



mowgli
mentoring
inspire | connect | evolve

Empowering
Entrepreneurs for
Economic
Growth

2015
Impact Report

Welcome



Empowering entrepreneurs to reduce unemployment through economic growth and strengthening of leadership through mentoring in the Middle East and North Africa (MENA) region has been at the core of Mowgli's essence since we began in 2008. Eight years on and we have proudly achieved, and in some cases exceeded, all of our initial operational and impact goals. We have:

- Created an awareness of the value of mentoring and set the mentoring benchmark within the MENA region
- Provided many opportunities for the training of mentors to support entrepreneurs to become capable and empowered leaders with a high level of confidence in their abilities to grow themselves and their businesses
- Developed a unique and internationally accredited mentoring program syllabus, the Mowgli Mentoring Experience (MME), which can be tailored to a wide range of beneficiaries needs
- Developed local sustainability through a pool of Mowgli-trained Facilitators to deliver our programs in Arabic, English and French
- Developed institutionalised processes and knowledge to optimize the impact and return of mentoring investment
- Been able to measure and demonstrate the impact that mentoring has on personal, business and thereby economic growth, including the Return on Mentoring Investment (ROMI) for investors and funders
- Been able to map and understand the region's entrepreneurship ecosystems and develop an extensive network of partners and sponsors
- Supported job creation in the region through the establishment of a direct presence in Jordan, Morocco and UAE, as well as Kenya

Our commitment to continuously increase our impact and the drive to move forward are critical to Mowgli's success; 2015 and the first half of 2016 witnessed many important milestones for us:

- We completed multiple long-term programs in Algeria, Egypt, Jordan, Libya, Morocco, Tunisia and Yemen supported by the UK-led G8 Deauville Partnership Fund, the British Foreign and Commonwealth Office, Lafarge Egypt and OCP Entrepreneurship Network
- We launched new projects in two countries; Lebanon and Jordan, supported by UK Lebanon Tech Hub, EU and the King Abdullah Fund for Development
- We entered and launched programs in two new countries; Saudi Arabia and Bahrain, supported by Saudi Credit and Savings Bank and Tamkeen, bringing our geographical coverage to 14 countries and increasing our alumni size by 5% over the previous year to 1,770+

Welcome

- We achieved an astonishing average of 890% Return on Mentoring Investment (ROMI) for our mentoring investors around the region
- We saw multiple Mowgli Entrepreneurs receiving public accolades, awards and funding to grow their businesses from startup/growth phase towards the success phase
- We received public recognition in the form of two awards to reflect the quality of our program and impact achieved:
 - **Program:** The European Quality Award (EQA) from the European Mentoring and Coaching Council for our program, the Mowgli Mentoring Experience (MME)
 - **Impact:** The Employment Generation Award from Ta'atheer Social Impact Awards
- We grew the size of our team by 40% with the Jordan office being further expanded

As with any entrepreneurial impact driven organisation, enough is never enough within Mowgli. We have already embarked on our next chapter, which focuses strategically on global expansion, especially into Sub Saharan Africa, achieving greater Return on Mentoring Investment (ROMI) through deeper impact, scalability and sustainability. We aim to achieve this by centring our operations on multi-program, multi-country and multi-year funded projects. In parallel, we are working on the development of Local Mentoring Organisations (LMOs), through a franchise model, in the countries which passionately wish to embed mentoring as a key support pillar within the entrepreneurship ecosystem.

The impact of entrepreneurial mentoring goes beyond the much needed creation of jobs and thereby reduction in unemployment. It nurtures generations of capable leaders and empowered individuals who will not only shape economies, but communities and societies for years to come.

Our 2015 Impact Report showcases in real terms the impact of our ongoing initiatives, programs and some of the experiences of these entrepreneurs and mentors. The data clearly showcases the power of mentoring and why we need a collective effort to create an entrepreneurial ecosystem that truly supports and nurtures the growth and development of the entrepreneurs' human capital and spirit.

Thank you for your belief in mentoring and support thus far. I sincerely hope you will join us as we embark on the next chapter of our journey and effect deeper impact across the world.

Yours sincerely,



Kathleen Bury
Chief Executive Officer



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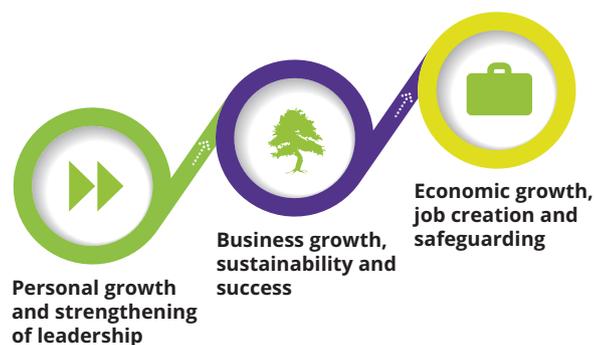
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Executive Summary

Mowgli mentored entrepreneurs tend to be more effective business growers, economic generators and job creators than those who go it alone.

This report showcases the impact of Mowgli's entrepreneurial mentoring programs on developing sustainable entrepreneurship, evolving leadership, and building human capacity in the countries that we operate in.

We aim to showcase how empowering entrepreneurs to develop their personal and business capacities reflects positively on driving economic growth to generate employment and the role that mentoring plays as a key pillar of human capacity development within the entrepreneurship ecosystem.



Mentoring has a true effect on employment and economic generation

After eight years of delivering over 90 mentoring programs in the MENA region and UK, we have enabled our mentoring investors to achieve an average 890% Return on Mentoring Investment (ROMI) through our programs. This calculation is based upon the economic contribution made through the salaries of the Mowgli Entrepreneurs as well as their employees only, and does not take into account the revenues of the entrepreneurial businesses.

The balance and cohesiveness of the ecosystem around the entrepreneur has a direct correlation on the level of ROMI that can be achieved. However, by focusing on the personal growth of the entrepreneur and strengthening of his/her leadership and core spirit, which we define as motivation, confidence and resilience, Mowgli Entrepreneurs achieved:

 **3.3**

Average new jobs were created per Mowgli Entrepreneur after the Mowgli facilitated mentoring year

 **89%**

of Mowgli Entrepreneurs businesses stayed operational after the Mowgli facilitated mentoring year

 **\$18.4m**

was contributed to the economy through the creation and safeguarding of jobs by Mowgli Entrepreneurs after the Mowgli facilitated mentoring year

Executive Summary

Mentored entrepreneurs are more likely to succeed

Through realising personal growth and empowerment of leadership, Mowgli Entrepreneurs are able to directly address interferences that prevent them from achieving their full potential and develop the mind-set as well as important skills, knowledge and behaviours.

As these entrepreneurs become more capable leaders, they become better equipped to achieve sustainable business growth, thereby safeguarding existing jobs, creating new jobs, and positively contributing to economic growth through their business growth.

The top 5 areas that Mowgli Entrepreneurs state mentoring has either helped them to address and/or develop within the Personal Growth area are:

- **Increasing general levels of confidence; developing confidence in their decision making, business and leadership skills and in spending more time working on the business rather than in the business, as well as many other areas**
- **Addressing and overcoming their fear of failure**
- **Addressing doubts about the direction of their business**
- **Finding a healthier work-life balance**
- **Developing their levels of creativity and capacity to innovate**



The top 5 areas that Mowgli Entrepreneurs state mentoring has either helped them to address and/or develop within the Business Growth area are:

- **Feeling more confident in moving their business on to the next growth stage and in recruiting, retaining and motivating employees, as well as other areas**
- **Raising fund and investments**
- **Increasing turnover and profits**
- **Expanding their business and product offering as well as increasing their client list**
- **Sustainability of their business and staying operational after the mentoring year**



Executive Summary

Mentoring provides entrepreneurs and mentors with true nurturing

Mentoring is a key aspect of human capacity development for today's entrepreneurs if they are to deliver the much-needed economic growth for the region. Mentoring is also critical in bridging the leadership gaps that are commonplace across the MENA region.

Developing human capacity and creating capable leaders are especially important since the environment within MENA has not been conducive to nurturing entrepreneurs to date.

On the other side of the equation, Mowgli Mentors also benefit greatly, both personally and professionally, from the mentor training element of the program and mentoring experience thereafter. Mentoring not only gives individuals the opportunity to learn new skills and competencies as well as develop a deeper level of self-awareness, but also gives them the opportunity to serve others. It is through the embodiment of Mowgli's 'Serve to Lead' philosophy that Mowgli Mentors further develop themselves as leaders.

Mowgli and its Alumni continue to be recognized internationally

As the years progress, we see more and more Mowgli Entrepreneurs and Mentors speaking at worldwide conferences and events, securing investment, being recognised with international awards and personal mentions by President Barack Obama. Through these achievements, mentoring is being further recognised as a true enabler and empowering force that supports entrepreneurs to grow, develop and succeed.

In addition, this year saw Mowgli achieve its 'hat trick' of recognition for the quality of our program, impact and network:



Program: The European Quality Award (EQA) from the European Mentoring and Coaching Council for our program, the Mowgli Mentoring Experience (MME) (2016)



Impact: The Employment Generation Award from Ta'atheer Social Impact Awards (2016)



Network: The Mohamed bin Rashid Award for Young Business Leaders for the Best Mentor Network in the Arab Region (2012)

Executive Summary

Mowgli meets its original goals and moves into a new chapter

Since 2008, Mowgli has met all of its original goals which are centred around creating an awareness about mentoring in MENA so as to have mentoring recognised as a true enabler and empowering force of entrepreneurship. We achieved this through the development of a unique and now accredited mentoring program syllabus, the delivery of 90+ mentoring programs across 14 countries, training of regionally based facilitators so that we can deliver the program in Arabic, English and French and the robust collection of multi-tiered impact data to support our vision and mission.

In January 2016, Mowgli made the strategic design to focus on global expansion especially into Sub Saharan Africa and achieving greater Return on Mentoring Investment (ROMI) through deeper impact, scalability and sustainability.

We aim to achieve this by centring our operations on multi-program, multi-country and multi-year funded projects. In parallel, we are working on the development of Local Mentoring Organisations (LMOs), through a franchise model, in the countries which passionately wish to embed mentoring as a key support pillar within the entrepreneurship ecosystem.



Our Impact

Mowgli's mentoring programs seek to reduce unemployment rates through sustainable economic generation.

The economic and political instability in the MENA region, combined with the mass migration of refugees into Europe and other parts of the world, is creating vast unemployment challenges, which the private and public sectors in both regions are unable to cope with. Mowgli believes that the incubation and support of sustainable entrepreneurship and SMEs is a key solution for creating jobs not just in MENA and Europe, but globally as well.

