementation
Break:	15min
Stage 3:	25min – Discussion: Challenges & Solutions of SEs Solutions, challenges SESOs see regarding viability or implementation
Close:	10min – Thanks SESOs and remind them about the online survey that will be sent out to them

Input: Solutions developed in the workshop, divided by stage

Output: Goals, actions, challenges and barriers, as well as the potential and opportunities of SESOs.

Material: Stage overview with clusters and core questions (See ANNEX VI.I-III)

Note: The solutions developed in the previous workshop should only served as one of the aspects to find out what were the needs of SESO.

The **focus of this FGD is to identify the SESO needs**, taking all aspects into account.

FGD Guideline

For each stage (I-III):

- We discussed the problems the SEs have identified
 - From your experience as a SESO, are these problems the most prominent?
 - How important are they?
- SESO support
 - How do you usually provide support: Workshops / 1-1 support / Networking?
 - Is the support that the SEs receive appropriate for that moment?
 - Where do you see gaps in the support?
- Discuss the solutions that were developed in the workshop
 - Are they adequate?
 - Are they feasible?
 - Do you see better solutions?

- What are the challenges and barriers for SESOs to implement these solutions?
- Tools / Guides / Resources / Methodologies
 - Which ones do you use?
 - Which ones do you find most effective?
- What are the intra-SESO challenges (possibly not stage-specific)
 - Which development stage can your SESO relate to?
 - Which skills have you found crucial to succeed in supporting SEs?
 - Laws and regulation, other interaction with government
 - Financing and other support of SESOs
 - Network, collaboration, and interaction with other actors
 - Training and knowledge-transfer, lack of expertise
 - Market, products and doing business
 - Spread of the concept of social entrepreneurship
 - Human resources (employing, education)
 - Management/Structural challenges
 - Future vision about the SE sector
 - Impact measuring/reporting
- Additional support services
 - What additional support services do you think would be helpful for SEs?
(Which are not yet provided)

Findings

Defining SEs in the Palestinian Context

At the beginning of the first FGD, the participants were asked the following question: How do you define SEs? The participants in the FGD came up and had a consensus on the following definition of SEs:

SEs are bodies that their focal drive is to promote and make social change through applying commercial strategies.

The above definition comprises the following characteristics:

- (1) SEs business may embrace increasing financial return for its shareholders along with social impact. This means that SEs can combine together both business aims and social goals.
- (2) SEs can be formed as for-profit or non-profit establishments, co-operatives, and even a charity organization but must have their profitable project that yields profit or financial gain.
- (3) The main difference between Corporate Social Responsibility (CSR) and SE is that SEs focus their businesses on making social value whilst CSR attempts to carry out their central business in a responsible way. While companies that are committed to a CSR programme maintain ethical behaviour, contribute to economic development and improving the quality of life for their staff and their families, the community in which they work and society in general; this still part of their Public Relations (PR) strategy. Many businesses have social goals, but commitment to these goals is driven by the idea that such commitment will ultimately yield more profit.

Defining SESOs in the Palestinian Context

At the beginning of the FGD II, the participants were asked the following question: How do you define SESOs? The participants came up and had a consensus on the following definition of SESOs:

SESOs are those organisations that offer crucial support and mentoring of SEs especially during the early stages. This is the time that SESOs' intervention could be the vital difference between early failure or enduring success of SEs.

The roles of SESOs can vary from a project to another and from one SE to another, but commonly, SESOs are designed to speed up the development of SEs and help them to find success in and through the management, support and contacts that the SESOs might offer. SESOs areas of support can include for example financial, legal, management and capacity building to empower SEs. In order for SESOs to serve their defined role as catalysts, they deliver the services shown in Figure 1.



Figure 1. SESOs services that were suggested during the FGD II.

Mapping SEs in Palestine

There are three methods used to map the Palestinian SEs. These are: asking participants in the FGD I to identify and list all SEs that meet the definition of SE; using snowballing technique to identify more SEs; asking the Cooperative Working Authority, Ministry of Labour to provide us with a list of all active cooperatives in West Bank and Gaza Strip. A total of 575 SE was recognised (among them are 543 cooperatives) as the following lines illustrates.

After consensus has been achieved concerning the definition of SEs, the participants in the FGD I were divided into three groups. Then they were asked to write down all the

organisations or establishments that meets the criteria of above definition of SEs. Here is the list that they came up with:

	Organization Name	Website if available	Contact
1.	Inash Organization	www.inash.org	02- 2401123
2.	Women Arabi Unions	www.wauns.ps	02- 2956106
3.	Masarat Organization	www.masarat.ps	02-2973816
4.	Sharek Youth Forum	www.sharek.ps	02-2967741
5.	Palestine Initiative for Supporting Students	www.esnad.ps	02-2925124
6.	Business Women Forum	www.bwf.ps	02-2425614
7.	Tamer Institute for Community Education	www.tamerinst.org	022986121
8.	Al Nayzak Organization	www.alnayzak.org	02 -6285387
9.	Palestinian Vision Organization	www.palvision.ps	02-6285080
10.	Injaz Palestine Institution	www.injaz-pal.org	02 2984217
11.	Masar Ibrahim Al Khalil	www.masaribrahim.ps	02-2749264
12.	Asala – Tomorrow Youth Organization	www.tomorrowsyouth.org	02-238 0352
13.	Arab Centre for Agriculture Development (ACAD)	www.acad.ps	02- 2960390
14.	BuildPalestine	www.buildpalestine.com	0599788861

Table 1. List of SEs identified by the participants of FGD I.

The snowballing technique yielded the following list of SEs:

	Organization	Website if available	Contact
15.	Store for cloths	-	0597143646
16.	Dar Salah 'Organization	-	0598592918
17.	Dayee Organizations	-	0599813586
18.	Kayyan Centre	www.facebook.com/Kayyan.cs/	0594475543
19.	Jeda Company	-	0597000844
20.	Bait Byout Organization	www.facebook.com/bait.beyoot/	0569333119
21.	Olive Organization- Yasof	-	0597910167
22.	Esnad Organization	www.esnad.ps	0595734724
23.	Najah Friends	www.facebook.com/NJh.Fr/	0598555791

24.	Asriyya for Centre for Training & Culture	www.facebook.com/Asriyya.Culture.Training/	0568707001
25.	Palestine on Bike	www.facebook.com/cyclingpalestine/	0597642672
26.	Manara Family Consultancy & Training	-	0599721879
27.	Sayer Feminist Cooperative Society	-	0599369068
28.	Sama Center	-	0568600282
29.	Association of Women Kafr El - Labd charity	-	09-2673642
30.	Innova Solutions for Sustainable Human Development		0594150154
31.	Maddarat for Community Development Center	www.madarat.ps	0599285932
32.	Today –Healty food	-	0595717534

Table 2. List of SEs identified through snowballing technique.

Moreover, the Cooperative Working Authority, Ministry of Labour provided us with a list contains a total of 545 active cooperatives; 385 in West Bank and 160 in Gaza Strip. All are classified and listed in the attached excel sheet.

