

WE4F MENA Regional Innovation Hub – FAQs (2021 version)

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WE4F Program

1. **What is the WE4F program and which challenges does it tackle?**

WE4F is a joint international initiative of the German Federal Ministry for Economic Cooperation and Development (BMZ), the European Union (EU), the Ministry of Foreign Affairs of the Government of the Netherlands, Sweden through the Swedish International Development Cooperation Agency (Sida), and the U.S. Agency for International Development (USAID). WE4F aims to increase food production, impact gender and poverty, and promote biodiversity and climate and environmental resilience by sustainably scaling solutions to meet the challenges in the water-energy-food nexus.

2. **What are the intended impact and outcomes of the WE4F program in the next 4 years?**

WE4F aims to:

1. Increase food production along the value chain through a more sustainable and efficient usage of water and/or energy.
2. Increase income for base of the pyramid women and men in both rural and urban areas.
3. Sustainably scale innovators' solutions to meet the challenges in the WE4F nexus.
4. Promote climate and environmental resilience and biodiversity through the sustainable, holistic management of water, natural resources, and ecosystems.

3. **Who is involved in running the WE4F program operationally?**

WE4F is a joint international initiative of the German Federal Ministry for Economic Cooperation and Development (BMZ), the European Union (EU), the Ministry of Foreign Affairs of the Government of the Netherlands, Sweden through the Swedish International Development Cooperation Agency (Sida), and the U.S. Agency for International Development (USAID).

WE4F utilizes the Regional Innovation Hub (RIH) model that was developed during Powering Agriculture. Currently there are five RIHs located East Africa, Middle East and North Africa (MENA), South and Southeast Asia, West Africa, and Southern and Central Africa.

4. **What are the WE4F program's focus areas and areas of intervention?**

WE4F has three focus areas worldwide: 1. Water and Food, 2. Energy and Food, and 3. Water, Energy, and Food.

The WE4F program has identified 6 main areas of interventions:

1. Direct Grants: The successful applicants will receive a small grant via regional competitions and/or direct selection.

2. Technical Assistance: will be provided to the successful applicants to help develop their business plan and connect them to protentional financiers to augment their business operations.
3. Financial Assistance: including Public-Private Partnerships (PPPs) and matchmaking between innovators and investors.
4. Capacity Development: including trainings to enhance stakeholder operations.
5. Knowledge Management and Facilitation for sharing best practices, lessons learned, pivots, failures, and successes.
6. Advocacy: The program will investigate the types of needed reforms and regulations and advocate to put them in place. This will support creating an enabling environment for the innovators to reach a larger market for their sustainable technology and to improve their business climate by working with other donors, governments, and authorities.

5. What is the geographical scope of the WE4F worldwide?

WE4F is supported worldwide through 4 Regional Innovation Hubs (RIHs):

1. East Africa: this RIH supports innovators from Ethiopia, Kenya, Malawi, Rwanda, Somalia, Tanzania, and Uganda.

2. Middle East and North Africa (MENA): this RIH supports innovators working in Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Palestinian Territories, Sudan, Tunisia, and Yemen.

3. South and Southeast Asia: this RIH supports innovators working in Afghanistan, Bangladesh, Bhutan, Cambodia, India, Indonesia, Laos, Myanmar, Nepal, Philippines, Singapore, Sri Lanka, Timor-Leste, Thailand, Vietnam, and Malaysia.

4. West Africa: this RIH supports innovators working in Benin, Burkina Faso, Côte d'Ivoire, Ghana, Senegal, Mali, Niger, Nigeria, and Togo.

5. Southern and Central Africa: this RIH supports innovators in Chad, the Democratic Republic of the Congo, the Central African Republic, Botswana, Mozambique, South Africa, Angola, Lesotho, Eswatini, Namibia, Zimbabwe, and Zambia.

6. How much is the budget of WE4F worldwide? And how much of this is allocated to the MENA region?

WE4F has a global budget of $65 Million USD that is to be allocated to the five different regions. The MENA region has about $9.5 Million USD to allocate for its Regional Innovation Hub.

7. Will there be any connection to the Sustainable Development Goals (SDGs)? Will they be required to meet certain Key Performance Indicators (KPIs)?