To tackle these challenges, we work with international and local governments, financial institutions, philanthropists and corporates globally who seek to have an impact in this area. As a complimentary offering alongside skills training and financial products, we provide mentoring programs that empower entrepreneurs (at all phases beyond 1 year post start-up) to address these challenges by focusing on the entrepreneur's personal strength, motivation and empowerment, enabling 3 tiers of impact to be achieved:



We believe that through the personal growth stage, interferences that prevent the entrepreneur from turning their potential and capability into success are addressed, leading to more sustainable business growth and subsequently the safeguarding of existing jobs and an increase in new jobs created.

This nurturing of a generation of capable entrepreneurs and leaders is the first step to achieving the societal and economic change required.

Primary Impact

At the end of 2015, Mowgli's alumni stood at 1680+ with 780+ and 900+ entrepreneurs and mentors respectively across the MENA region and UK. Today this stands at 1770+; 790+ entrepreneurs and 980+ mentors.

Our programs seek to encourage inclusivity and diversity, whether through its gender, entrepreneurial growth stage, age groups, number of years in business and/or industries of focus. Through this, we enable the entrepreneurs and mentors to gain access to a broader range of skills, knowledge and experience to inspire and facilitate their growth.

Alumni Overview

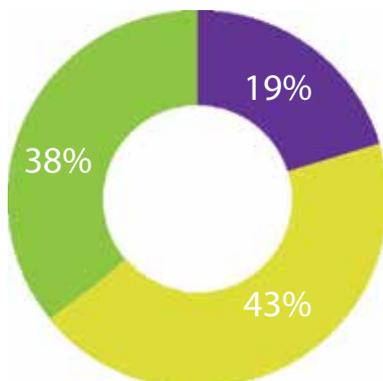


1680+ Mowgli Alumni
29% Female

900+ Mowgli Mentors
27% Female

780+ Mowgli Entrepreneurs
32% Female

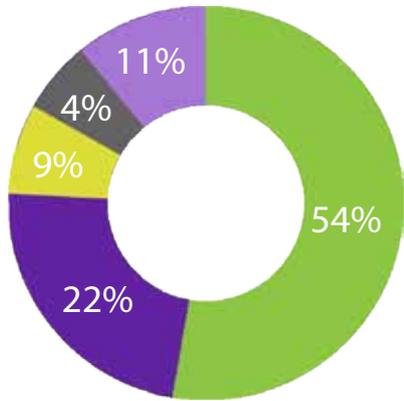
Mowgli Entrepreneur Lifecycle Stages



- Pre-Startup
- Startup
- Growth Phase

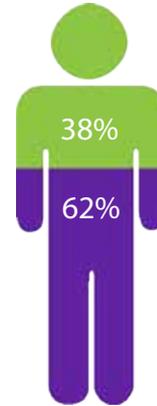
Primary Impact

Mowgli Entrepreneurs Years in Business and Age



Years in Business

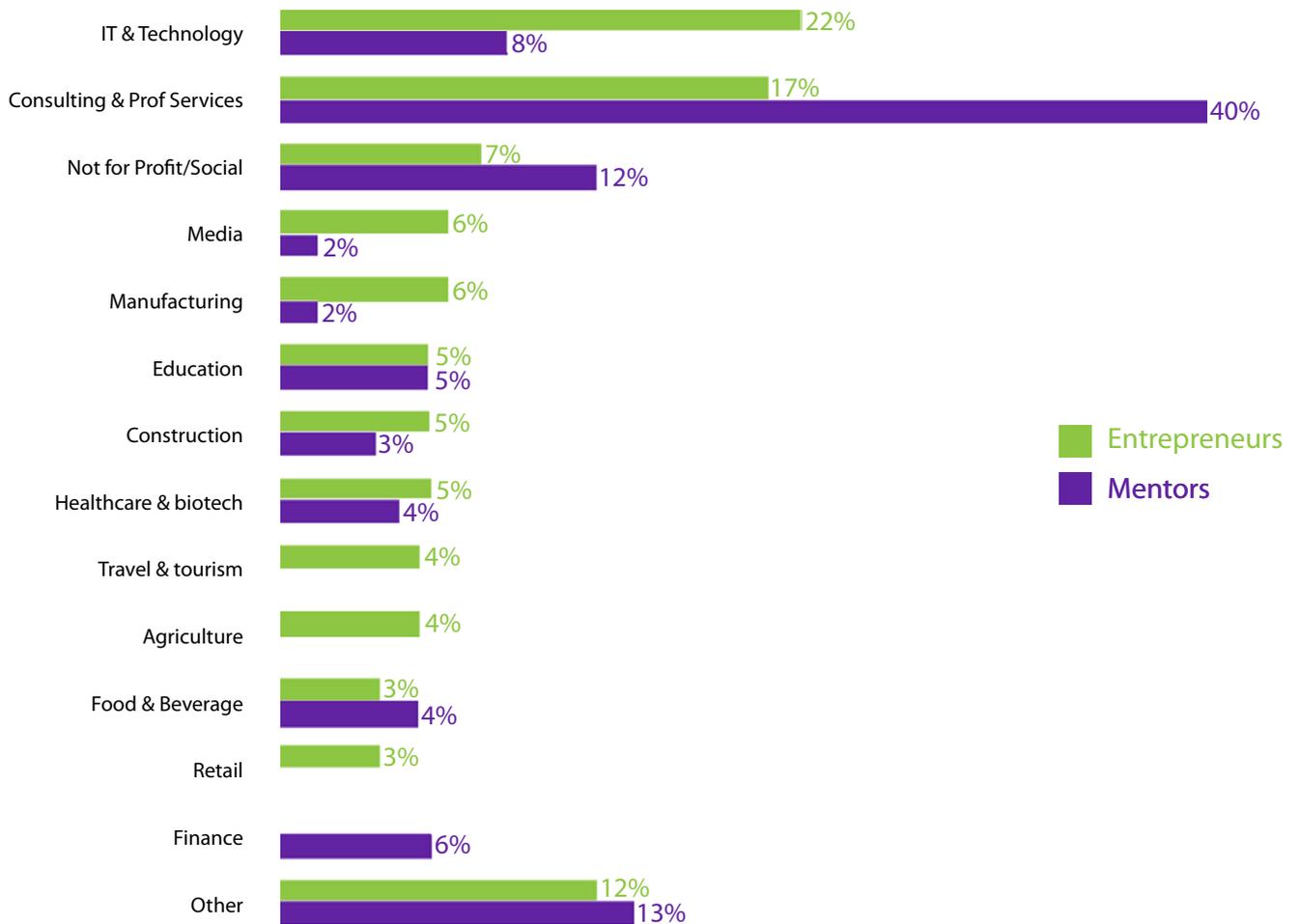
< 2 years
 2 - 4 years
 4 - 6 years
 6 - 8 years
 > 8 years



Age

Under 30
 Above 30

Mowgli Entrepreneurs and Mentors Industries of Focus



“We had just won the KAAYIA Award in Sudan, a place where in 2013 entrepreneurship was unheard of. A year and a half later, as a doctor who had his career already set out for him, my life took a drastic yet amazing turn. In this time we won first place in the MIT Award, were named one of the 500 fastest growing companies in the MENA region. I was voted as one of the 10 most influential under 30 in the Arab region and we were approached by more than 7 VC companies willing to invest millions of dollars in a company started with USD 500 and some change. It didn’t stop there and we continued winning awards, including the Best Medical Services Company in the MENA region.

I personally attribute 100% of my achievements during this year to my mentoring relationship. Mowgli was my first and only mentoring program and what I got from it was...priceless.”

Mazin Khalil
Founder of SudaMed
Mowgli Entrepreneur, Sudan

Mazin created and safeguarded 568 full and part time jobs during his mentoring year.

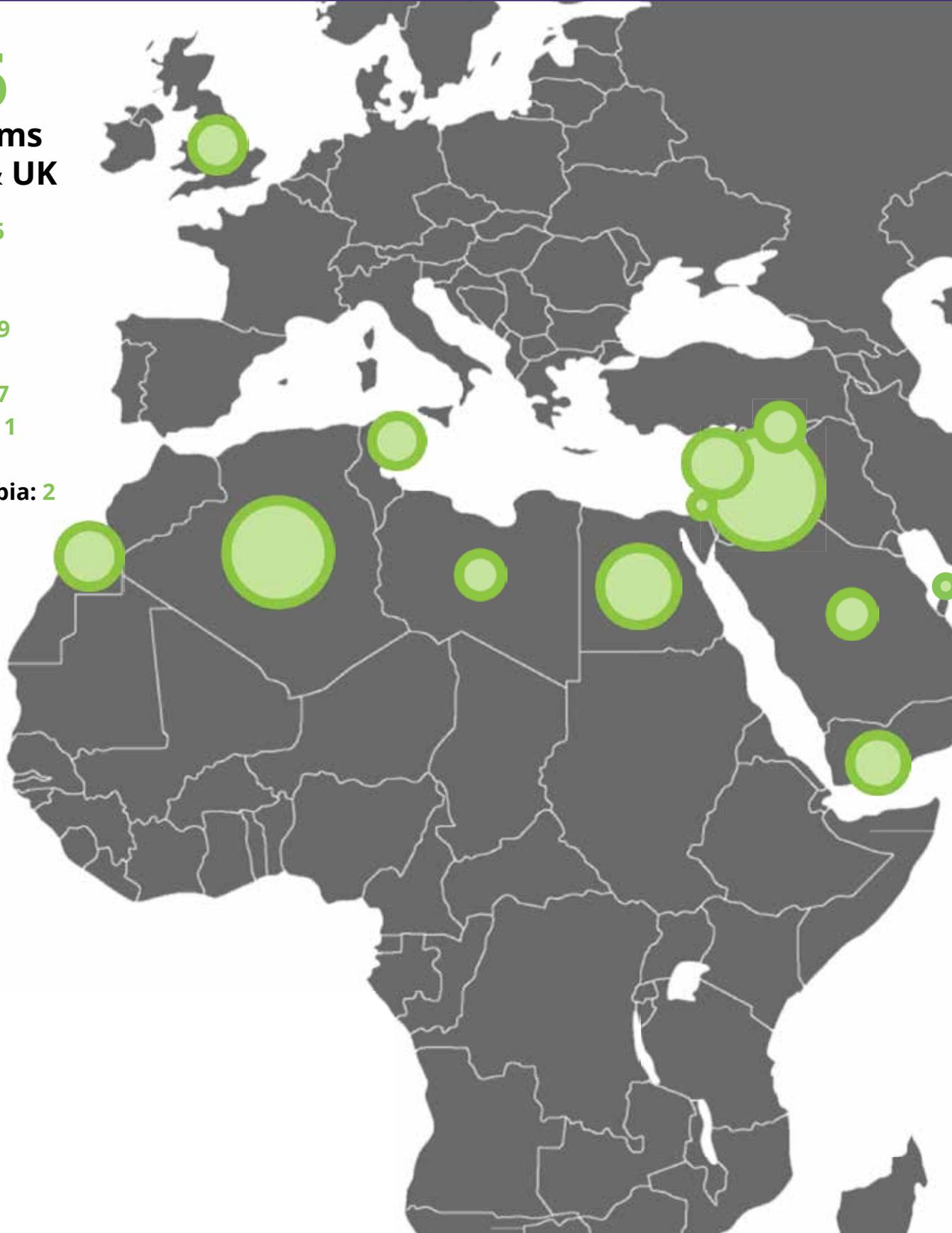


Countries of Impact

Between 2008 and 2015, Mowgli delivered 86 mentoring programs across the Middle East, North Africa and UK. These programs were conducted in Algeria, Egypt, Jordan, Lebanon, Libya, Morocco, Palestine, Qatar, Saudi Arabia, Syria, Tunisia, Yemen and the UK.