Mapping SESOs in Palestine

There are two methods used to map SESO in Palestine. These are: asking participants in the FGD II to identify and list all SESOs that meet the definition of SESOs; using snowballing technique to identify more SESOs. A total of 37 active SESO was recognised as the following lines illustrates.

After consensus has been achieved concerning the definition of SESOs, the participants in the FGD II were divided into five groups. Then they were asked to write down all the organisations or establishments that meets the criteria of above definition of SESOs. Here is the list that they came up with:

	Organization Name	Website if available	Contact	About
1.	Higher Council for Innovation & Excellence (HCIE)	www.hcie.ps	02-2820016	HCIE is a governmental organization established by a presidential decree. Its purpose is to incubate innovation and inventors and to provide entrepreneurial ecosystem, organized by regulations and to provide solidarity for Palestinian economy which is dependent and fragile. It was created from the full awareness of the importance of innovation creativity and excellence in bringing about change and progress towards a knowledge economy, which is the major corner stone in preparing the economies to withstand waves of globalization and benefit from its results.
2.	Reef Finance	www.reef.ps	02-2951071	Reef Finance seeks to integrate the Palestinian rural areas in the micro-finance services in order to strengthen its developmental role through establishing the first Palestinian Rural Bank. It aims at improving the living conditions of the Palestinian rural population.
3.	Bethlehem Business Incubator (BBI)	www.bbi.ps	02- 274 6946	BBI is an innovative, open hub to incubate, mentor, and support local start-ups, entrepreneurs, students and faculty, particularly women and youth who are interested in the non-ICT sectors. BBI offers various training services, workshops, mentorships, networking opportunities, and internships to help its clients receive follow-on investments and

				increase their chances of sustaining their business after leaving BBI.
4.	HCCI Business Incubator-Hebron Chamber of Commerce and Industry	http://hebroncci.org/incubator/	02-222 8218	The business incubator established by the Hebron Chamber of Commerce and Industry (HCCI) gave all citizens the opportunity to submit applications for financial and managerial support to their projects. The best projects are chosen and funded with around \$5,000 – 15,000. They are also provided with constant follow-up and guidance to ensure their success.
5.	Techno PARK (PTP)	www.techno-park.ps	02-2982000	The Palestine Techno Park (PTP) has the following at heart and as vested interest, which is creating jobs in the technology sector through Integrating the technology sector with global value chains, including hosting multinational companies, innovation labs and capacity building programs
6.	Agri-business Accelerator	www.agbusinesshub.ps	022440409	Agribusiness Accelerator is a Nonprofit Company that aims to develop and invest in innovative agricultural projects and turn them to successful and scalable start-up enterprises by providing advisory support services, capacity building, mentorship and hosting, in addition to facilitating access to funding and markets.
7.	Al Nayzak Organization	www.alnayzak.org	02 -6285387	Al Nayzak is Palestinian non-profit, non-partisan, Jerusalemite and initiative that looks for young talents in

				<p>science, technology, engineering, and math(STEM), and plants an ambitious vision in the hearts of the Palestinian community: “To develop, root, and reinforce a new culture that embraces science, and to announce this culture among Palestinian youth so that their competence in productive applied sciences could provide them with better economic opportunities that would lead to their future prosperity.” Al Nayzak’s approach is to make scientific-thinking skills become an inherent part of the lives of Palestinian people. In order to do this, it applies empirical tools to help individuals acquire thinking skills and relate them to genuine savoir-faire and technology. In this way they become capable of facing challenges in their journey to achieve excellence and helping develop their environment and build a modern Palestinian society.</p>
8.	Hassib Sabbagh Information Technology Centre of Excellence (HSITCE)	https://www.aaup.edu/Campus-Life/University-Centers/Hassib-Sabbagh-Information-Technology-Center-Excellence-HSITCE	04-2520801	<p>HSITCE is a nonprofit organization established in 2005 with support from the Palestinian contractor The American Near East Refugee Aid (ANIRA). The original ideas behind the center were to create high-tech center to serve the community, and bridge the gap between the University and the local community nearby.</p>
9.	Taawon Organization	www.taawon.org	02- 241-5130	<p>Taawon envisions the Palestinian people as citizens of an independent, free, and</p>

				<p>democratic Arab Palestine, living in dignity, prosperity and self-fulfillment, with equitable access to opportunities to realize their full potential with distinction and creativity. As a leading non-governmental Palestinian development organization, Taawon strives to make a distinguished contribution toward furthering the progress of Palestinians, preserving their heritage and identity, supporting their living culture and building civil society. It aims to achieve these goals by methodically identifying the Palestinian people's needs and priorities and establishing the soundest mechanisms to maximize the benefits from the available funding resources.</p>
10.	A.M Qattan Foundation (AMQF)	www.qattanfoundation.org	02-2960544	<p>The A.M. Qattan Foundation is an independent, not-for-profit developmental organisation working in the fields of culture and education, with a particular focus on children, teachers and young artists. It seeks to empower free individuals within a dynamic Palestinian and Arab culture, through a long-term, participatory developmental ethos. This is achieved through programmes that foster critical thinking, research, creativity and the production of knowledge, and that aim to provide inspiring models of giving, transparency and excellence.</p>
11.	Prisoner Support and	www.addameer.org	02-2970136	

	Human Rights Association			
12.	Youth Development Resources Centre	www.ydrc.ps	02-2224554	The Palestinians CHilds Home Club - Youth Development Resource Center (referred as Hebron YDRC) is a space for Palestinian youth to develop their skills in different areas, engage with their peers, and become active members of their communities. The YDRC offers a diverse range of youth programming, designed to empower youth and help them realize their leadership potential.
13.	Roles for Social Change Association -ADWAR	www.adwar.ps	02-2257859	ADWAR is a nongovernmental Palestinian organization, which registered with the ministry of Interior since 2010, affiliated with Ministry of women Affairs and Ministry of Labour. It was established by a group of students from different universities in Hebron district. In which they effectively believe that reaching social justice goes through gender approach. That will reduce the gaps in social, economic and political participation between men, boys, women and girls in Palestine. The vision of ADWAR is "a civil and democratic Palestinian society ensures welfare and equity for women, girls, men and boys." ADWARs mission: Palestinian community association works towards changing the gender awareness in the Palestinian society, through social, economic and political empowerment for women and girls.

14.	Partners for Sustainable Development (PSD)	www.psdpal.ps	02-2411516	PSD aims to achieve sustainable community development by improving and building the skills of young people and women.
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Table 3. List of SESOs identified by the participants of FGD II.

