



# Entrepreneurship in Marib

## An Analysis of Challenges and Proposed Policies

Policy Paper

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# 1

## Executive Summary:

This Paper highlights the state of entrepreneurship in Marib Governorate in light of the economic and social transformations it has experienced since 2015. Continuous waves of internal displacement have contributed to an increase in population density and the expansion of economic activity, particularly in the city of Marib, which has become a hub for commercial and service-related activities. According to official data from the local authority, there were over 19,000 registered economic activities by the end of 2024, a notable growth in economic activity. However, this growth is not always accompanied by an institutional structure or a clear regulatory environment that supports its continuity and development.

Despite this economic dynamism, the entrepreneurial environment in Marib still faces challenges that hinder individuals, especially the youth, from launching new ventures or developing existing ones. Among the most pressing challenges are the absence of a local strategic vision to support entrepreneurship, gaps in the legal and regulatory framework, and the presence of multiple agencies involved in administrative procedures, which affect the clarity of institutional pathways needed to establish businesses. The lack of a specialized commercial court and weak mechanisms for resolving business disputes further add legal barriers for entrepreneurs.

On the financial front, small businesses face significant difficulty in accessing affordable financing, whether from banks or community-based initiatives, in the absence of targeted funding programs for entrepreneurs and the unavailability of simplified guarantees. In addition, a weak entrepreneurial culture, both in the education system and in training programs, limits young people's ability to develop viable and scalable business ideas. The absence of business incubators or technical and entrepreneurial support centers further weakens the chances of transforming ideas into productive ventures.

Moreover, fragile infrastructure poses another major challenge. Problems related to electricity, internet, and transportation directly affect the stability and efficiency of businesses, particularly in their early stages. This is compounded by poor coordination among government entities, the private sector, and civil society, as well as the absence of clear mechanisms for information and data sharing, factors that limit knowledge-based planning and development.

In light of these challenges, the Paper proposes a set of policy directions to improve the entrepreneurial environment in the governorate. These include the need to develop a local strategic vision aligned with actual economic needs, and to update the legal and regulatory framework to streamline the business establishment process through a unified and transparent system. The Paper also stresses the importance of providing efficient basic infrastructure to support the continuity of economic activities, strengthening vocational training and entrepreneurial education, and establishing business incubators and technical support centers to help develop startups.

Additionally, the Paper calls for improved access to finance, either by developing affordable financial tools through local banks or by partnering with small and medium-sized financing institutions. It emphasizes the need to activate the private sector's role in supporting the entrepreneurial ecosystem, whether through providing training opportunities or by contributing to the establishment of incubators. In the same context, the Paper highlights the importance of improving mechanisms for collecting and transparently providing economic data on a regular basis to investors and policymakers.

Also, it affirms that developing the entrepreneurial environment in Marib requires integrated efforts from all stakeholders, based on a realistic assessment of the challenges and the adoption of practical, actionable policies within a stable legal and regulatory environment efforts that will ultimately empower entrepreneurs and foster sustainable local growth.

## 2

## The Current State of Entrepreneurship in Marib Governorate

### 2.1 Overview of Entrepreneurship in Marib

Over the past decade, Yemen's business environment has experienced a marked deterioration across various economic indicators, which has negatively impacted the investment climate and entrepreneurial activity. According to the World Bank's 2020 Doing Business report, Yemen ranked 187 out of 190 countries, down from 105 in 2011, making it the second-worst business environment globally after Somalia.

Despite this bleak national economic picture, Marib Governorate presents a relatively different model, having transformed in recent years into one of the most attractive regions in Yemen for local small and medium-sized investments. This shift can be attributed to a range of enabling factors, most notably its strategic location at the intersection of key governorates such as Shabwah, Hadhramaut, and Al-Jawf, as well as its large influx of internally displaced persons (IDPs), who have stimulated economic activity by increasing demand for goods and services. The governorate's population has reached approximately 3 million, half of whom reside in the city district.

Since 2015, the private sector in Marib has witnessed remarkable growth, with a surge in the establishment of small and medium enterprises (SMEs), particularly in trade, real estate, and services, driven by the population boom. Confidence in local administration and the availability of essential services such as electricity and petroleum products at reasonable prices have also contributed to attracting capital and stimulating economic activity.