86
Programs
MENA & UK

Algeria: 15
Egypt: 9
Jordan: 28
Lebanon: 9
Libya: 2
Morocco: 7
Palestine: 1
Qatar: 1
Saudi Arabia: 2
Syria: 2
Tunisia: 3
UK: 3
Yemen: 4



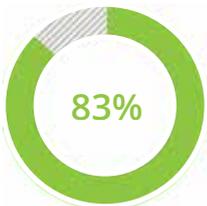
Impact on Entrepreneurs

The 3-tiered impact that our programs achieve is evident and highlights that further investment in mentoring entrepreneurs would significantly benefit nations in terms of unemployment, economic growth and leadership development.

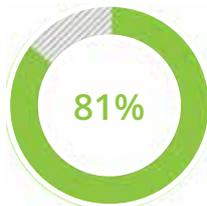
▶▶ Personal Growth and Strengthening of Leadership:

At Mowgli, we believe that personal growth drives business growth and therefore the sustainability of businesses which will positively impact overall economic growth, job creation and safeguarding. Entrepreneurs develop skills, knowledge and behaviours that empower them to be better leaders which affect their success rates.

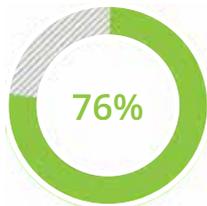
Below are some of the impact data on the personal growth and strengthening of leadership metrics that we measure:



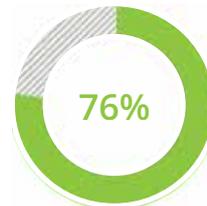
feel confident in their ability to build trusting relationships



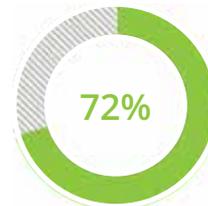
feel more confident in general



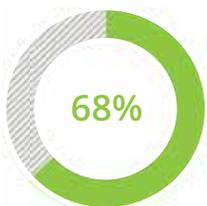
feel confident in spending more time working on the business rather than in the business



developed confidence in their decision making



addressed doubts about the direction of their business



were able to address and work on overcoming their fear of failure



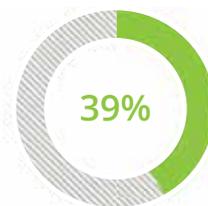
developed and are more confident in their technical skills



were able to adopt a healthier work-life balance



improved their confidence in their business and leadership skills



developed their creativity and capacity to innovate

“Over the year my mentor helped me to understand myself and my professional needs and to actually start moving my business and my personal development forward. That was the most important thing for me.”

Aly Rafea
Founder of Bey2ollak
Mowgli Entrepreneur, Egypt



Impact on Entrepreneurs

As a result of the personal growth that entrepreneurs experience through their mentoring journey, we believe that the likelihood of business growth, sustainability and success is enhanced.



Business Growth, Sustainability and Success:



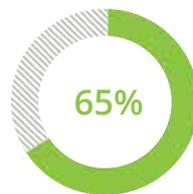
of businesses remained operational after the mentoring year



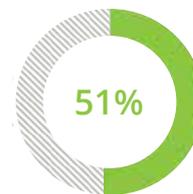
feel more confident to move the business to the next growth stage



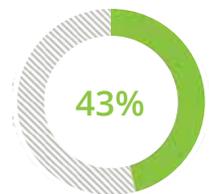
feel their business performance in terms of quality and quantity of products and services has increased



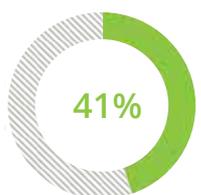
feel more confident in recruiting, retaining and motivating employees



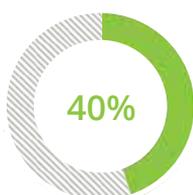
increased their client lists and secured more contracts compared to the previous year



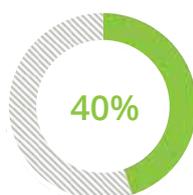
increased their turnover



expanded their business product offering



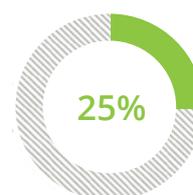
believe that they are making more profit and predict higher profits than the previous year



increased their personal income



feel that the business is more financially secure than the previous year



were approached by investors or a private equity company



secured more investments compared to the previous year

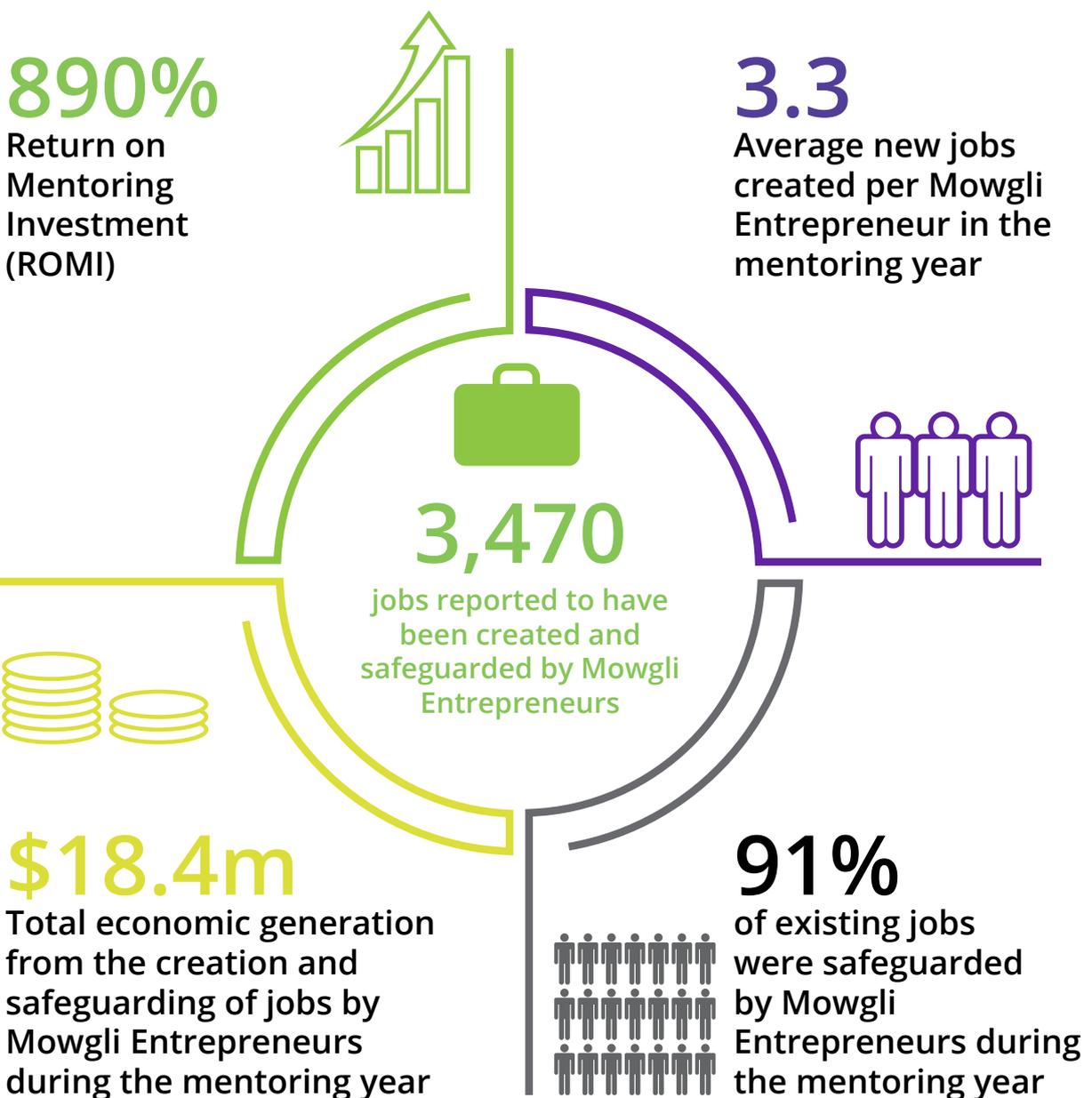
Impact on Entrepreneurs

Despite the fact that Mowgli Entrepreneurs are typically in the riskier start-up and early growth phases, they reported that they had created and safeguarded over 3470 jobs by the end of 2015, creating an average of 3.3 jobs each during their Mowgli facilitated mentoring year.

The average number differs across geographies, as each country has its own dynamics, ecosystem variables and conditions that contribute to the level of impact achieved.



Economic Growth, Job Creation and Safeguarding



"I really enjoyed the days of the Kickstart workshop, which I highly recommend to my fellow entrepreneurs and acquaintances in the world of business.

I took part in a Mowgli program in Algeria, where there was a little apprehension on my side at first. The facilitators' management of the group was very natural and smooth.

The training was simple for me as it is the key to my success and fulfillment.

The program changed my life and allowed me to 'find my own self'! I would highly recommend the Mowgli Mentoring Experience program and to take a chance on changing your life, restarting it with full passion and enthusiasm."

Hayat Boumediene
Founder of CLEAN BH
Mowgli Entrepreneur, Algeria



Impact on Entrepreneurs

General Impact



96%

of Mowgli Entrepreneurs will keep in touch with their mentors even after the Mowgli mentoring year

92%

of Mowgli Entrepreneurs would recommend the program to others

71%

of Mowgli Entrepreneurs would mentor someone else and spread the benefit of mentoring

64%

of the mentoring relationships lasted for the full year

"I attended the Mowgli mentoring program in Cairo in 2013, two years after the 2011 revolution in Egypt. My business was still struggling to grow. It was very difficult to fundraise for WUZZUF - our online recruitment platform for a long period of time and I was very frustrated. It is very difficult for entrepreneurs to keep trying and not get any interest from investors, in my case 3 years of pitching to hundreds of investors without any success. It can be devastating to one's self confidence.