The snowballing technique yielded the following list of SESOs:

	Organisation Name	Website if available	Contact	About
15.	The Business Incubator at Center Of Excellence at Palestine Polytechnic University	https://it.ppu.edu/Business_Incubator_Unit	0599830320 02-2235550	The Business Incubator is a unit at Centre Of Excellence at Palestine Polytechnic University based in Hebron West Bank Palestine and it was launched at the beginning of the year 2010. What started as a technology based physical incubator facility, now offers business services to Palestinian entrepreneurs especially in Hebron who have mature concepts for unique and innovative projects in various fields assessed to have strong market potential. Aiming to develop Palestinian Micro, Small and Medium Enterprises (SMEs), as well as tackle growth model sectors in order to generate new jobs, attract foreign investment and improve the economic situation in Palestine.
16.	Palestine Information and Communications Technology Incubator (PICTI)	www.picti.ps	0594232468 0599643437	The Palestine Information and Communications Technology Incubator (PICTI), is an independent Palestinian organization based in Ramallah with a branch in Gaza, which was built to revitalize and sustainably grow the Information and Communication Technology (ICT) sector in Palestine. What started as a technology based physical incubator facility, now offers business services to Palestinian entrepreneurs that have mature concepts for unique and innovative projects in various fields assessed to have strong market

				potential.
17.	Iradah	www.iradha.ps	0599962462	IRADA program was launched at the beginning of 2012 to provide rehabilitation and vocational training of people with disability (PwD). The program aims at empowering and integrating PwDs in the local community. Iradah vision is that people with disability fully integrated and have pioneer roles at the local community. Irada program is specialized in offering rehabilitation, academic and vocational training for people with disability to be integrated with their community and be active participants with social and economic growth.
18.	Vitas Palestine	www.vitas.ps	0598313612 0599501367	Vitas is an extension of Ryada. Ryada which means "Pioneer" in Arabic provides microfinance services to low and moderate-income people to support them start or developed their own businesses, improve their living conditions and help them buying their consumables. Ryada targeting West Bank and Gaza and focus on people who cannot access credit from commercial banking institutions. Ryada began in the Gaza Strip in 1995 providing loans for home improvement. Over the years it has expanded its outreach to the West Bank and its product line to include business and consumer loans. Today Ryada is one of the largest microfinance providers in the West Bank and Gaza.
19.	Glow Innovations	www.glow.ps	0599225092	Glow Innovations is a private accelerator, business development, training and consultancy firm established in 2013. Glow Innovations is specialized in providing training, mentoring and consultancy services to the private sector with a focus on

				entrepreneurs and small enterprises.
20.	Palestinian Businesswomen's Association (Asala)	www.asala-pal.org	02-2400532	Asala is a Palestinian non-governmental organization that empowers women who have limited resources to realize their economic and social rights by using a holistic approach to development in accordance with their needs. Asala envisions an entrepreneurial Palestinian woman that is capable and influential in a democratic society that adheres to social justice.
21.	Business Women forum (BWF)	www.bwf.ps	02-2425612	The Business Women Forum (BWF) is a leading private sector institution, that works to strengthen the role of businesswomen and Entrepreneurs in the Palestinian economy and society through: building their capacities and skills, advocating their role, establishing networks and coalitions, and contributing in reducing the barriers faced by women.
22.	Palestinian Network for Small and Microfinance (SHARAKAH)	www.sharakat.ps	02-2959388	Established in 2013, Sharakat is a fully-owned subsidiary of the Palestine Investment Fund with the mandate of investing in Palestinian SMEs. Sharakat's vision is a Palestinian state underpinned by a dynamic, knowledge-based economy, strengthened by sustainable agribusiness and thriving SMEs, and transformed through innovations in healthcare and technology. Sharakat's mission is to strengthen Palestine's food self-sufficiency, enhance its technology offer, and accelerate human development through investing for impact in agriculture, IT, education, and healthcare.
23.	The Palestinian Market Development Programme (PMDP)	www.pmdp.ps	02-2986340	PMDP has been designed to improve market systems and improve the competitiveness of the Palestinian private sector. PMDP aims to improve private sector competitiveness

				through technical assistance and matching grants. Additionally, PMDP will work on strengthening trade and investment linkages as well as linkages with the Palestinian Diaspora to play an active role in economic development in the OPTs.
24.	Palestine for Credit & Development - FATEN	www.faten.org	02-2961470	Palestine for Credit and development - FATEN was established in 1999 as a private non-profit company registered in the Palestinian Ministry of Economy and licensed by the Palestinian Monetary Authority (PMA) since May 2014. Faten mission is providing diverse financial services that meet the needs of Palestinian individuals and the economically active with low and medium income.
25.	Palestine Investment Fund	www.pif.ps	02-2974971	The Palestine Investment Fund (PIF) is Palestine's development-centric sovereign wealth fund. PIF seeks to maximize impact through innovation by investing and partnering in cutting-edge strategic projects in under-developed and vital sectors. Established in 2003, PIF is the leading impact investor in renewable energy, agribusiness, infrastructure, real estate, technology, and entrepreneurship in Palestine. With over \$1 billion in assets currently under management, PIF is uniquely positioned to both originate and co-invest in development projects across a variety of critical sectors.
26.	The Palestinian Economic Council for Development and Reconstruction (PECDAR).	www.pecdar.ps	02-2974300	PECDAR is an independent institution established by the Palestine Liberation Organization in 1993. PECDAR has established 3 important independent agencies to invest in building the capacity and empowering the individuals, with gender sensitivity, in the aim of preparing very well equipped and developed human resources that are flexible to adapt

				with the fast evolutions that occur locally and globally. These agencies are: The National Institute for Administration (NIA), The National Institute for Information Technology (NIIT), The Woman's Fund, The "Palestine Economy Portal."
27.	BuildPalestine	www.buildpalestine.com	0599788861	BuildPalestine is a crowdfunding platform for social impact projects. BuildPalestine is also a social enterprise that aims to mobilize supporters around the world and connect them with grassroots projects in Palestine
28.	Leadersorganisation (The FF Pre-Accelerator)	www.leaders.ps	02-2972930	The FF Pre-Accelerator provides entrepreneurs and start-ups with co-working space in Ramallah, mentorship with local and international experts, business development support, access to workshops, conferences, inspirational talks and networking. The FF Accelerator provides motivated start-ups with seed funding of \$20,000, along with office space and technology, access to highly experienced mentors, one-on-one sessions with experts from a Accelerator Process.
29.	Business and Technology Incubator (BTI)	http://ist.iugaza.edu.ps/en/Administrative-Departments/Business-and-Technology-Incubator	08-2644400	BTI aims to design, develop, implement and promote initiatives supporting young and marginalized Palestinian entrepreneurs with creative ideas towards transforming their concepts into profitable Small and Medium Enterprises (SMEs), resulting in creating job opportunities for the local market and supporting marginalized women and youth groups. BTI has powerful links with many international and regional organizations and donors including the World Bank through the InfoDev program, European Commission, SPARK and the Netherlands Ministry