Yes, of course. WE4F has a commitment towards the SDGs. In our assessment of the innovators' eligibility, we will validate the candidates' commitment to the sustainability of

agricultural food value chains, the improvement of energy and water efficiency, and promotion of climate resilient agriculture by using a strict environmental, social, and governance (ESG) criteria. The ESG criteria will help us measure the positive effects of our candidates on the environment, their commitment to their local communities, their production/support in producing nutritious and healthy food for all, activities to promote gender equality and inclusion, and secure access to food for all, meeting with that the SDGs 2, 3, 5, 6, 7, 8, 10, 12, 13, and 25. Moreover, we will monitor and follow-up on the innovators participating in the WE4F program by documenting and sharing their data, impact, and the learnings to be able learn together, ensure transparency, and positive impact while we strive towards a more sustainable and equal world.

7. **How are the five RIHs interacting and working together?**

The regional operational and implementation process is region-specific. However, the Secretariat will organize inter-hub exchange among the five RIHs to foster learning from practice, exchange expertise, and promote worldwide support for the participating innovators.

8. **Which countries in the MENA region are covered under the WE4F MENA Regional Innovation Hub?**

Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, Palestinian Territories, Sudan, Tunisia, and Yemen.

Hub / Consortium

1. **Which organizations are involved in the MENA RIH consortium?**

Our MENA RIH is managed by a consortium of four locally rooted organizations, with long histories of working with each other and countless partners towards a more sustainable Middle East and North Africa. The consortium consists of the leading organization Berytech, as well as Chemonics Egypt (CE), cewas, and the International Water Management Institute (IWMI).

2. **What is the expertise of the consortium?**

As a consortium, we have been working in and for the MENA region since 1992. We have supported more than 5000 entrepreneurs and worked with more than 150 growth-stage water, energy, and food nexus enterprises in this region. We have our own staff and network in almost all targeted MENA countries, and we built an extensive in-house technical assistance (TA) and investment expertise to support innovators and understand the needs and requirements of each country in the MENA region.

The consortium is led by Berytech, Lebanon’s leading entrepreneurship support organization that has supported more than 3800 innovative entrepreneurs since 2002 with a strong focus on

agritech and cleantech innovations and expertise in fund management and funding social scalable enterprises and innovative enterprises.

Chemonics Egypt (CE), with offices in Egypt but projects across MENA, brings in a strong expertise in energy, agriculture, water and has supported over 1,000 entrepreneurs at idea stage and 100 growing businesses in the water-food-energy nexus since 1992. CE also supports large firms, governments, and international organizations in the sectors of focus above. CE has worked extensively with various financial institutions in the areas of water, energy and food. CE has experience in most MENA region countries and working with key stakeholders in the water-food-energy nexus which can be built upon during implementation.

cewas is the planet' s first dedicated organization specifically supporting water nexus entrepreneurs with an impact focus. Although operating on a global level, the Middle East is cewas' most important regional programs with long-term entrepreneurship and ecosystem development programs and local staff in Lebanon, Jordan, Iraq and Palestine since 2013.

Finally, IWMI, which has global presence and a regional office in Egypt, brings in a longstanding expertise in policy, advocacy and research on the use of water in agriculture and other related nexus matters as well as ample of experience with smallholder farmers, social inclusion and resource sustainability.

3. **What are the main contributions of the MENA Regional Innovation Hub (RIH)?**

The RIH contributes to reducing barriers related to access to financing. At the same time, the MENA RIH recognizes often-deficient support structures, unfavorable environments, and the still relatively thin pipeline of investment available for mid-to later stage WE4F enterprises. The RIH goes beyond fund management from abroad and outsourcing technical assistance (TA) to selected vendors. It creates local networks through developing a thorough understanding of the WE4F market and challenges local enterprises face. In addition, the MENA RIH will provide continuous support based on its a long-term interest to build a strategically relevant regional initiative, which will be important to complement the core fund management functions of the RIH.

4. **Are management, knowledge sharing, and communication centralized under the MENA RIH for all countries in the program, or is each country managed separately?**

Yes, the management, knowledge sharing, and communication are centralized under the MENA RIH for all countries in the program, because we believe that as a cohort, the innovators will learn a lot from each other, create linkages, and use each other's network and leverage to expand their businesses. In addition, the learnings that we capture throughout the implementation of our activities are crucial to continuously improve the program. We provide personalized support for each innovator to make sure that they get the maximum benefit from this program and be able to develop as efficiently as possible and reach the next level. This is also strengthened by the presence of local country teams in some of our focus countries: A country coordinator is responsible for coordinating on-the-ground activities and providing frequent and immediate support to the local innovators in cohesion with the regional strategy and management.