I was very lucky to join the Mowgli program. It was amazing to have such a mentor who understands how I feel having been there before and as a bonus he had relevant experience in my industry of internet and tech. In few days, I didn't just have a mentor, I had a trusted friend and advisor whom I regularly got in touch with in the years to follow. Having the support of someone like him by my side gave me what I needed the most at this time: self confidence to persevere even more during tough times."

Ameer Sherif
Founder of BasharSoft
Mowgli Entrepreneur, Egypt



Impact on Mentors

Mentors who participate in the mentoring programs benefit equally as much as the entrepreneurs they serve, especially in the personal growth and strengthening of leadership aspects.

Personal Growth and Strengthening of Leadership:



developed a greater sense of empathy as a result of understanding the challenges and issues of being an entrepreneur



developed a greater sense of self-awareness



felt that they have made changes in the society



developed a better understanding of the challenges faced by entrepreneurs and SMEs



Professional Growth and Development:



feel more confident in their leadership and coaching skills



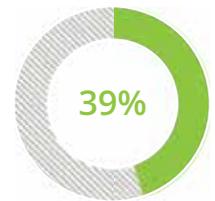
developed their active listening skills



used their mentoring skills in a professional setting



made changes to their working lives



approached personal challenges more creatively

"My experience as a Mowgli Mentor was extremely valuable for many reasons. It allowed me to develop myself as a mentor by learning different skills and techniques to best support and provide the capacity and framework to make the mentor/mentee relationship as productive and impactful as possible. As we all know being a mentor is about building a two-way relationship whereby both a mentor and mentee learn from each other.

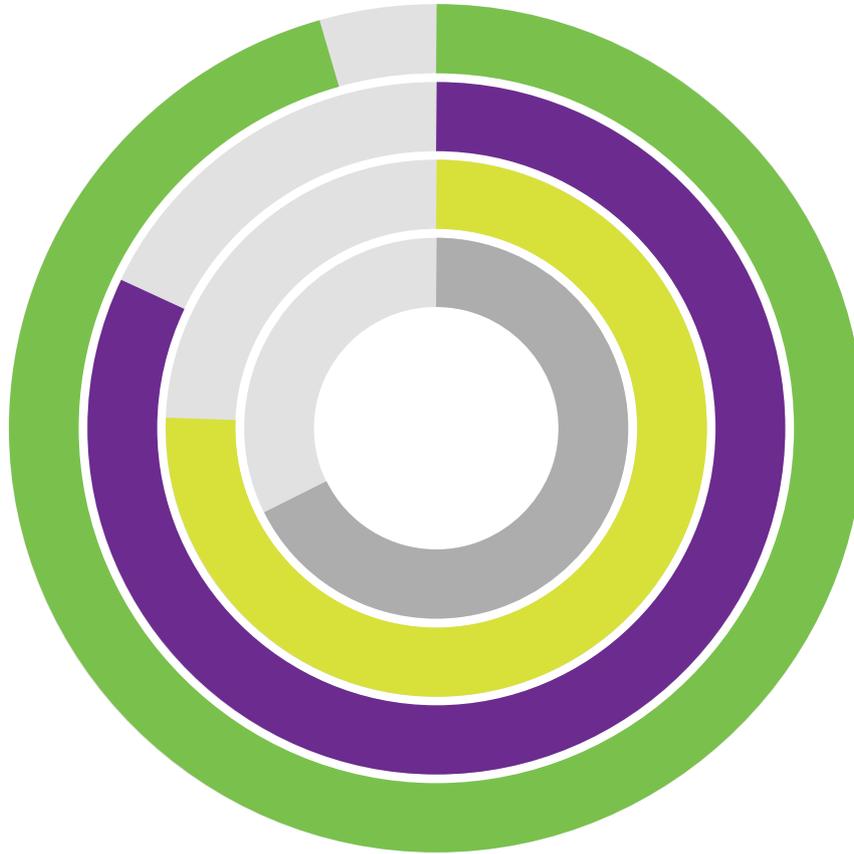
More generally, the structure of the program was very interesting. By starting the programme with a three-day intensive workshop that resulted in matching mentors and mentees, it meant that the relationships that were built were a lot stronger; in other words, the foundation of the mentor / mentee relationship was put in place. I truly believe that this facilitated a productive relationship which continued to develop throughout the year, with the sole focus being to help the mentee in her business and to deal with the challenges of entrepreneurship. I would strongly encourage any mentor and mentee to take part in this excellent program."

Naima El Bassunie
Mowgli Mentor, Morocco



Impact on Mentors

General Impact



97%

of Mowgli Mentors felt that they benefited from the program

82%

of Mowgli Mentors would recommend the program to other professionals

76%

of Mowgli Mentors would mentor again

69%

feel that the experience was valuable to them

“My biggest learning is that young entrepreneurs have a real need for guidance and support in order to grow and overcome failure and difficulties. I also learnt that mentoring is all about people and I have applied my new mentoring skills in the context of management and leadership.”

Ahmed Zouhair
Mowgli Mentor, Morocco



980+ Mowgli Mentors



35,958
mentoring hours
volunteered



539,368
USD monetary value of
mentoring hours
volunteered

Our Story

Established in 2008 to support the Middle East and North Africa (MENA) region in reaching its '80-100m jobs by 2020' goal, Mowgli was founded by Tony Bury, a serial entrepreneur who had spent over 40 years in MENA, to catalyze the support and development of successful and sustainable entrepreneurship in the region. Mowgli also focuses on the development of leadership and supporting entrepreneurship ecosystems as a critical solution to the region's unemployment, poverty and economic challenges.

Upon reflection of his own multiple entrepreneurial journeys, Tony Bury realised that one of the main factors behind his success was the continuous development of his human capacity and the role that his mentors played in shaping him as an entrepreneur, father, husband, friend and mentor, to name but a few.

It was upon this realisation that Mowgli's mission was formed, which is for every entrepreneur to be matched and supported by at least one trained and capable mentor and for a long term trust based relationship to be developed. From that point, once someone has experienced the true benefits and joy of mentoring, they will go on to mentor others, changing societies and leadership development models with the 'Serve to Lead' principle at its core.

As the first mentoring organization in the MENA region, Mowgli defines mentoring as 'having someone who tells you what you need to know, not necessarily what you want to hear'.

Mowgli provides entrepreneurial mentoring programs that inspire, connect and guide entrepreneurs and leaders to overcome life's personal and business challenges through the:

- Training and nurturing of mentors
- Strengthening of entrepreneurs and their businesses by matching them with a trained mentor in facilitated and supervised long term relationships
- Building of a global community of trained mentors and entrepreneurs that are able to access networking, learning and growth opportunities

As an impact-driven organisation, we seek impact in three main areas:



Our Story

We believe that it is through the entrepreneurs' personal growth and empowerment, that they are able to grow successful and sustainable businesses that generate economic growth which ultimately generates employment.

Further to the impact on entrepreneurs, it is central to Mowgli's philosophy that our mentors gain as much, if not more, value as those they mentor. Through the program, we aim to provide mentors with the philosophies, skills, tools and self-awareness so that they can develop themselves as leaders. By mentoring and truly serving and empowering others to achieve their potential, our mentors go on to make a difference within their own professional and personal lives, as well as the wider society, changing leadership models through Mowgli's 'Serve to Lead' philosophy.

Eight years on and today, Mowgli has a network of over 1,770 entrepreneurs and mentors across 14 countries, 13 of which are in the Middle East and North Africa (MENA) region. The 3-tiered impact that our programs achieve is evident and highlights that further investment in mentoring entrepreneurs would significantly benefit nations, in terms of unemployment, economic growth and leadership development.

So what does the next chapter of our story look like?

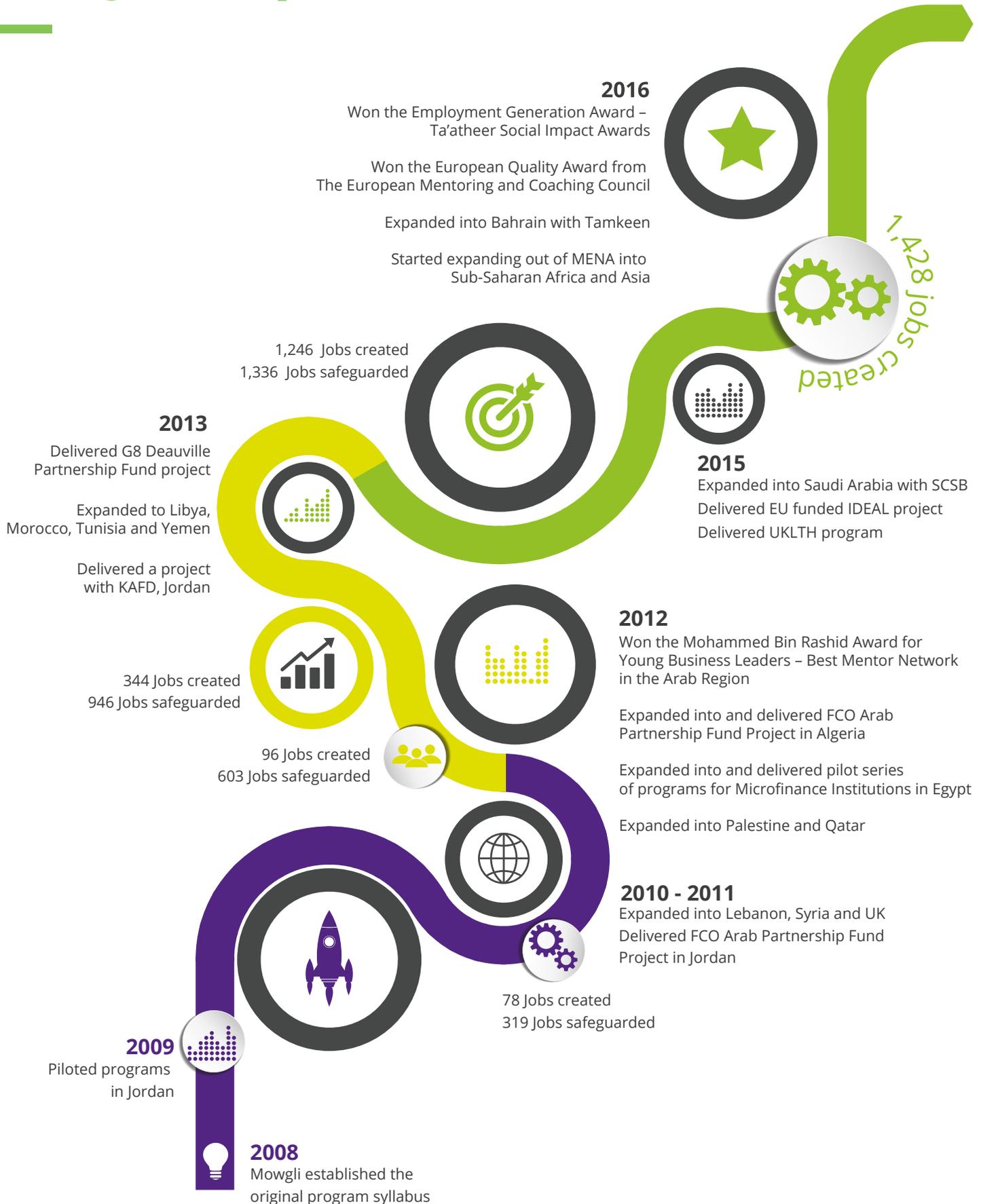
- 1. We are going global** – we are looking to grow our global geographic reach, starting with Sub Saharan Africa, with the goal of increasing our impact in the areas where we operate.
- 2. We are scaling up by empowering others** - having developed our intellectual property, and having created the institutional knowledge and processes for the successful delivery of holistic mentoring programs, we are developing the framework for creating a network of Local Mentoring Organisation ("LMO"), which will be owned, led and managed by those within a country for the benefit of their country and their people.