				of Foreign Affairs, the Arab Fund for Socio-Economic Development and the Welfare association. The BTI has connections with many professional societies including the BiD Network, SPICE, ANIMA and The Arab Foundation for Technology and Science.
30.	Jerusalem Entrepreneurs Society and Technology (JEST)	www.jesthub.org	0544721536	JEST was launched with the goal of planting a seed from which an entrepreneurial community can grow. The services that JEST provides help create a rich and effective entrepreneurial/ startup ecosystem in East Jerusalem. Ranging from technical and financial assistance to hosting a variety of events and gatherings, JEST fills a vacuum and furnishes a wide spectrum of activities. It supports the establishments of new startups and helps speed up the process, creating job opportunities, and it promotes a culture of innovation and entrepreneurship among East Jerusalem residents. The JEST hub hosts new and existing startups, to be supported by affordable and shared administrative services. Through JEST collaboration among ventures, pooling of resources and the establishment of joint initiatives and partnerships are encouraged.
31.	IDEA the Small Business Development Incubator	www.idea4smes.com	0594229927	DEA is a leading business incubator that provides support services to entrepreneurs and companies with idea to start a business or work and have the desire to develop it. IDEA Business incubator enables entrepreneurs to establish and grow their companies through providing incubation, development, investment, and connectivity.
32.	The Small Enterprise Center	www.sec-pal.org	02-242 3326	SEC Association is a Palestinian non-profit organization provides an

	(SEC) Association			integrated package of innovative business development services consisting of, but not limited to, institutional capability building and strengthening initiatives, human resource training and development, SME banking, grant management, research and development, and lending and micro-finance advisory services. SEC started as a project within the framework of former GIZ Private Sector Development Project in 2002. In 2008, SEC has become an independent not-for-profit organization governed by Palestinian NGO law with a board of directors and a general assembly. Vision of SEC: MSMEs and social enterprises in Palestine are main contributors to employment, poverty alleviation and gender equity. Mission of SEC: promoting affordable business development services and a conducive business environment for MSMEs and social enterprises.
33.	Arab Center for Agricultural Development (ACAD)	www.acad.ps	02-2960390 02-2960391 02-2960392 02-2960393	A non-governmental development organization that contributes to the development of the agricultural rural sector through building partnerships based on complementarity and professionalism and involvement of target groups including marginalized farmers and rural people especially women and youth. ACAD supports initiatives that encourage generation of job opportunities, capacity building and development of the agricultural and productive infrastructure and facilitates finance opportunities to establish small enterprises.
34.	UCAS Technology incubator	www.ucasti.ps	08-2824495	UCAS Technology Incubator supports entrepreneurs who have creative and ambitious ideas. UCAS Operates from Gaza Strip.

35.	Arabreneur	www.arabreneur.com	02- 297 7767	Arabreneur was launched in 2013 in Ramallah to support, connect and assist investment in early stage tech businesses that have a minimum viable product and are ready to launch. Arabreneur was inspired and supported by Jordanian accelerator MenaApps, and they're both led by Palestinian investor Abdul Malik AlJaber.
36.	Gaza Sky Geeks (GSG)	www.gazaskygeeks.com	08- 282 6331	GSG was launched with the recognition that consistent access to high-speed fibre internet could allow Gaza's highly educated youth to side-step many of the current restrictions on the movement of people and goods that hamper the Gazan economy. Founded in 2011 in partnership with Google and the international NGO Mercy Corps, GSG began by holding the first Startup Weekends in Gaza and expanding education about tech entrepreneurship. In 2014, GSG began working with individual startup founders to grow their businesses outside of Gaza and to develop their own incubation curriculum. In 2014 and 2015, GSG facilitated the first venture investments into Gazan startups. Today, GSG is a leading co-working space, startup accelerator, and technology education hub in Gaza. They bring together online freelancers, outsourcers, and startup founders together under one roof to share ideas, learn, innovate, code, and geek out!
37.	Mobaderoon	www.facebook.com/MuBaaadron/	08-2644400 Ext: 1196	Mobaderoon (the Arabic word of 'entrepreneurs') is one of the first business incubation programs in Gaza, starting in late 2010. The program is run by IUG University and supported by AF, IDB and Welfare Association.

38.	The Business Startup Incubator Support Program (BSIS) – Funded by the Belgian Development Agency (BTC)	www.leaders.ps/digital-entrepreneurship-program	02-2972930	The Business Start-up Incubators Program aims at helping entrepreneurs to translate their ideas into new businesses. It will enhance entrepreneur’s skills to make their start-ups more competitive and financially sustainable. The program will support start-up incubators in Nablus, Ramallah, Bethlehem, Hebron, East Jerusalem and Gaza. Incubators provide entrepreneurs with shared office space and resources, business advice, training and coaching. Activities will include institutional capacity building to incubators, awareness raising on entrepreneurship, business training and coaching, information sessions and creation of a digital platform on access to finance. In addition, in order to improve the quality of business support services to business start-ups, 30+ Business Advisors will receive training to prepare them for international accreditation. A proposal for national accreditation of business advisers will be developed. Small business services will be promoted through a Business Voucher Scheme for business start-ups and Micro, Small, and Medium Enterprises. Finally, a pool of 20+ mentors will be trained to provide business coaching to incubatees/ start-ups. By 2019, the Project aims to support 120 Start-ups of which 60 to receive seed investments.
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Table 4. List of SESOs identified through the snowballing technique.

As can be seen from the above mapping SESOs are concentrated in three Palestinian areas; there are Gaza city, Hebron and Ramallah. However, their services may cover more areas.

There is only one incubator in East Jerusalem. However, the northern cities of West Bank lacksuch type of activities.

Success stories

Leaders Organization - Fast Forward

Fast Forward acceleration program was launched in 2013 to support businesses working on internet and mobile technologies. The accelerator was supported by IBTIKAR fund, Welfare Association, GIZ and e-Zone, and provided a mini tech park and a place for community discussions on entrepreneurial topics. The accelerator provided entrepreneurs with solid business ideas with an initial investment of around \$20,000 and received specialist business coaching and advice, in addition to office space and other support services. By the end of the 120-day program, startups were matched with investors. Some startups got the opportunity to travel and participate in startup events in Silicon Valley and elsewhere.

Gaza Sky Geeks (GSG)

GSG is ICT startup accelerator and co-working hub rose to fame in 2014 when it closed the biggest crowdfunding campaign in MENA to support its operations in January 2015 and followed that with a second in October 2015. GSG was started in 2011 by MercyCorps and Google to support startups and connect local entrepreneurs to global networks. It ran the annual Gaza Startup Weekend, the Intalqi women's empowerment program and the Gaza Challenge. GSG accepted entrepreneurs with business ideas who participate in one of its startup events. Accepted teams were enrolled in GSG's incubation program and received business coaching by local and international mentors. The accelerator then helped match those startups with investors and helped local entrepreneurs attending startup events outside Gaza.

Needs Assessment of SEs and SESOs in Palestine

Following are the findings regarding the need assessment of SEs and SESOs that were generated from the FGD I, Workshop, and FGD II.