5. **How is the program supporting all relevant actors including innovators, investors, and partners, regarding the various social, political, and economic challenges in the MENA region?**

WE4F's goal is to foster advantageous conditions for innovators, investors, and partners to ease the pressure exercised on businesses by various social, political, and economic challenges in the MENA region, as well as tackle further challenges related to operational scaling and sustainable business development. This is achieved by utilizing the extensive experiences of the RIH consortium in the MENA region alongside its countless partners to analyze the local context and identify opportunities to build an enabling environment for all stakeholders.

6. **How does the MENA Regional Innovation Hub (RIH) collaborate with incubators, accelerators and business support organizations who work on the ground?**

The MENA RIH maintains an open line of communication and cooperation with the incubators, accelerators and business support organization who work on the ground through the local country teams who are located in (almost) all targeted MENA countries. Different types of partnerships can be explored directly between the respective organization and the RIH team.

Calls for Innovations

1. **Who is eligible to apply for the WE4F program?**

The eligibility criteria for the WE4F program are divided into two general categories:

i. Business and organizational requirements

- Mid- to later-stage enterprises
- Recurring sales
- Valid technology/service and proven business model
- High potential to scale customer base from several 1k to 100k

ii. Impact requirements

- Produce more food with less energy and/or water
- Better access for poor, youth, and women to products and employment
- Positive effect on climate, environment, and ecosystem

The detailed eligibility criteria are updated for each Call for Innovations. Please refer to the respective document when the call is open.

2. **How do you define the mid- to later-stage enterprise scale?**

A mid- to later-stage enterprise is a registered company, a non-governmental organization (NGO), or an educational institute which has a product or a solution that could be scaled and go beyond testing units and/or early adopters. Moreover, this type of enterprise must also have a business model that generates revenue, and a team behind the venture supporting it to scale.

* It is worth mentioning that businesses in their second year of operations with high potential of scaling, steady revenue and solid customer base are also considered mid- to later-stage enterprises and are welcome to apply for the WE4F program. In addition, businesses who are currently in their fifth to tenth years of operations but have been stagnated at a certain level and are stuck in a particular market due to limited access and/or tools and resources to scale beyond their countries and access new markets are also considered mid- to later-stage enterprises and are welcome to apply for the WE4F program.

3. **Is there a possibility for enterprises from outside the MENA region to participate in the program?**

Yes, we welcome ventures, and innovators from outside the region to join the MENA RIH. However, these businesses are to be established in the MENA region with a local presence and a local team to operate in the region. We do NOT want to work with only a sales office, but instead make sure that the innovators want to come to the region, work from and for the region by understanding and working according to the specifications of the local contexts and markets.

4. **Are NGOs and non-profit ventures eligible to apply?**

Yes. NGOs are invited to apply, because their knowledge and/or expertise on sustainable food production can be vast and quite informative. However, they do need to tick the boxes mentioned above.

5. **When will the MENA Calls for Innovations be published? When do they close?**

The first *regional* Call for Innovations went live in early November 2020 and closed in mid-December. 17 innovators were selected to join the program.

The *Iraq* Call for Innovations went live on September 8 and closes on October 6, 2021. 10 innovators will be selected to join the program.

The second *regional* Call for Innovations runs from October 14 to November 25, 2021. The call will be available on the official webpage: www.we4f.org/apply-mena. In addition, information regarding the Call for Innovations will be published also on WE4F social media channels, various websites and promoted by the partners of the consortium.

6. **How can I as an innovator apply to participate in WE4F MENA?**

Once the digital application is available online, you can fill in your concept note, and provide other essential information related to your solution/service. The application will give you the opportunity to elaborate on your motivation to apply, the desired outcome of your participation in WE4F MENA, and tell us more about your solutions, business goals, and scaling plans. We will run informative webinars throughout the duration of the call to provide more details and answer your questions. Prospective Applicants who have questions concerning the contents of the Call for Innovations shall submit them in writing by November 1, 2021, to we4f@berytech.org.

Please note that you must submit your expression of interest by the call deadline on November 25. Late applications will not be considered. Submitted applications will then be reviewed and shortlisted for the second round of the selection process. A Q&A session will be organized as a second phase of the selection process to have a live exchange with the finalists as well as a written proposal which will serve to select the participating innovators.