The strength of empowered and capable entrepreneurs who have the necessary leadership skills should not be underestimated. Their impact goes beyond job creation and economic growth; they are a key driving force behind social development and act as role models for future generations. We are thrilled to be a part of our current and future entrepreneurs' and mentors' growth stories, as well as the region's.

In recognition of our achievements and impact, we are grateful to have been awarded 3 awards for our employment generation impact, program structure and mentor network.



Our Journey



Our Strategic Goals

By **2030** Mowgli aims to:



Develop **500,000** leaders globally by training them as mentors to...



Mentor **500,000** entrepreneurs globally to...



Create **1,000,000** jobs and...



Safeguard at least **80%** of jobs within the mentoring year



To generate **USD 8.5 Billion** for the applicable economies within the mentoring year, setting the solid foundations for future economic, business and personal growth



To achieve a minimum ROMI of **500%**



To empower others to work with us to scale up mentoring

Our Programs

The European Mentoring and Coaching Council (EMCC) recently accredited the Mowgli Mentoring Experience (MME) program syllabus and structure with the European Quality Award (EQA).

Mowgli's mentoring programs ultimately empower entrepreneurs to drive employment generation through economic growth by supporting:

- The maximization of an entrepreneur's personal and business potential, enabling greater growth
- The eradication of interferences and loneliness that hamper their success
- Their development as stronger leaders within their organisations, communities and societies

Mowgli provides a variety of mentoring programs that inspire, connect and guide entrepreneurs and leaders to overcome life's personal and business challenges through the:

- Training and nurturing of mentors
- Strengthening of entrepreneurs and their businesses by matching them with a trained mentor in facilitated and supervised long term relationships
- Building of a global community of trained mentors and entrepreneurs that are able to access networking, learning and growth opportunities

The MME serves as a unique and unparalleled core syllabus for all of our mentoring programs. These programs have been created for and can be further tailored to suit the needs of a variety of enablers and direct and indirect beneficiary groups:

Enablers: *develop project vision and cover the delivery costs of our entrepreneurial mentoring programs*



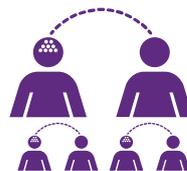
- International and regional governments
- Philanthropists supporting entrepreneurship/SME projects
- Funder supported implementer organisations
- Financial Institution and Corporate CSR Funds
- Financial Institution and Corporate Internal Leadership Development Funds
- Entrepreneurial incubators/accelerator programs
- Microfinance Institutions

Direct Beneficiaries: *those who directly participate in our mentoring programs*



- Commercial and social entrepreneurs and SME leaders
- MicroFinance Institutions loan officers (MFI)
- Corporate executives
- Experienced professionals

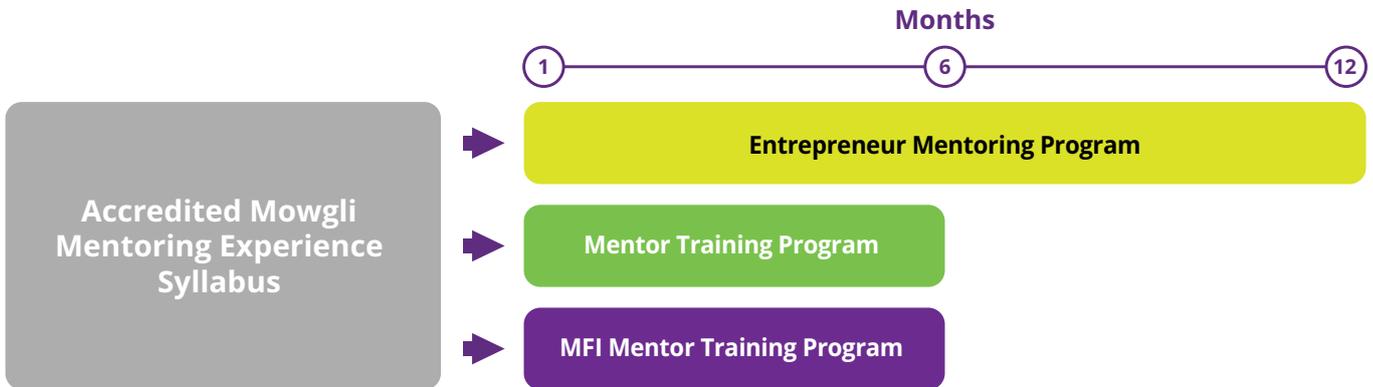
Indirect Beneficiaries: *those who indirectly benefit from those who participate in our mentoring programs*



- Employees of entrepreneurs
- Corporate employees
- Family members
- Micro-business leaders
- Entrepreneurship ecosystems
- Surrounding professional and local communities
- The wider society

Our Programs

Based upon the MME syllabus, Mowgli has created three distinct programs:

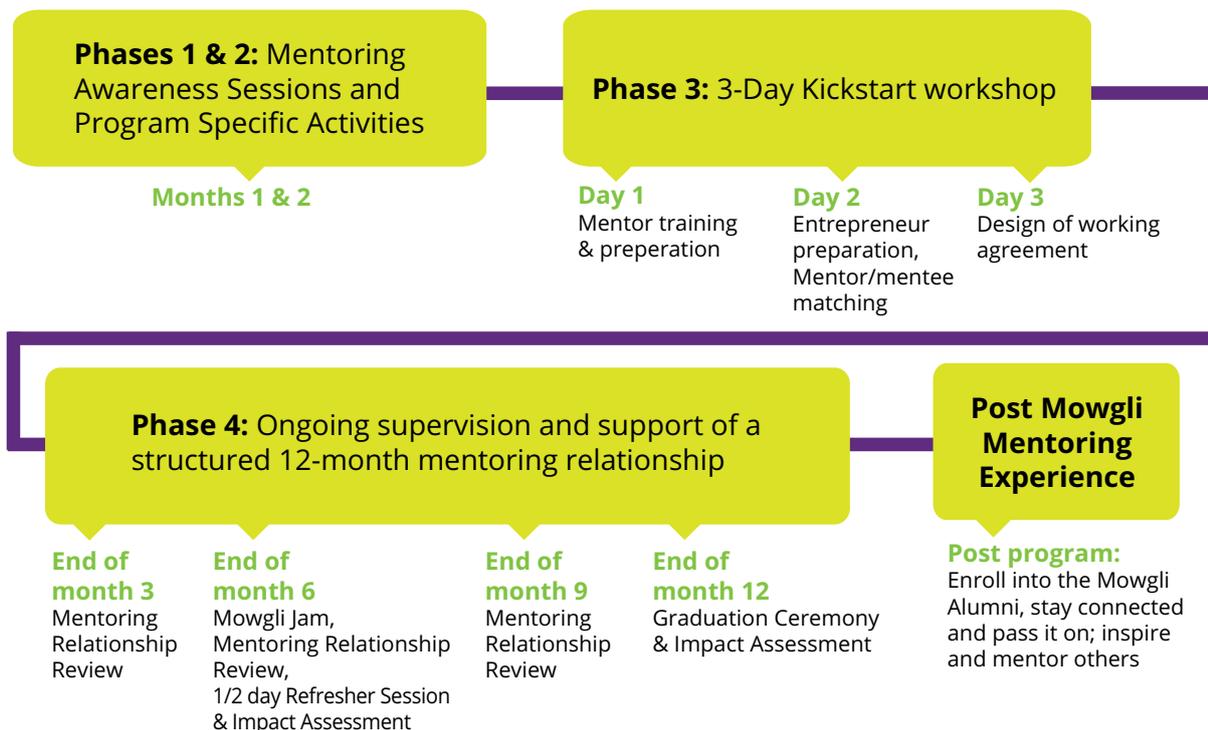


1. Entrepreneur Mentoring Program

The Entrepreneur Mentoring Program is designed to empower commercial and social entrepreneurs within SMEs and family businesses by matching them with trained mentors and facilitating the setting of the foundations to enable a long term trust based and mutually beneficial mentoring relationship to develop.

To enable this, the 12-month one-to-one and peer mentoring program, is delivered in four phases:

1. Mentoring Awareness Sessions to raise awareness about the importance and benefits of mentoring and provide information about the program to encourage participant applications
2. Program specific entrepreneur and mentor sourcing, shortlisting, interviewing and selection
3. 3-day Kickstart workshop - an intensive and highly interactive and experiential workshop where mentors are trained, entrepreneurs prepared, mentors and entrepreneurs are matched and working agreements are defined
4. On-going supervision, support and facilitation of the matched 12-month structured mentoring relationships



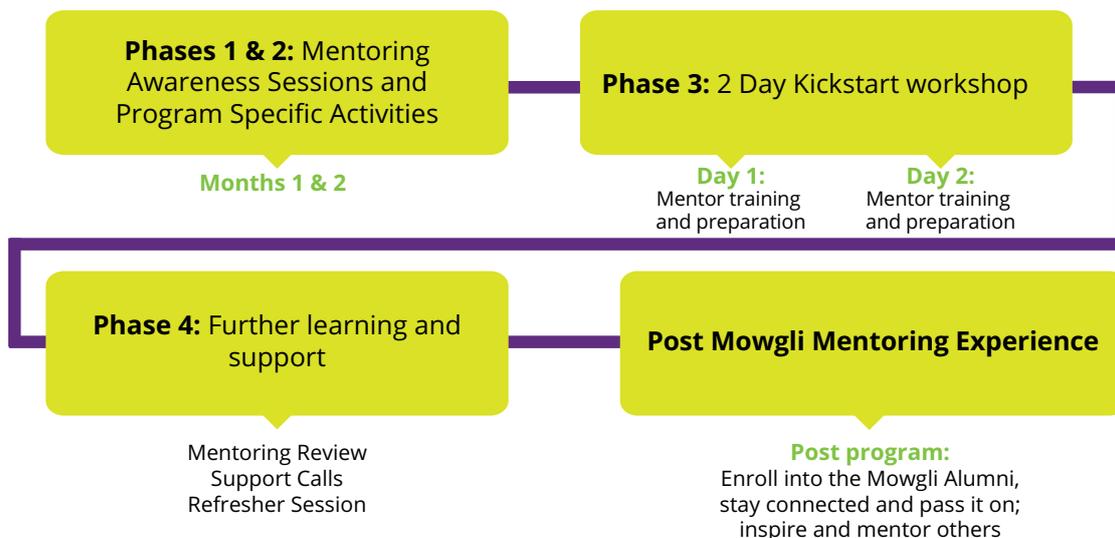
Our Programs

2. Mentor Training Program

Mowgli's vision is focused on the development of societies through the mentoring and evolution of entrepreneurs and leaders. Based upon our MME syllabus, a Mentor Training Program has been designed specifically to train corporate, executive, youth, entrepreneurial and government leaders as mentors to serve their direct beneficiaries and pass on the benefits of mentoring to others.