FGD I: SEs

(1) FGD I – Social Entrepreneurs/Enterprises

a. SEs: Stage I – Ideation and Incubation; goals, actions, and main challenges for following clusters:

i. Organizational Development & Business Management

The findings of the focus group show that most of the SEs' founders (66.7%) decided to establish their establishments based on actual needs touched them personally. However, 33.3% established their SEs based on their work experience and skills they developed and gained while working for other organisations. Regarding having clear vision and mission during the ideation and incubation stage, the results show that 66.7% of the people invited for attending the focus group had clear vision and mission and had clear objectives. The same people had a written plan of action. At stage I, the SEs that were without clear vision and mission had no action plan.

ii. Impact

The SEs had no idea about the concept of impact and how to measure it. The lack of training on how to decide your impact and how to measure it was the most obvious challenge in this regard. None of the SEs received any support from SESOs in this regard as such service is unavailable.

iii. Finance

100% of the participants had no idea from where to get initial funding for their projects and did not have any support structures to finance their ideas. The most obvious challenge in this matter was the complex and difficult procedures and financial securities needed for loans.

iv. Legal

The sweeping majority did not have any level of legal knowledge. However, the most obvious challenge to them was there was no legal umbrella (classification) that SEs could be registered under. Moreover, they had no knowledge of registration procedures and did not get in touch with legal experts.

b. SEs: Stage II – Start Up; goals, actions, and main challenges for following clusters:

i. Organizational Development & Business Management

During the start-up stage 33.3% of the SEs participated in the focus groups did not have a clear or written business plan to guide and facilitate the implementation of their projects. However, more than 50% of the analysed SEs did not have a marketing plan. Moreover, challenges that faced SEs were varied and embodied in the following points:

1. Lack of qualified and well-trained cadres to help implementing the project.
2. Lack of support from the surrounding society.
3. Some of SEs suffered from finding a suitable place to implement their project.
4. Most of SEs suffered from the lack of practical training, well designed websites and a computerized financial system.

ii. Impact

The SEs started thinking about the impact they wanted to achieve but had no idea on how to measure it or report it! All SEs reported that they did not get any support from SESOs in this regard.

iii. Finance

50% of the SEs had a chance to get fund for their ideas. 50% started depending on their own savings. Moreover, none of the SEs had any idea regarding main stakeholders that they can partner with.

iv. Legal

The majority did not register their companies yet so that they did not generate contracts for their employees.

c. SEs: Stage III – Growth and Establishment; goals, actions, and main challenges for following clusters:

i. Organizational Development & Business Management

Most of the SEs at this stage had no plans on how to grow their business further and even unsure how to guarantee their business's sustainable growth and development. The SEs at this stage believed that they need more training in these issues and on how to increase the efficiency of their management

ii. Impact

SEs still in urgent need to develop effective tools to measure their impact. SEs do not have any regular practices for impact measurement.

iii. Finance

None of the SEs have established a sustainable source of funding. Thus, they believe that their business always in danger. All of SEs believe that partnerships with various

stakeholders within their sector is very hard so that none of them tried to explore opportunities for partnerships.

iv. Legal

The SEs still suffer from having a clear classification. They always ask: are we NGOs, companies, cooperatives, non-profit organisations or profit establishment. The absence of a legal form that SEs can exploit to register under deepens the problem.

d. Other interesting and unsuspected findings in the SE FGD:

- Most of SEs do not know that they companies can be categorised as Social Enterprises as such concept is new in the Palestinian context.
- Most of SEs relied on friends for legal advices.

(2) FGD I – Social Entrepreneurs/Enterprises: Support of SEs by SESOs regarding stages and clusters.

a. SEs: Stage I – The support (or lack thereof) regarding following clusters:

i. Organizational Development & Business Management

None of the SEs received any support in issues related to organizational development & business management from SESOs.

ii. Impact

None of the SEs received any support in issues related to impact.

iii. Finance

None of the SEs received any support in issues related to finance at this stage by SESOs.

iv. Legal

None of the SEs received any support in issues related to legal issues at this stage. There are no SESOs focused on legal issues for SEs.

b. SEs: Stage II – Describe the support (or lack thereof) regarding following clusters taking the question table from the FGD guide into account:

v. Organizational Development & Business Management

There are no SE focused incubators in Palestine that deliver services organizational development & business management. However, some SEs received some training in these issues from SESOs.

vi. Impact

None of the SEs received any support in issues related to impact.

vii. Finance

50% of the SEs had a chance to get fund for their projects, but such support was not necessary from SESOs. Most of the fund was toward purchasing equipments.

viii. Legal

None of the SEs received any support in issues related to legal issues at this stage either.

c. SEs: Stage III – Describe the support (or lack thereof) regarding following clusters:

i. Organizational Development & Business Management

Some SEs received some types of training courses focused on capacity-building and project management. However, face to face consultancy meetings with experts still needed.

ii. Impact

None of the SEs received any support in issues related to impact.

iii. Finance

Most SEs received different amounts of fund to cover some of their expenses.

iv. Legal

None of the SEs received any support in issues related to legal issues at this stage.

Workshop of SEs and SESOs

a. Challenges from FGD I

	Stage 1: Ideation & Incubation	Stage 2: Start up	Stage 03: Growth & Consolidation
Organizational Development & Business Management	<ol style="list-style-type: none"> 1. Social enterprises receive less attention from government and private sector that affects their mission. 2. Onethirdof SEs had no clear vision and mission, well defined objectives, and action plan. 	<ol style="list-style-type: none"> 1. Lack of qualified and well-trained cadres to help implementing the project. 2. Lack of support from the surrounding society. 3. Some of SEs suffered from finding a suitable place to implement their project. 4. Most of SEs suffered from the lack of practical training, well designed websites and a computerized financial system. 5. Lack of business plan to guide and facilitate the implementation of the SEs projects. 6. Lack of marketing strategy. 	<ol style="list-style-type: none"> 1. Lack of plans on how to grow their business further and how to guarantee their business's sustainable growth and development. 2. Lack of training in these issues and on how to increase the efficiency of their management. 3. Lack of tailored staff who are capable to lead sustainable and consistent social enterprise.
Impact	<ol style="list-style-type: none"> 1. Lack of integral concept of impact and how to measure it. 2. Lack of training on 	<ol style="list-style-type: none"> 1. Lack of tools on how to measure impact. 2. Lack of training on 	<ol style="list-style-type: none"> 1. Lack of effective tools to measure impact. 2. Lack of training

	<p>how to decide an impact and how to measure it.</p> <p>3. Absence of social enterprise culture and awareness.</p> <p>4. Doubt of SEs effectiveness.</p>	such matter.	<p>on such matter.</p> <p>3. Lack of tailored and specific competencies of staff who are capable to measure impact.</p>
Finance	The complex procedures and financial securities needed for loans.	<p>1. Access and availability of funds for SEs.</p> <p>2. Funding opportunities are very limited.</p>	<p>1. Lack of sustainable source of funding.</p> <p>2. Lack of cash flow.</p> <p>3. Most of SEs struggle to pay their bills.</p>
Legal	<p>1. Lack of legal knowledge.</p> <p>2. Absence of legal umbrella that SEs could be registered under.</p>	The majority did not register their companies yet.	The SEs suffer from the absence of a clear classification or legal umbrella.