7. **How will the program help me concretely after passing the selection process?**

Once you are selected into the program, we will connect you with our local teams to get to know you a bit more and identify your needs and scaling goals. As a second step, you will be invited to participate in a virtual or in-person bootcamp where an intensive curriculum will be provided for each innovator to ensure that we understand exactly where every business stands and can define its needs. Based on this information, we will start building a personalized roadmap for each innovator. This tailored roadmap will enable you to multiply your impact in the MENA region by providing 1) free technical assistance support from the region's most qualified water energy food business experts, 2) grants, soft loans and other direct financial support that correspond with your needs, and 3) contact with investors and investment opportunities.

Support

1. **What type of innovators does the WE4F program support?**

WE4F supports water-food, energy-food, or water-energy-food innovators who have a mid- to later-stage enterprise with high potential to scale, a proven solution/service, a valid business model, running production, an existing customer base, and recurring sales. Furthermore, the innovators need to fulfill strict environmental, social, and governance (ESG) criteria, have positive effects on the environment, strive for gender equality and inclusion, and ensure secure access to food for all.

2. **What kind of assistance is provided to the innovators through the MENA Regional Innovation Hub?**

Through WE4F, we are going to support up to 50 WE4F innovators from the MENA region with high scaling potential to make food production and farming more sustainable, productive, and bountiful. These innovators will benefit from 1) technical assistance, 2) financial assistance (different sorts of cash grants up to several 100K), 3) investment matching, 4) connections to

external investments that will help them raise the required funds in equity or in debt to scale their businesses, and 5) the networks we have to access the widest network support with valuable input from the region and beyond.

3. **What is the duration and scope of technical assistance?**

4th quarter of 2021: 2nd Call for Innovations for the WE4F MENA program is published.

1st quarter of 2022: short-listing the top application for a second selection phase and then select the innovators to support over the next year through WE4F MENA.

2nd, 3rd, and 4th quarters of 2022: the selected innovators will participate in a bootcamp and receive technical assistance (TA) and support for investments readiness and networking to make sure the needed funds are available and that they find the right market to scale; support may extend up until April 2024.

4. **What technical assistance is provided?**

1. Standard Technical Assistance (TA): this includes TA needs assessments, strategic and commonly needed TA provided by the MENA Regional Innovation Hub team regarding business development, financial management, market research, access to finance, marketing etc.
2. On-demand TA: frequently needed TA (i.e., technology assistance, legal issues) provided through contracted pool of experts
3. Highly specialized TA: rarely needed and provided by subject matter experts through a Rapid Vendor Procurement Process.

5. **Does the WE4F program support established businesses with services other than investments?**

Yes. The WE4F program support establish businesses with wide-ranged assistance to scale and enter new markets. Therefore, we provide all innovators who do not require financial investments with all kinds of support from the region's most qualified water energy food business experts to build essential skill sets and digitization capacities needed to scale up, faster and maintain a healthy profit, as well as networking opportunities and matchmaking with all relevant stakeholders.

6. **Is there support available for business that do not fully meet the WE4F eligibility criteria yet?**

Please note that WE4F is NOT a start-up program. Your solution/service needs to be proven with a valid business model, running production, an existing customer base, and recurring sales. If your startup does not have a valid business model and/or the potential to scale at this stage, you are NOT eligible to apply to the WE4F program. However, as a network from the MENA region, Berytech, Chemonics Egypt, cewas and IWMI have a large network that includes incubators and accelerators that we can work with to help businesses with promising potentials to grow their initiative according to their scalability and potential growth in the coming two to

three years. So, if you are not eligible to apply now, please check out the regional incubation and acceleration programs offered in various countries in the MENA region and keep an eye on the WE4F program.

7. **Does the program help local innovators to expand and scale to other countries in the MENA region?**

Yes, absolutely! Many innovations and potentials of local innovators are trapped in unconnected clusters throughout the MENA region. By covering the whole MENA region, our WE4F Regional Innovation Hub aims at connecting these clusters by identifying the resources and opportunities they need to penetrate new markets, expand beyond their countries, and make impact.

Finances

1. **How does WE4F support my business secure investments?**

WE4F provides innovators with investment readiness training, facilitation services, and other solutions for both the innovators and end-users simultaneously:
1. Investment readiness program: This program supplies the innovators with every possible tool and resource to make sure that they are ready for investment, such as fixing the inhouse operations, scaling the team, preparing due diligence as well as optimizing their simulation to be pitched to investors and raise capital.
2. Investment facilitation: The investment team will help the innovators connect and build relationships with local, regional, and international investors to provide the innovators with financial solutions such as debt or equity, blended financing, and others, depending on their specific needs.
3. Development of customized financing solutions for innovators and end-users: The program helps financial institutions to create financial products that would support WE4F innovators, and/or end-users of their technologies and services to make sure they are able to benefit from these innovations and/or purchase them.
4. New shareholder/loan agreements of not less than $7.5 million funds raised through this program for innovators through dept or equity beyond the value of the grants that will be provided through the program.

