

INTRODUCTION TO FORSA

Forsa is a UK-sponsored initiative launched by the UK's Department for International Development and Foreign and Commonwealth Office. It is part of the UK's response to the commitments made by G8 nations as part of the 'Deauville Partnership with Arab Countries in Transition'. A portion of the G8 support to the six Deauville Partnership focus countries - Jordan, Egypt, Tunisia, Morocco, Libya and Yemen - is intended to assist the governments of these countries in on-going efforts to improve the business environment in order to foster economic growth and job creation in the private sector.

Forsa will show how mentoring can be applied as one response to this need, using a model pioneered successfully by the Mowgli Foundation in Jordan, Lebanon, Palestine, Syria and Algeria. The central activity of the project is to provide 12 months of mentoring support for a minimum of 250 entrepreneurs across the six countries in transition. In total, this will require the recruitment of around 350 entrepreneurs from the six countries, and 350 mentors from these countries and the wider Deauville Partnership (including the G8 and regional partners Kuwait, Turkey, Qatar, Saudi Arabia and the UAE) over the 6 months from May to November 2013.

In parallel with this programme, the team implementing Forsa will be engaging with national governments, regional and bilateral organisations, international financial institutions and other organisations involved in SME development in order to demonstrate to policymakers the uses to which mentoring can be put, how to design and implement mentoring programmes and the degree of impact that the method can have. There is a wealth of experience in programming mentoring initiatives both within and outside the region, which Forsa will assemble into a toolkit for policymakers who wish to investigate the possibilities that mentoring can offer.



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WHY MENTORING IS GOOD FOR ENTREPRENEURIAL GROWTH

Mentoring is a distinct activity from most other forms of advice and support available to entrepreneurs. There is no shortage of practical guidance on all of the mechanics of starting a company, managing a company, marketing a company and even selling a company. The aspect that is often missing from other forms of business guidance is that setting out on the venture to become an entrepreneur is a serious personal challenge and an emotional investment.

Every entrepreneur will need to face and overcome problems which affect them personally. Examples include:

- People who will try to dissuade them from setting up their own business
- Fear of failure
- Employing and leading staff
- Huge self-doubt when the momentum of sales slows down or securing new clients proves difficult
- The challenge of trying to think clearly when under stress and surrounded by problems
- The need to show strong leadership in the face of doubt and uncertainty

Even when receiving training or technical support, an entrepreneur's journey can be a lonely one. This is the strength of mentoring. A mentor provides an entrepreneur with a companion who is experienced, external and unbiased. It is also a relationship which is designed to last for a long period of time, providing continuity where traditional support does not.

Technical advice and traditional business support is of great importance. However, an accomplished mentor, as well as satisfying the technical advice a new business requires, also offers a space to talk about the personal. They can encourage and sustain creative thinking and problem solving. They can help build self-reliance and confidence. They can be a companion on one of the most challenging journeys anyone can undertake.

MENTORING IN THE ARAB REGION AFTER THE ARAB SPRING

The Arab Spring has paved the way for the birth of new economic, social and political models in the countries in transition. The momentum for

change in the transition countries has been driven as much by unfulfilled economic promise, rising inequality and joblessness as it has by political factors. In a break with the past, economic growth – especially in the private sector – must now be inclusive in order to satisfy the needs of a politically active population. Economic empowerment must go hand-in-hand with political reform. This new economic model must be driven from the ground up by innovation, competition and private sector dynamism. Entrepreneurs will be the leaders of this economic future and are therefore important agents of change.

Forsa's aim is that by providing entrepreneurs with mentors who inspire and encourage them, we can help to unlock the great potential that is still largely untapped in the spirits of young entrepreneurs of the transition countries. This will not only support economic growth and job creation, but in the long term it is about changing attitudes to entrepreneurship from the ground up.

Mentoring is a powerful new tool in the private sector development toolkit which can help to turn promising startups and SMEs into confident and successful businesses. This is precisely what must be achieved in the six transition countries, where growth in the SME sector will be a critical development and empowerment tool. Mentoring, in combination with sound SME development policies, will help these countries and the MENA region as a whole to construct these new economic, social and political models, for a brighter more secure future.

OUR MENTORING METHODOLOGY

Forsa's provision to support at least 250 entrepreneurs with business mentoring is based on the established mentoring methodology of the not-for-profit mentoring organisation Mowgli Foundation.

Mowgli's 'relational mentoring' provides a trusting, one-to-one relationship between the mentor and the entrepreneur, where the entrepreneur can see the bigger picture of themselves and their venture. This enables problems to be addressed, opportunities to be explored, and actions planned.