Table 5. Challenges from FGD I.

b. Solutions developed

<p>Organizational Development & Business Management</p>	<p>(1) During the ideation and incubation stage, SEs should obtain adequate guidance SESO in terms on how to formulate a clear and specific vision and mission which might help removing any confusion in determining under which type of organisations (legal umbrella) a SE could be registered.</p> <p>(2) In addition, in all stages SESO should help SEs in preparing written and clear work and marketing plans.</p> <p>(3) SESO should provide guidance regarding networking and clear directions where SEs might obtain funding for their projects.</p> <p>(4) SEs should conduct needs assessment before starting their projects and SESO should provide some guidance in this matter.</p> <p>(5) SEs must have faith have faith in their projects, otherwise they cannot persuade the society of their ideas.</p> <p>(6) During the start-up, SEs should have well defined goals that might provide a road map to promote the idea to society in attractive and interesting ways that contains and the impact of a project in the long term. Training provided by SESO will help in achieving this.</p> <p>(7) SEs should have a flexible strategic plan starting from the</p>
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	ideation and incubation stage and work and work on it, develop and modify it at each stage. SESO should provide training and guidance for SEs in this matter.
Impact	It is necessary to have measurement and reporting methods of impact. Therefore, SEs should receive training in such field and provided with simple measurement tools.
Legal	<ol style="list-style-type: none"> (1) There should be legal bodies that SEs can resort to during the ideation and incubation stages. (2) The necessity to reform the Palestinian licensing legal system to include a registration category that SEs can register under and facilitate registration of SEs.
Finance	<ol style="list-style-type: none"> (1) Provide financial facilities by lending institutions for SEs, especially the ideation and incubation stage. (2) Any SE should prepare feasibility study the ideation and incubation stage. (3) Find alternatives to the financial securities imposed by the lending institutions. (4) Find new opportunities through businessmen and the private sector to support SEs. (5) Create a guidebook that contains all leading institutions that could help SEs. (6) Provide related training to SEs.

Table 6. Solutions developed through the workshop of SEs and SESOs.

FGD II – SESOs:

Goals, actions, and challenges of the SESOs regarding stages and clusters.

- a. **SESOs: Stage I – Ideation and Incubation; goals, actions, and challenges for following clusters:**
 - i. **Organizational Development & Business Management**

Goals:

- 1) Helping SEs to have clear vision and mission as well as defined objectives, and action plan.
- 2) Raising awareness regarding SEs.

Actions:

- 1) Providing capacity building training for SEs with focus on planning.
- 2) Approach governments and Private sectors through leaflets and may be preincarnations to raise awareness about SEs.

Challenges:

- 1) Reaching to individuals who are thinking to start their SE.
- 2) SE is an emerging concept and need to be clearly defined before awareness campaigns being launched.

ii. Impact

None of the SESOs has dealt with this issue so far.

Goals:

- 1) Providing integral concept of impact
- 2) Providing suitable effective training on how to decide an impact and how to measure it.
- 3) Creating social enterprise culture and awareness.
- 4) Increasing trust on SEs effectiveness.

Actions:

- 1) Conducting several workshops with SEs and experts in order to define an integral concept of impact.
- 2) Providing suitable effective professional training on how to decide an impact and how to measure it.
- 3) Conducting public relations campaign to increasing trust on SEs effectiveness.
- 4) Publishing inspiring success stories.
- 5) Creating a successful awareness campaign.

iii. Finance

Goals:

Providing guidance regarding networking and clear directions where SEs could obtain funding for their projects.

Actions:

Creating and publishing a soft copy booklet that include and classify all institutions or organizations that provide financial support for SEs.

Challenges:

- 1) The complex procedures and financial securities needed for loans.
- 2) Lack of venture capital fund and private investors contribution.

iv. Legal

Goals:

Providing SEs with legal knowledge.

Actions:

- 1) Designing and delivering workshops to raise awareness of SEs founders regarding legal issues.
- 2) Creating a booklet that contains all legal information may SEs need.

Challenges:

Absence of specialized category that SEs could be register under.

b. SESOs: Stage II – Start Up; goals, actions, and challenges for following clusters:

i. Organizational Development & Business Management

Goals:

- 1) Aiding SEs finding suitable places to implement their project.
- 2) Helping SEs having their own websites and a computerized financial system.
- 3) Helping SEs having their business plans to guide and facilitate the implementation of their projects.
- 4) Helping SEs having their marketing strategy.

Actions:

- 1) Enhancing the knowledge and skills of cadres through training.
- 2) Launching capacity building projects to provide SEs with some logistic needs.

Challenges:

Most SESOs depend on donations that threatens their ability to fulfil their obligations.

ii. Impact

None of the SESOs has dealt with this issue so far.

Goals:

Providing SEs with effective tools to measure impact.

Actions:

Finding the most effective tools to measure impact.

Challenges:

The difficulty of quantifying and tracking social impact.

iii. Finance**Goals:**

- 1) Providing SEs with access to different types of fund.
- 2) Helping SEs finding new opportunities through businessmen and the private sector.

Actions:

Helping SEs to write effective project proposals for fundraising.

Challenges:

- 1) SESOs mostly funded by international organizations that would make the continuation of SESOs' services impossible once a reduction in resources occurs.
- 2) Funding opportunities are very limited.

iv. Legal**Goals:**

Helping SEs to be registered bodies.

Actions:

- 1) Conducting advocacy campaign to push the government to register SEs under a new category called SE as most SEs are registered as NGOs.
- 2) Urge SEs to get registered under this category.

Challenges:

Advocacy campaigns may require long time and huge efforts to achieve their goals.

c. SESOs: Stage III – Growth and Establishment; goals, actions, and challenges for following clusters:

i. Organizational Development & Business Management

Goals:

1. Helping SEs creating plans to grow their business further and to guarantee their business's sustainable growth and development.
2. Providing SEs with training to increase the efficiency of their management.
3. Provide SEs staff with skills needed to lead sustainable and consistent social enterprise.

Actions:

1. Conducting focused training needs assessment to create precise, crisp and informative training modules that meets the requirements of the staff.
2. Developing and designing effective and professional training Program based on the training need analysis has been conducted.
3. Apply Kirkpatrick's Model of training evaluation to make sure that a training programme was effective in enhancing employee's capabilities and upgrading their existing knowledge.

Challenges:

1. Ensuring creativity in developing and implementing the training program.
2. Securing fund for the whole process.

ii. Impact

None of the SESOs has dealt with this issue so far.

Goals:

Enhancing and strengthening the knowledge and skill level of specialized staff in measuring impact.

Actions:

Developing and designing effective and professional training program on impact measurement.

Challenges:

Lack of tailored and specific competencies of staff who are capable to measure impact.

iii. Finance**Goals:**

Helping SEs to have sustainable sources of funding.

Actions:

Helping SEs to ensure entering in new markets.