This 6-month program is delivered in 4 phases:

1. Mentoring Awareness Sessions to raise awareness about the importance and benefits of mentoring and provide information about the program to encourage participant applications
2. Program specific mentor sourcing, shortlisting, interviewing and selection
3. 2-day Kickstart workshop - an intensive and highly interactive and experiential workshop where mentors are able to explore and understand the possibility and potential of mentoring, appreciate the foundations of great mentorship, develop the skills that underpin all great mentors and give them tools that can help structure the working relationship with those they seek to support
4. ½ day Refresher Session to enable the trained mentors to solidify and embed their learning, receive coaching and mentoring on any challenges they have been facing when using their newly gained mentoring skillset, and have the opportunity to learn new mentoring skills so as to increase the adoption/ implementation rate for long term sustainability



3. MFI Mentor Training Program

As the primary point of contact between microfinance institutions (MFIs) and micro-entrepreneurs, properly-trained loan officers can play a significant role in providing mentoring support for micro-entrepreneurs, thereby increasing their chances of success and growth. All too often, however, loan officers do not have the necessary training to carry out these roles.

The MFI Mentor Training Program was designed to ensure that mentoring support reaches the large number of micro entrepreneurs, both in urban and rural locations, via loan officers.

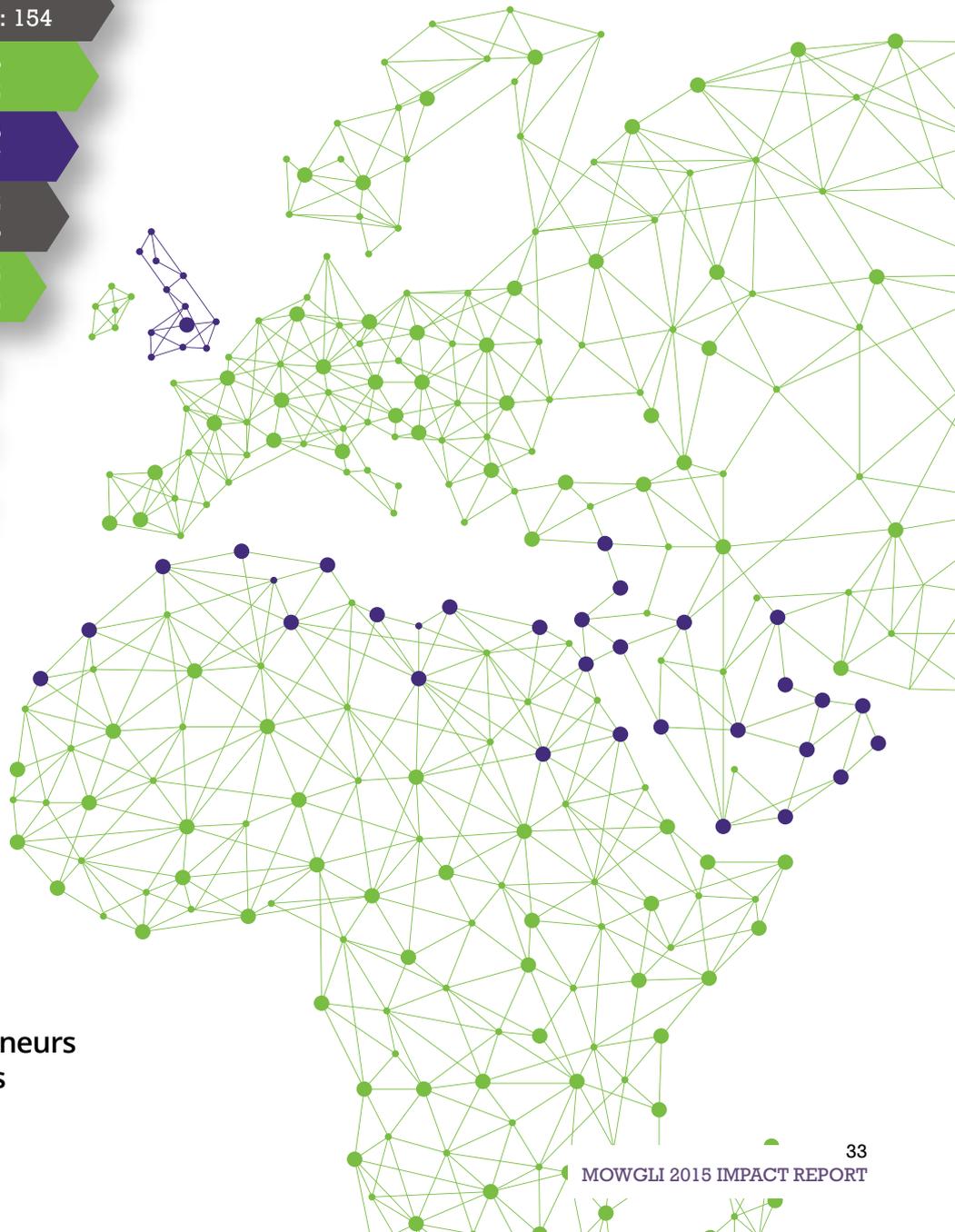
Based upon the MME syllabus, the program creates the means by which loan officers are given a solid mentoring toolkit and skill set, to transform their performance and thereby the performance of those that they are lending money to; ensuring lower payment default rates, the growth of the micro-businesses and an increase in the chance of creating employment.

The MFI Mentor Training Program takes on the same structure as the Mentor Training Program yet is tailored to the exposure levels and backgrounds of loan officers.

Our Growing Network

14
Countries
MENA
UK

Jordan	E: 153 M: 239
Algeria	E: 167 M: 164
Egypt	E: 103 M: 154
Morocco	E: 83 M: 82
Lebanon	E: 75 M: 97
Yemen	E: 62 M: 63
Tunisia	E: 42 M: 42
UK	E: 27 M: 27
Libya	E: 27 M: 25
Saudi Arabia	E: 00 M: 50
Syria	E: 15 M: 15
Bahrain	E: 15 M: 15
Palestine	E: 8 M: 7
Qatar	E: 8 M: 8



E: Total number of entrepreneurs
M: Total number of mentors

Our Funder and Partner Community



Department
for International
Development



Foreign &
Commonwealth
Office



UK LEBANON
TECH HUB



ANIMA Investment Network
Ensemble pour une Méditerranée compétitive
Together for a competitive Mediterranean
معًا من أجل تنافسية المتوسط



KING ABDULLAH II FUND FOR DEVELOPMENT
صندوق الملك عبد الله الثاني للتنمية



Our Team

Geographically located in Jordan, Kenya, Morocco, UAE and UK, Mowgli's team is made up of passionate, determined and experienced individuals with a diverse set of talents and backgrounds across different industries and regions.

With our deep passion for empowerment, entrepreneurship, mentoring and social impact, the team continuously and tirelessly works to achieve the greatest impact possible for our direct and indirect beneficiaries as well as our enablers.

Mowgli's vision is interwoven within each of our personal legacies.



Kathleen Bury
Chief Executive Officer



Amanda Edwards
Chief Operating Officer



Alicja Turner
Program & Operations
Manager



Thana'a Al Khasawneh
Business Manager,
Levant and GCC



Nidal Al Khoury
Marketing and
Communications Manager



Niki Charalambous
Company Secretary



Sara Abjeg
Outreach Officer



Nour Al Gharibeh
Business Development
Officer



Fahad Al Ghobein
Marketing and
Events Coordinator



Magie Ludovice
Finance and
Administration Manager

Our Board of Trustees

Mowgli's Board of Trustees oversee Mowgli's vision, leadership and governance practices. Chaired by Mowgli's Founder; Tony Bury, the Board provides guidance on overall strategy and implementation in line with Mowgli's vision, mission and goals.

The board is made up of successful entrepreneurs and executives from multicultural and multinational investment, legal, trading, energy and diplomatic backgrounds.



Tony Bury
Founder and Chairman
Serial Entrepreneur
Middle East
Philanthropist



Edward Chaplin
Trustee
Diplomat /
Middle East
Government Advisor



Prof. David Clutterbuck
Trustee
Academic
Middle East
Author



Philippe Vogeeler
Trustee
Strategy
Middle East
Telecom



Martin Bury
Trustee
Investment
Middle East
Legal



Tarek Kassem
Trustee
Banking and Finance
Middle East
Consultancy

Our Facilitators

Our facilitators inspire, connect, lead and guide the mentoring programs' mentees and mentors through the Kickstart workshop by setting the path of empowerment and success. Mowgli Facilitators are responsible for training the mentors, matching them with the entrepreneurs and guiding them in setting the foundations for their yearlong mentoring relationships.

Our facilitators have international experience in mentoring, training, coaching, entrepreneurship, management and human resources and are able to support the delivery of programs in Arabic, English and French. All of the Mowgli Facilitators need to have participated as a Mowgli Mentor within the Mowgli Mentoring Experience (MME) program to ensure that they have personally experienced our unique program themselves. The MME provides them with deeper insight, which they are able to apply when facilitating sessions on the Mowgli philosophies and mentoring tools and techniques.

Today we have a pool of 28 facilitators located in 7 countries.

Mowgli's Core Facilitation Team



Simon Edwards



Nadine Asmar



Raed Madanat



Mustapha Koriba



Jamil Sarraj



Christine Francis

The full list of facilitators also includes: Ala Suleiman, Ali Idrissi, Amar Kabli, Asmaa Khaldi, Ayad Al-Ashram, Dounia Seridi, El Batoul Djebari, Ghada Sherif, Hayat Zitouni-Hammad, Hichem Hadj Moussa, Jamil Khatib, Khaled Aissaoui, Mohammad Issaad, Omar Daghefli, Raeda Sabha, Reda Allal, Saeed Omar, Sajeda Shawa, Siham Akacem, Sofiane Mazari, Thanaa Khasawneh, and Wafaa Boudagga¹.