2. **What are the types of financial assistance that can be leveraged by the MENA RIH?**

Depending on your needs, we can provide you with grants, soft loans or other direct financial support ranging from $25,000 USD to $300,000 USD. On top of that, we will link you with investors and investment opportunities that will make sure you can multiply your impact in the MENA region.

3. **What is the duration and scope of the financial assistance?**

WE4F supports the innovators in raising capital to scale their business locally or regionally. This capital can be raised through debt such as loans or through equity investment, or through a blended finance approach using various modalities.

1. On the preparation side: our program will accompany our innovators on their journey to investment readiness through a multi-step road map. First, we assess where the innovators stand, what they do, and what they need. Based on that, we will identify whether they require assistance in structuring the team, have the right management and resources, and have the right tools and skill sets, such as knowledge in accounting and financing modalities, to be able to scale and go beyond their local markets. Second, we will help the innovators become investment ready by supporting their due diligence processes, setting up the needed tools and resources, structuring their board of advisors, developing market intelligence, and calculating the risks involved.

2. On the opportunity side: our investment team will be working with investors active in the region and beyond to identify their risk appetite and investment interest. Based on this, we will understand the investors' needs and requirements and we will support them accordingly in their choices and process of investing in WE4F innovators. We will achieve that by de-risking the investors' investments in energy and agriculture related technologies or solutions by offering them due diligence activities, creating end-user financing mechanisms, and ensure the innovation's scalability to other modalities.

4. **What is the approximate ticket size when talking about financial support?**

The in-cash and cash grants of WE4F MENA is valued at approx. $2.5 million USD. There will be milestone-based grants to support the selected innovators raising at least $7.5 million beyond the initial $2.5 million. For example, if we inject $100'000 as a cash grant, we expect at least $300'000 cash raised by the innovator. The ticket size will range between $25,000 USD up to $300,000 USD that would help support the WE4F innovators depending on where they stand in terms of investment readiness and scalability.

5. **Does the program support small to medium-sized enterprise (SMEs) scale-ups with other than equity investment?**

Yes, many SMEs might require assistance to scale and enter new markets. Therefore, we provide all WE4F innovators who do not require equity investment, have the potential to scale, and fit the selection criteria, with all sorts of technical assistance to help them leverage their team, build skill sets and digitization skills to scale up faster and maintain a healthy profit.

6. **Will the MENA Regional Innovation Hub (RIH) invest directly in the selected businesses or just provide technical assistance, networking, and connection with investors?**

Both. The MENA RIH will allocate milestone grants, and/or direct funding, and/or guarantees of several $10K up to few $100K, in addition to potential mission buy-ins. At the same time, the

MENA RIH will provide technical assistance (TA) support from the region's most qualified water energy food business experts as well as networking opportunities, and matchmaking with all relevant stakeholders such as innovators, investors, and partners.

Investors

1. **What type of investors does the WE4F program look for?**

All investors from both public and private sectors such as local financial sector players, corporate partners, industry professionals (water - energy - ag - outside of industry) etc. who are interested in investing in energy, water, and agriculture technology and/or solutions in the MENA region to embed innovations in MENA region markets, contribute to the sustainability of agricultural food value chains, improve energy and water efficiency, improve climate resilient agriculture, and achieve commercial return while mobilizing finance for inclusive and sustainable development.

2. **What are the reasons behind the finance gap and lack of interest in small and medium-sized enterprises (SMEs) in the MENA region?**

The finance gap faced by SMEs in the MENA is the largest and the highest in the world constituting around 26% of the GDP. The reason behind this gap is fourfold: 1) on the debt side there is a high interest expenses, 2) extremely high collateral, sometimes it can reach 200% of the debt, 3) very inflexible payment terms with no grace period, and 4) on the equity side, most of the equity investors are not interested in SMEs, instead their focus is on large and mature companies.

There is a general lack of interest in SMEs due to 1) limited access to funnels for investment opportunities, 2) perception of having high due diligence expenses, and 3) scarce information about the businesses such as their modality, business plan, capital they want to raise, and the governance structure they have in place. This lack of information is perceived as a high risk to invest in SMEs, especially in the agricultural sector in the MENA region.