Challenges:

Lack of market studies.

iv. Legal

Goals:

Helping SEs to be registered bodies.

Actions:

- 1) Conducting advocacy campaign to urge the government to register SEs under a new category called SE as most SEs are registered as NGOs.
- 2) Urge SEs to get registered under this category.

Challenges:

Advocacy campaigns may require long time and huge efforts to achieve their goals.

Conclusion and Recommendations

Needs Assessment

In response to the increased social, economic, and political pressures, SEs could become a transforming influencer in the way the Palestinian people approach these challenges. The efforts required to launch, develop, and maintain successful SEs in Palestine should start by raising awareness about the notion of social entrepreneurship and developing a definition based on the Palestinian context. Sustaining successful SEs, therefore, can be achieved through empowerment of existing and aspiring SEs through providing them with consulting services, capacity building, networking opportunities, and a set of services grouped by SESOs. Figure 2 summarizes the Palestinian SEs' specific needs.

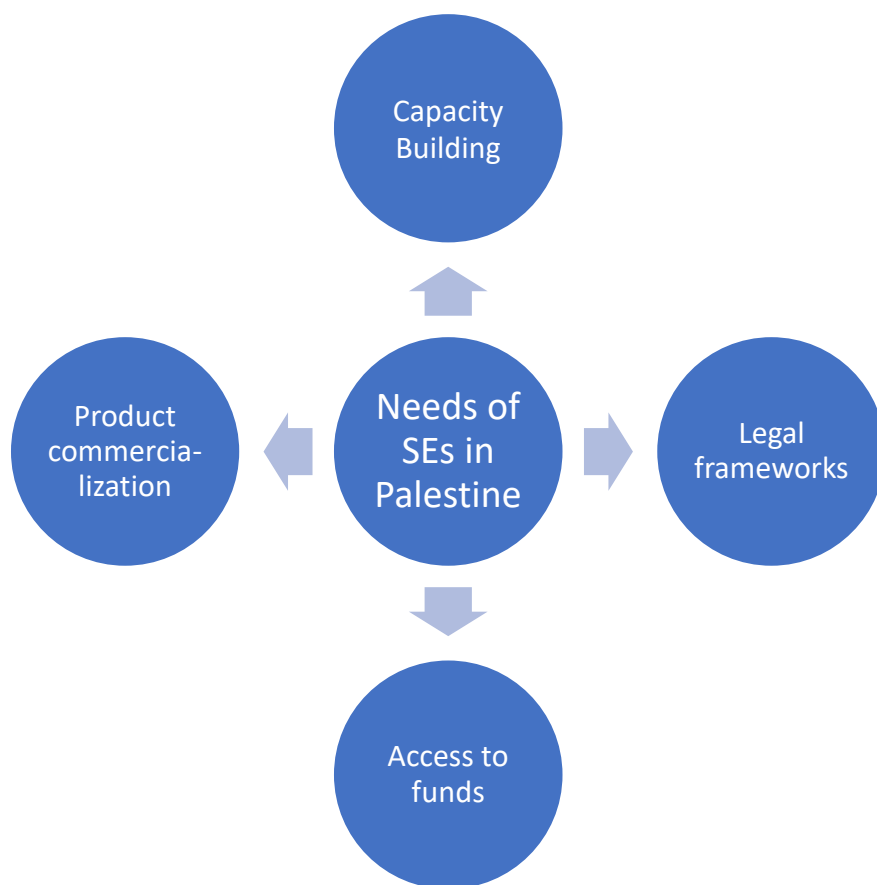


Figure 2. The Palestinian SEs areas of needs.

Social entrepreneurship ecosystem in Palestine

The role of SEs in societies, economics, and politics depends on the economic characteristics and conditions in the individual countries and on the legal, political, social cultural, technological, and ecological framework (Volkman et al., 2012). Figure 3 illustrates the social entrepreneurship ecosystem in Palestine. Understanding this ecosystem will help us planning for the empowerment of SEs and SESOs.



Figure 3. Social entrepreneurship ecosystem in Palestine.

Barriers to Women Entrepreneurship

Women's empowerment has been a central focus of the twenty-first century for international development and entrepreneurship initiatives. With women comprising 50 percent of the world's population, the enthusiastic focus is appropriate (Brindle & Layton, 2017, p. 204). In Palestine cooperatives are the most common form of SE and are connected to the development of local production activity and providing employment to women in rural areas where employment opportunities are inexistent. Cooperatives not only a way to meet social needs but also help upgrading the social status of women living in villages and offer new limited employment opportunities for them. Through cooperatives, women in rural areas help women to generate income not only for their families, but also for the local community that supports local development.

However, barriers to women entrepreneurship are numerous, but knowledge and containment of these barriers will support in fostering a more conducive environment for enabling more women to attempt entrepreneurship. Reasons for poor involvement of women in entrepreneurship are fairly similar across the globe, differences exist too. Issues, such as lack of family support towards women's entrepreneurial initiatives; the dual responsibility of taking care of family and enterprise; limited access to material, technology, market and resources; lack of knowledge and skill; limited access to bank credit, institutional and social apathy; problems arising due to male dominance in society, etc., severely inhibit entrepreneurial endeavours of women, especially in under-developed areas and male-dominated societies (Akehurst, Simarro, & Mas-Tur, 2012; Raghuvanshi, Agrawal, & Ghosh, 2017, p. 221; Tripathi & Singh, 2018).

In Palestine, many of these barriers exist including the following:

- Women in Palestine lack skills which help them to operate business, such as developing business plan, arranging finance, developing the market, and information on credit.
- Women lack time to start their SEs as they are deprived of involving themselves in business.
- Lack of female role models demotivates other women to undertake the entrepreneurial journey.
- Lack of entrepreneurial skills development, awareness, and experience among women. Females who finish their education prefer to do job rather than starting entrepreneurial activity.
- Lack of business network among business women in Palestine. This constrains women access to investment, access to critical resources, and expansion of business market.
- The constraints of family and society as a whole make it harder for some women to work in an entrepreneurial career. This limitation makes women in Palestine lose many opportunities due to lack of support from the family.
- Lack of technological awareness among female entrepreneurs makes them incapable to handle the competition set by global firms.

However, in addressing these barriers, most SESOs provide no any special support for women SEs and there is no difference in the support between women SEs to other SEs.

Recommendations

- ❖ The Palestinian government has to start making efforts to promote the development of SE in Gaza Strip and West Bank. As the current development of SE to a large extent been prompted by international organisations, we encourage the Palestinian

government to promote the sector by top-down trends. The current trend is being promoted from bottom-up civil society initiatives that have emerged to address the increasing social needs as a result of the deteriorating economic and political situations.