¹Wafaa Boudagga has recently passed away. Our deepest condolences go to her family and friends.

Our Impact Methodology

The impact data in this report is based on a one-year longitudinal research mechanism with a response rate of 60% for entrepreneurs and 53% for mentors from the overall sample.

Mowgli has developed a robust Monitoring, Evaluation and Learning framework which captures quantitative and qualitative feedback from beneficiaries at the beginning (baseline data), at regular intervals during and at the end of all mentoring programs to enable Mowgli to measure outcomes and key learnings across our 3 areas of impact:

1. Personal Growth and Strengthening of Leadership
2. Business Growth, Sustainability and Success
3. Economic Growth, Job Creation and Safeguarding

Mowgli's Monitoring, Evaluation and Learning framework also enables Mowgli to gain visibility of feedback/key learnings to implement changes during the project to enhance its effectiveness as well as Mowgli's ongoing and future delivery/program design.

General Methodology:

1. 'Jobs Created' refers to the number of new jobs that each Mowgli Entrepreneur created during the mentoring year
2. 'Jobs Safeguarded' refers to the number of jobs that have been maintained/kept during the mentoring year which are as key as the creation of new jobs
3. Numbers have been rounded up/down to the nearest number
4. Data is subject to availability

Mentoring Hours Methodology:

For the aim of calculating the total mentoring hours and their values, the below assumptions were taken into consideration:

1. Average number of hours per mentor during the one-year program – 52 hours
2. Average number of hours per 2-day mentor training program – 16 hours
3. The average monetary value per mentoring hour is USD\$15

Our Impact Methodology

Return on Mentoring Investment (ROMI) Methodology:

1. This analysis was carried out by Mowgli and verified by BDO LLP in the UK
2. The ROMI analysis was based upon establishing the economic return being derived from the number of jobs created and safeguarded by Mowgli Entrepreneurs during their mentoring year, multiplied by the average pre-tax annual salaries within each country, against the project investment made, thereby providing the economic generation within each of the individual and regional economies

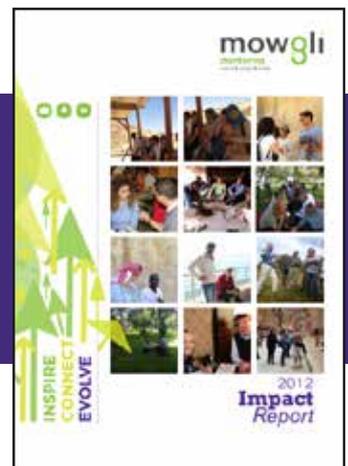
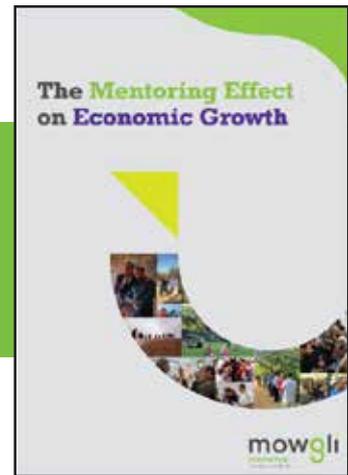
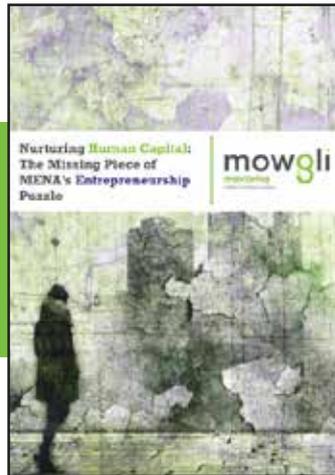
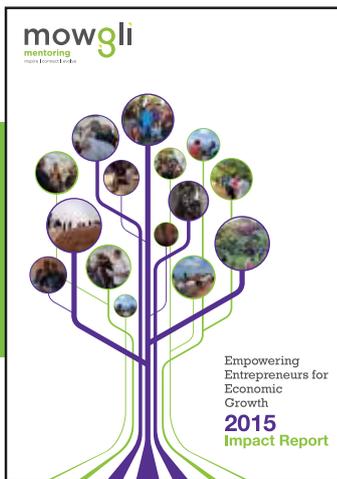
$$\text{ROMI} = (\text{Jobs Created} + \text{Jobs Safeguarded}) \times \frac{\text{Average Pretax Annual Salaries}}{\text{Project Investment}} = \frac{\text{Economic Generation}}{\text{Project Investment}}$$

3. The investment made in mentoring was the same as the contracted costs of the mentoring programs undertaken by/in partnership with Mowgli for various funding bodies
4. The ROMI relates to the economic generation achieved through the payment of job salaries during the 1-year Mowgli Mentoring Experience (MME) program only and does not include that which is achieved after the 1 year. We expect this trend to continue and escalate with the growth of the businesses
5. Post-tax annual salary levels, which were more readily available, were taken and the relevant income tax amounts were used to determine the average pre-tax annual salaries within each of the countries
6. This data was requested from the Mowgli Entrepreneurs before this ROMI analysis was undertaken; therefore we are confident that the numbers are unbiased
7. It is recognised that Mowgli operates within each of the local and regional entrepreneurship ecosystems and many actors deserve credit for developing entrepreneurs and therefore the resulting economic returns and impact achieved
8. The above analysis does not include the revenue generated by each of the Mowgli Entrepreneurs' businesses, which would further increase the total economic generation and ROMI figures significantly. The full methodology of calculating the economic generation and the Return On Mentoring Investment (ROMI) is available in ["The Mentoring Effect on Economic Growth Report"](#).

Thought Leadership

As the pioneers of mentoring in the MENA region, we believe in the importance of raising awareness about the power and benefits of mentoring for the entrepreneurs and mentors alike, as well as sharing regular analysis and insights from our impact data.

Below are our latest publications that we have released:



To see the full list of our publications, please visit the publications page on our website: <http://www.mowgli.org.uk/publications> where the majority of reports can be found in Arabic, English and French.

Appendix 1: Our Alumni and Programs

Until the end of 2015, we had an alumni of 1,680+ mentors and entrepreneurs, the table below shows the details of the alumni around the countries that we operated in until the end of 2015:

	Total	Algeria	Egypt	Jordan	Lebanon	Libya	Morocco	Palestine	Qatar	KSA	Syria	Tunisia	UK	Yemen
Total Alumni Size	1,681	323	257	356	147	54	168	16	14	50	30	84	56	126
Total % of Female Alumni	29%	25%	32%	27%	33%	24%	27%	25%	50%	46%	40%	23%	39%	24%
Number of Entrepreneurs	775	167	104	155	75	27	84	8	7	-	15	42	28	63
% of female Entrepreneurs	32%	28%	29%	32%	35%	26%	32%	38%	71%	-	40%	19%	36%	40%
Number of Mentors	906	156	153	201	72	27	84	8	7	50	15	42	28	63
% of female Mentors	27%	22%	35%	23%	32%	22%	23%	13%	29%	46%	40%	26%	43%	8%

Our Programs:

The table below shows the number of programs that have been delivered and completed until the end of 2015:

	Total	Algeria	Egypt	Jordan	Lebanon	Libya	Morocco	Palestine	Qatar	KSA	Syria	Tunisia	UK	Yemen
Total Programs	86	15	9	28	9	2	7	1	1	2	2	3	3	4

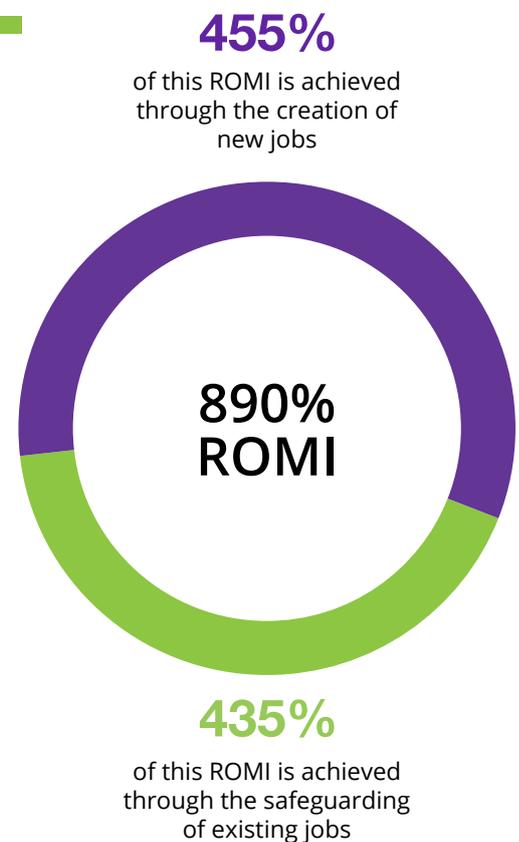
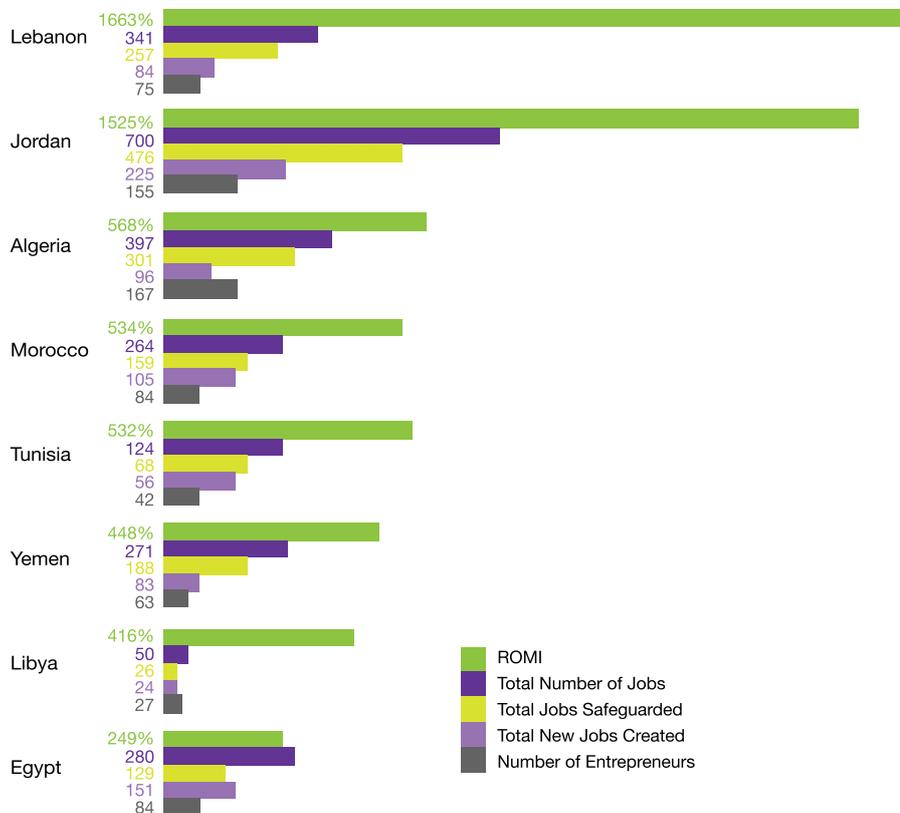
Appendix 2: Economic Generation and Return on Mentoring Investment (ROMI)

Based upon the number of jobs created and safeguarded by Mowgli Entrepreneurs in their Mowgli mentoring year, we are able to calculate the Economic Generation (EG) and Return on Mentoring Investment (ROMI) created as a result of our programs. This analysis does not take into account the revenues generated by the business of the Mowgli Entrepreneurs.