The mentor helps the entrepreneur to solve their own problems, and so develop their decision-making and leadership capabilities. Through this

method, Mowgli has found that, by supporting people through the early stages after establishing a business, failure rate is dramatically reduced and the likelihood of increased employment and business growth improved. Mowgli's interventions have, within the first year, created on average 2-3 new jobs for each entrepreneur taking part in the Mowgli mentoring scheme.

THE MENTORING SUPPORT

The mentoring support will commence with an intensive 3-day workshop, where the entrepreneur

and mentor learn, build relationships, meet other mentors and entrepreneurs and connect before being matched in a partnership for a 12-month long programme of mutual growth and development.

Together, they will develop a framework that will form the basis of their mentoring relationship. The entrepreneur will steer the relationship and the mentor will offer guidance and advice both relating to personal and business issues, ensuring that the entrepreneur stays focused and at ease on the path of his or her business growth and personal development.

3-DAY WORKSHOP

Day 1 – Mentor training

- Mentors are introduced to the philosophy of mentoring and the potential it holds for helping those to achieve better businesses.
- After this one-day session the mentors will be able to appreciate the foundations of great mentorship and the power of inquiry rather than instruction; to develop the necessary skills that make a successful mentor and give them tools that can help structure the working relationship with the entrepreneurs they seek to support.

Day 2 – Mentor and Entrepreneur training and matching

- The entrepreneurs arrive at their first session and they are introduced to mentoring to help them understand and explore their expectations for the coming year and the role a mentor can play in their growth and development. They are also given the opportunity to share fears and concerns and to learn how mentoring can help in overcoming these.
- The mentors and entrepreneurs are then brought together (around the middle of the second day of the programme), in a context designed to encourage friendships to be born rather than business relationships.
- At the end of the day and having gone through various accelerated trust-building activities and other exercises to encourage a sense of openness between the participants, the entrepreneurs and mentors are individually matched together.

Day 3 – Facilitated mentoring relationship building between the Mentor and Entrepreneur

- This is where the real work begins. Up to now the focus of the workshop is to create a level of relationship and trust that will allow the entrepreneurs to speak openly and honestly about their business and personal challenges. On the final day, the entrepreneur and mentor spend most of that day together. There will be a deeper relationship between mentor and entrepreneur that will support and allow genuine, real and open communication.
- The tools introduced in the mentor training to help the entrepreneurs to build both personal and business development plans for the coming year are put into use by the mentor so that he or she can, along with the entrepreneur, establish a clear structure and boundaries for their working relationship, after which the year-long process of mutual development can begin.
- The workshop is designed to provide both the depth of relationship and the strong structural foundation that gives a mentoring relationship the greatest chance of success.

ENTREPRENEUR OR MENTOR? HOW YOU CAN GET INVOLVED!

Are you an **ENTREPRENEUR** in Egypt, Jordan, Tunisia, Morocco, Libya or Yemen who has been looking for a mentor to inspire you and help you grow your business to become part of the next generation of entrepreneurs in your country?

Are you a potential **MENTOR** working in Egypt, Jordan, Tunisia, Morocco, Libya or Yemen, who would love to benefit from a fantastic opportunity to develop your skills as a business leader, connect with a wide network of businesses and the new generation of entrepreneurs in the Middle East and North Africa? We are looking for successful former entrepreneurs, locally-based senior employees of international companies, and leading businesspeople at local companies.

The KICKSTART workshops will be taking place in various locations across the region, see www.forsa-mena.org for upcoming workshops.

THE COSTS: There are no costs for mentors or entrepreneurs to participate in Forsa programmes.

FOR MORE INFO: Please visit our website (www.forsa-mena.org) and register your interest. We will contact you with further information according to your interests. You may also use our website to apply to be a Forsa mentor or entrepreneur.

APPLICATION DEADLINE: There will be specific application deadlines in each country published on our website. These deadlines will be over summer 2013.

All applicants must meet selection and eligibility criteria to be considered for Forsa.



**Innovation and
growth through
mentoring**



IMPLEMENTING PARTNERS

Forsa is being implemented by a consortium of three partner organisations: Adam Smith International, Mowgli Foundation and Upper Quartile, each of which contributes some of the members of our multi-national implementation team.

Adam Smith International is a UK-based provider of technical assistance to developing governments in over 70 countries worldwide. Private sector development is among ASI's primary areas of work.

Mowgli Foundation is a non-profit headquartered in the UK with offices in UAE and Jordan which has been developing successful business mentoring programmes in the MENA region for the past 5 years.

Upper Quartile is a partnership of development professionals specialising in economic development and reform and post-conflict reconstruction. Its headquarters are in Scotland and its work global.



Adam Smith
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mentoring

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