- ❖ Therefore, the Palestinian government has to adopt some legislation to support the progress of the social economy. The legislations have to create a new legal form for SEs covering a broad range of purposes and activities.
- ❖ There is an urgent need for experts to assist in the design and execution of a comprehensive strategy to develop an ecosystem for nurturing the social economy and SE. We recommend that experts that may involve should address the legal form of SEs, involvement and commitment of the SE community and key stakeholders through working in partnership.
- ❖ Capacity building programs should begin with pilot programme to gain experience. Capacity building also should encompass organising learning from peers in other countries.
- ❖ To enable ecosystem for the SE, SESOs and other supporters should direct financial support for opening and developing SEs. This may include facilitating access to finance to consolidate and scale SEs.
- ❖ Finance institutions should understand the needs of SEs as SEs not only need access to social and intellectual capital, but also to finance. SEs may need access to different financial tools, including grants, loans and equity which can sustain SEs throughout their lifecycle, from ideation and incubation, start up, growth and establishment until they achieve sustainability and expansion.
- ❖ An important barrier for SEs looking to grow is access to affordable capital to support their plans, with traditional forms of finance such as bank loans often harder to obtain

than for other businesses. Therefore, the government and SESOs should address this by providing strong support to the emerging social investment market.

- ❖ Advocacy campaign is urgently needed to urge the government to include the development of SE sector in the governmental strategic plan.
- ❖ Awareness raising campaigns is urgently needed through a well-planned communication strategy.
- ❖ Networking, knowledge sharing, and mutual learning initiatives may be efficient for SEs to get access to expertise and experience. Therefore, SESOs should work as facilitators of learning and exchange platforms for SEs. Conferences also is useful to link well-established SEs to get access to expertise and experience.
- ❖ Initiatives to encourage academic institutions involve in research on the development of SEs in Palestine could be beneficial to promote SE sector and assessing the gaps in updated mode. This initiative could include the installation of taught modules in Palestinian universities. Teaching modules on SE contribute to a clear and consistent understanding of SEs.
- ❖ Lack of female role models is one of the barriers to women entrepreneurs. Therefore, publishing and disseminating success stories from different societies deeply motivates other women to start the entrepreneurial activities.
- ❖ As the study reveals females who finish their education prefer to do job rather than starting entrepreneurial activity, raising awareness among women is critically needed for the development of the sector. This may include: training courses for women, exposure visits, and sponsoring participation of women's businesses to explore new possibilities.
- ❖ The study also reveals that there is no established official or widely used system for measuring and reporting social impacts in Palestine. Therefore, SESOs need to help

SEs in this matter through publishing guidance and toolkits to support the sector in this regard. Developing and designing effective professional training program on impact measurement may help in tackling this serious challenge.

- ❖ Geographically, the mapping of SESOs shows that SESOs are concentrated in three Palestinian areas; there are Gaza city, Hebron and Ramallah. There is only one incubator in East Jerusalem. However, the northern cities of West Bank lack such type of activities. We recommend that policy makers should address this gap.

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Annexes

Annex (1): Participants in the focus group discussion.

	Name	Organization	Gender (M/F)	Position	Mobile #	E- mail
1.	Reem Yousf	Store for clothes	F	Owner	0597143646	Reemshehadeh1980@gmail.com
2.	AserJamad Ahmad	Dar SalahOrganization	F	CEO	0598592918	Aseerasdfghjkl2015@yahoo.com
3.	TamamThabet Jaber	Dayee Organizations	F	Team Leader	0599813586	t.jabir@hotmail.com
4.	RufaidaAhmaro	Kayyan Centre	F	CEO	0594475543	rufaidaahmaro@yahoo.com
5.	Fatima Khader	Jeda Company	F	Founding Member	0597000844	Fatima.k.jabari@gmail.com
6.	Amer Kurdi	Bait Byout Organization	M	CEO	0569333119	
7.	Hazem Harab	Olive Organization-Yasof	M	Member of Board Director	0597910167	Hazem_harb@hotmail.com
8.	Aseel Joma	Esnad Organization	F	Fundraising Manager	0595734724	aseel@esnad.ps
9.	Bilal Azaar	Najah Friends	M	Project Manager	0598555791	bilalazaar@gmail.com
10	Ali Taqatqa	Modern Centre for Training & Culture	M	General Manager	0568707001	Asria.ps@gmail.com
11	Sohaip Samara	Palestine on Bike	M	Founder & Owner	0597642672	sohaipsamara@hotmail.com

Annex (2): Participants in the focus group discussion from SEs & SESOs.

	Name	Gender	Organization	Position	Mobile #	E- mail
1.	NaderaMoghrabi	F	Manara Family Consultancy & Training	Founder	0599721879	Nadera.i.moghrabi@gmail.com
2.	Ali Rabah	M	Bait Byout	Event Planner	0597317973	Ali.rabah.93@hotmail.com
3.	Mohamad Elayyan	M	Faten	Social Performance	0599039232	Mohammed.elayyan@faten.org
4.	Aser Jamal	F	Association of Rural Women	Executive Director	0598592918	Aseerasdfghjhal2015@yahoo.com
5.	Tamam Jabir	F	Dayee Organizations	Team Leader	0599813586	t.jabir@hotmail.com
6.	Aseel Jumaa	F	Palestinian initiative for supporting student	Fundraising officer/Co. Founder	0595734724	aseel@esnad.ps
7.	Ali Taqatqa	M	Asriyya	GM	0568707001	Asria.ps@gmail.com
8.	Ali Ramadan	M	PPU Incubator	Inc. Manager	0599830320	Ali_ramadan@ppu.edu
9.	Sohaip Samara	M	Palestine on Bike		0597642674	sohaipsamara@hotmail.com
10.	RufaidaAhmaro	F	KeyanCenter	Co. Founder	0502449122	Keyancenter18@gmail.com
11.	Reem Yousout Jameel	F	Mais Al Reem Store	Owner	0597143646	Reemshehadeh1980@gmail.com
12.	Derar Ghanem	M	Build Palestine	Co. founder	0599788861	derar@buildpalestine.ps
13.	Fatima Khader	F	Jeeda	Founder	0597000844	Fatima.k.Jabari@gmail.com
14.	Hazem Harb	M	Cooperative Society of the Olive Age	Member of the Board	0597910167	Hazem_harb@hotmail.com
15.	SuhailaElayan	F	BICTI	Financial Assistant	059423246 0599643437	Suhaila.elayan@picti.ps
16.	Fidaa Abu Turkey	F	Iradah	CEO	0599962462	fida@iradha.ps
17.	Mohammad Sallam	M	Iradah	Advisor	0598420202	feargothikalaw@gmail.com
18.	Ibrahim Juma'a	M	Vitas	Rep. & data analyst	0598313612	iabuzayed@vitas.ps
19.	Ashraf Taha	M	ABA	Manager	0592901099	info@agbusinessub.ps
20.	Lina Nasr	F	Vitas	PR manager	0599501367	lnasr@vitas.ps

21.	Bilal Azaar	M	An-Najah friends society	Project manager	0598555791	Bilalazaar@gmail.com
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Annex (3): List of active cooperatives in Palestine.

The list contains a total of 545 active cooperatives; 385 in West Bank and 160 in Gaza Strip.

All are classified and listed in the attached excel sheet.