3. **How would WE4F address issues such as due diligence, high interest expenses, high collateral, inflexible payment terms, and lack of interest in SMEs?**

WE4F screens the specifications of the local and regional markets to develop capacity building activities to develop an accurate and context specific business plan and financial projections for each innovator. We help the WE4F innovators prepare for due diligence and assess the scalability and suitable financial modality for each business. All this paves the way for investors to move in after acquiring the primary information needed and secure their investments.

4. **Why should I as an investor get engaged with the WE4F program in the MENA region?**

WE4F supports you to invest in successful solutions with excellent business models and business skills that contribute to the sustainability of agricultural food value chains, improve energy and water efficiency, improve climate resilient agriculture. Moreover, investors benefit from a first-hand awareness of existing and potential solutions, investment opportunities and deal flow, matching funds provided by WE4F, risk-sharing, financial expertise and impact investment experience in the WE4F sectors, and the prestige of being associated with a $65 million USD global program.

5. **What tools and mechanisms does the WE4F program provide to reduce the risks of investing in this market?**

We work with a de-risking mechanism that is integrated in various forms in the program, such as the milestone-based grants, credit guarantees and many others, to reduce the risks perceived by investors in entering this market. Lastly, we are reducing the due diligence costs, dedicating a lot of time to identify and plan the pre-investments, and providing technical assistance to address the challenges faced by WE4F companies in and/or after the due diligence.

6. **Is there a possibility to engage in co-funding opportunities?**

Yes, of course. We are excited to collaborate with you and co-fund exciting innovations with high potential. Generally, we are looking for co-funding between $300k and $1 million through debt or equity.

7. **How can I express interest to join forces with the WE4F program as an investor?**

You can reach us under we4f@berytech.org. We are looking forward to hearing from you and will gladly provide all further information.

Partners

1. **What type of partnerships is WE4F MENA looking for?**

The WE4F MENA Regional Innovation Hub is seeking to join forces with diverse partners to achieve the program's development objectives, leading to transformational impact and systemic sustainable change. We seek to partner up with local, regional, and international organizations and key players from the private sector, NGOs, governmental institutions, regulatory agencies, research institutions and universities, financing institutions, regional organizations and others to amplify the goal of increasing food production through sustainable water and energy usage.

2. **What fields of expertise is the RIH MENA interested in?**

Our team is interested in exploring potential synergies and partnerships that bring significant added value to the program at the global, regional, and/or national level. WE4F aims to engage partners on content-specific collaboration; raising the profile of the WE4F program; and

leveraging resources. The MENA RIH builds partnerships on both strategic and operational levels to support outreach activities, communication and raising awareness regarding, investment partners, value chain and business ecosystem partners, and policy partners to support engaging and facilitating advocacy, mobilize decision-makers, and provide context experience and sensitivity.

* It is worth mentioning that all WE4F partners are expected to adhere to the WE4F ESG principles for ESG integration to promote poverty reduction, conflict- and context sensitivity and gender equality, and avoid or aim to mitigate unintended negative impacts to the environment, climate and human rights. Moreover, all WE4F partners should be operating in accordance with international conventions and standards of human rights and adhere to social and environmental responsibility, which will be verified during the due diligence process.

3. **What should I consider if I intend to engage with you as a partner?**

We believe that effective and sustainable partnerships can only be established based on mutual benefits. Thus, the WE4F MENA RIH offers its partners valuable advantages and propositions such as the prestige of being associated with a $65 million multi-donor project and consortium, first-hand awareness of existing and potential solutions, profit from field-based qualified teams, direct connection to WE4F innovators and a potential connection to the donor consortium, knowledge generation and flow framework and much more.

4. **How can we coordinate and streamline our efforts and foster collaboration?**

The WE4F program believes that the most effective partnerships are created on a foundation of complementary interests and objectives, shared responsibility, market-oriented approaches and solutions, and communication. Thus, all partnerships will be co-created, co-developed, and co-implemented to ensure trust and collaboration on all sides. Since the MENA RIH consortium has a presence in many of the targeted countries in the MENA region, the RIH will depend greatly on close partnerships with local partners in these countries to support the operations of the WE4F activities. The coordination and streamlining of the invested efforts of all stakeholders is a sensitive and highly influential process that requires multi-dimensional collaboration based on jointly developed criteria, agreements, and operational plans.

5. **How can I express interest to join forces with the WE4F program as a partner?**

We are looking forward coordinating our efforts with you. Please contact us at we4f@berytech.org to discuss further.