The table below shows the EG and ROMI achieved within each country:

	Total	Algeria	Egypt	Jordan	Lebanon	Libya	Morocco	Palestine	Qatar	KSA	Syria	Tunisia	UK	Yemen
ROMI	890	568	249	1,525	1,663	416	534	-	-	-	-	532	-	448
EG from all jobs created and safeguarded (US\$)	18,4M	2,258,996	943,822	5,513,521	1,291,266	390,193	1,389,542	-	-	-	-	747,997	-	840,490
EG from new jobs created (US\$)	9,4M	546,256	508,212	1,770,189	324,762	187,292	604,783	-	-	-	-	337,805	-	257,420
EG from jobs safeguarded (US\$)	9M	1,712,740	435,610	3,749,332	966,504	202,900	784,759	-	-	-	-	410,192	-	583,071

Economic ROMI Country Analysis and Ranking, 2008 - 2016



Appendix 3: Mowgli Entrepreneurs Impact

Each entrepreneur we empower through our mentoring programs is unique in terms of their entrepreneurship stage, industry, potential and growth.

Mowgli Entrepreneurs (ME) are typically in the start up and growth phases, have a vision for their business and have been in business for 1-3 years. However, despite this, they are not always generating revenues when they participate in our program.

The main industry that Mowgli Entrepreneurs focus on is IT and Technology and they are typically aged between 26-29 years of age.

The section below shows the impact that our programs have had on:

1. Economic growth, job creation and safeguarding
2. Business growth, success and sustainability
3. Personal growth and strengthening of leadership

Economic Growth, Job Creation and Safeguarding

	Total	Algeria	Egypt	Jordan	Lebanon	Libya	Morocco	Palestine	Qatar	KSA	Syria	Tunisia	UK	Yemen
Ave. No. of new jobs created per ME	3.28	2.05	3.08	8.14	2.15	1.78	1.66	0.71	8.31	-	-1.09	1.80	1.29	1.80
Total No. of jobs created by ME (FTE)	1,428	96	151	779	84	24	105	5	25	-	-11	56	31	83
Total No. of jobs created by ME	1587	96	132	886	84	24	105	5	25	-	-11	56	31	83
% of jobs safeguarded by ME	91%	85%	92%	94%	95%	-	86%	100%	100%	-	-	-	97%	-
Total No. of jobs safeguarded by ME	1,887	301	129	489	257	25	200	31	112	-	11	68	75	188
Total No. of jobs created and safeguarded by ME	3463	397	321	1375	341	50	305	306	137	-	-	124	106	271

Business Growth, Success and Sustainability

	Total	Algeria	Egypt	Jordan	Lebanon	Libya	Morocco	Palestine	Qatar	KSA	Syria	Tunisia	UK	Yemen
% of ME who have improved their understanding of how to move their business onto the next growth stage	71%	66%	80%	64%	84%	-	71%	57%	50%	-	75%	-	68%	-
% of ME who have developed their business performance in the area of quality/quantity of their products/ services	68%	-	80%	67%	-	-	57%	-	-	-	-	-	-	-
% of ME feel more confident recruiting, retaining and motivating talented employees	65%	-	50%	67%	-	-	79%	-	-	-	-	-	-	-

Appendix 3: Mowgli Entrepreneurs Impact

Business Growth, Success and Sustainability

	Total	Algeria	Egypt	Jordan	Lebanon	Libya	Morocco	Palestine	Qatar	KSA	Syria	Tunisia	UK	Yemen
% of ME who increased client list and secured more contracts	51%	51%	56%	38%	51%	-	67%	33%	75%	-	14%	-	70%	-
% of ME who increased their turnover	43%	45%	-	32%	58%	-	-	33%	50%	-	14%	-	61%	-
% of ME who are making higher profits this year than the previous year	42%	-	75%	8%	-	-	64%	-	-	-	-	-	-	-
% of ME who expanded their businesses' product offering	40%	37%	-	32%	54%	-	-	50%	100%	-	29%	-	61%	-
% of ME whose personal income from the business has increased after the mentoring year	40%	-	-	35%	30%	-	57%	50%	50%	-	43%	-	35%	-
% of ME who predict higher profits after the mentoring year	39%	39%	-	35%	-	-	-	50%	25%	-	-	-	57%	-
% of ME who feel more confident raising external funding	35%	-	33%	33%	-	-	43%	-	-	-	-	-	-	-
% of ME who have developed their business performance in the area of financial security and sustainability	33%	39%	20%	33%	40%	-	50%	33%	25%	-	-	-	44%	-
% of ME who have been approached by an investor or private equity company or intend to approach investors	25%	-	56%	-	-	-	33%	-	-	-	-	-	-	-
% of ME who have secured more investment in the past year	20%	12%	-	12%	35%	-	-	17%	25%	-	-	-	30%	-

Appendix 3: Mowgli Entrepreneurs Impact

Personal Growth and Strengthening of Leadership

	Total	Algeria	Egypt	Jordan	Lebanon	Libya	Morocco	Palestine	Qatar	KSA	Syria	Tunisia	UK	Yemen
% of ME who became more confident in general after the program	81%	-	84%	79%	-	-	83%	-	-	-	-	-	-	-
% of ME who have developed confidence in themselves and their decisionmaking	76%	68%	78%	77%	77%	-	93%	43%	50%	-	88%	-	64%	-
% of ME who feel confident in spending more time working on the business rather than in the business	76%	-	89%	67%	-	-	78%	-	-	-	-	-	-	-
% of ME who were able to address personal doubts about the direction of their business	72%	55%	89%	66%	75%	-	93%	43%	50%	-	75%	-	76%	-
% of ME who were able to address and work on overcoming their fear of failure	68%	61%	78%	66%	57%	-	86%	57%	50%	-	75%	-	52%	-
% of ME who were able to discover and adopt a healthier work-life balance	62%	61%	44%	62%	70%	-	78%	43%	50%	-	75%	-	64%	-
% of ME who developed practical/ technical skills	62%	61%	89%	45%	41%	-	93%	14%	25%	-	75%	-	32%	-
% of ME who improved their business, management and leadership skills	58%	42%	74%	60%	50%	62%	69%	14%	50%	-	69%	55%	44%	75%
% of ME improved their creativity or capacity to innovate	39%	58%	-	40%	48%	-	-	29%	25%	-	75%	-	36%	-

Appendix 4: Mowgli Mentors Impact

Mowgli Mentors (MM) have had a successful track record as an entrepreneur, senior executive or professional. The mentors have a wide and diverse network and cross-border professional experience which allows them to empower entrepreneurs in different ways.

The below sections show the impact on the mentors' personal and professional development:

Personal Growth and Development

	Total	Algeria	Egypt	Jordan	Lebanon	Libya	Morocco	Palestine	Qatar	KSA	Syria	Tunisia	UK	Yemen
% of MM who feel confident in their ability to empathise	85%	80%	97%	83%	72%	-	-	50%	60%	91%	92%	92%	78%	-
% of MM who further developed their active listening skills	78%	75%	87%	74%	70%	-	-	50%	40%	96%	92%	-	78%	-
% of MM who developed their self-awareness	77%	75%	87%	71%	80%	-	-	50%	60%	86%	62%	-	67%	-
% of MM who felt their mentoring experience was valuable to them	69%	68%	44%	79%	75%	-	-	25%	80%	90%	100%	-	85%	-

Appendix 4: Mowgli Mentors Impact

Professional Growth and Development

	Total	Algeria	Egypt	Jordan	Lebanon	Libya	Morocco	Palestine	Qatar	KSA	Syria	Tunisia	UK	Yemen
% of MM who feel confident in their leadership skills	79%	-	87%	-	68%	-	-	50%	60%	91%	69%	-	59%	-
% of MM who felt confident with their coaching skills	79%	77%	87%	74%	78%	-	-	50%	60%	91%	85%	-	67%	-
% of MM who will use their mentoring skills in their professional setting with more junior colleagues	70%	-	75%	67%	-	-	-	-	-	-	-	-	-	-
% of MM who felt they have made a difference in society	63%	-	63%	63%	-	-	-	-	-	-	-	-	-	-
% of MM who said that mentoring an entrepreneur gave them a new understanding of the challenges and issues associated with running a small or medium-size business	61%	47%	81%	67%	41%	-	-	75%	60%	-	33%	-	46%	-
% of MM who made changes to their working lives	56%	50%	47%	55%	37%	-	-	-	20%	-	-	-	57%	-
% of MM who said mentoring an entrepreneur made them approach their own professional challenges in a more creative way	39%	38%	38%	40%	48%	-	-	25%	20%	-	42%	-	31%	-

Appendix 5: Articles & Features

Mowgli's coverage in the public media continues to grow with key publications featuring our thought leadership, programs and impact. We are so grateful to all of the magazines, blogs and journalists who not only believe in our vision but have also supported us in amplifying our messages.

Our articles include the following and further articles can be found at:
<http://www.mowgli.org.uk/articles-features>

Article Title	Publication
What's Holding Back Entrepreneurs in the Middle East and North Africa?	Stanford Social Innovation Review
Mentor-Preneurship: No Entrepreneur Can Do It Alone	USAID Microlinks Blog
Mentoring for Social Entrepreneurship Education: Building a holistic impact in the MENA region	Next Billion Blog - University of Michigan
The Role of Mentorship In Achieving Economic Growth For The MENA Region	Entrepreneur.com
Bringing Balance To The Entrepreneurship Ecosystem In MENA	Entrepreneur.com
Mentoring is key to entrepreneurial success in the MENA region	Arabianbusiness.com
Top 5 Ways a Mentor Can Transform Your Life	Tharawat Magazine
More than Just the Bare Necessities of Mentoring	Venture Magazine
Why I believe in Global Leader Experiences	Common Purpose Blog
Mentoring: The Key to Economic Empowerment in the Middle East	Executive Women Magazine

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