Numerous initiatives have emerged in sectors such as wholesale and retail trade, construction, and financial and educational services. Official data indicate a significant increase in registered commercial activities, reaching a total of 19,075 by the end of 2024 (Annual Report of the Office of Industry and Trade, 2024). Notably, 17,500 of these activities, equivalent to 91.7%, are concentrated in the city of Marib, while the remaining 8.3% are distributed across Al-Wadi, Harib, and Raghwan districts, highlighting a clear economic concentration in the main urban center.

Type of License	Number
Retail	322
Wholesale	115
Contracting	110
Export	44
Services	327
Import	118
Limited Liability Companies	20
General Partnerships	14
Company Branches	39
Legal Entity Branches	17
Industrial	16
Artisanal	20

Table: New Commercial Licenses Issued in 2024

The 2024 commercial data reveal uneven growth across sectors, with the services sector emerging as the most dynamic, recording 327 new activities, followed by the retail sector with 322. This indicates a growing shift toward a service and consumer-oriented economy. The data also show a noticeable distribution between wholesale (115 licenses) and retail activities, with signs of gradual internationalization of the local economy, evidenced by the issuance of 118 import licenses and 44 export licenses.

In the contracting sector, 110 new licenses were issued, reflecting an upward trend in construction and development. Regarding business structures, 90 new legal entities were registered, including 20 limited liability companies, 14 general partnerships, 39 company branches, and 17 legal entity branches. Meanwhile, the productive sector remains relatively underdeveloped, with only 16 industrial and 20 artisanal licenses issued, indicating that local economic growth is still largely dependent on trade and services. This underscores the pressing need to enhance local production and develop the industrial sector.

These indicators reflect a gradual transformation in the economic structure of Marib Governorate, with a noticeable increase in formal commercial activity and early signs of a specialized service sector. Nevertheless, there remains a critical need for broader investment in productive sectors and for leveraging Marib's potential in agriculture, extractive industries, petrochemicals, and more.

## 2.2 Infrastructure Supporting Entrepreneurship

Weak infrastructure remains one of the key challenges facing entrepreneurship in Marib Governorate. It limits entrepreneurs' ability to implement their projects efficiently and hinders the attraction of both local and foreign investment. Despite the economic vitality driven by the governorate's geographic location and natural resources, the lack of advanced infrastructure undermines the sustainability and growth of entrepreneurial ventures.



## Roads:

The road network in Marib is a vital element in facilitating the movement of people and goods and supporting entrepreneurship in the governorate. As Marib grows into an emerging economic hub, the need for efficient transportation infrastructure becomes increasingly urgent. However, despite limited initiatives to improve the road system, Marib still lacks a functional network that connects it effectively to its surrounding economic regions at the governorate and rural levels. These gaps lead to increased transportation costs and hinder the flow of goods to local and international markets. Many roads have deteriorated due to climatic factors or damage sustained during Yemen's ongoing conflict.

### Key roads linking Marib to other regions include:

- **Marib – Hadhramaut – Saudi Arabia Road:**

A strategic route for the movement of goods and exports, but its poor condition leads to frequent accidents.

- **Marib – Shabwah Road:**

Serves cargo and passenger movement to southern ports but requires maintenance for improved efficiency.

- **Marib – Al-Bayda – Dhamar Road:**

Supports trade with central regions, though some segments have been damaged due to military clashes between government forces and the Houthi group.


- **Marib – Al-Jawf Road:**

Connects to the northern regions of Yemen and oil operations but suffers from maintenance deficiencies.

Additionally, some roads connecting Marib to Sana'a, such as the Nihm and Sirwah roads, are currently closed due to security concerns, as they lie within conflict zones. This further complicates access to the capital and disrupts transportation routes.

This sector faces several challenges, including poor maintenance, the absence of organized public transportation, and a lack of road safety standards. These issues hinder the expansion of entrepreneurial ventures and increase operating and transportation costs.

## Electricity:



The governorate of Marib relies almost entirely on the Marib Gas Power Plant, which was established in 2009 with a design capacity of 341 megawatts. The plant was originally intended to supply electricity to most of Yemen's governorates. However, it ceased operations completely in 2015 due to the outbreak of war. After years of inactivity, only one turbine was reactivated in 2020, generating no more than 105 megawatts, which has been exclusively allocated to meet local demand within Marib. Nevertheless, this production does not meet the actual load demand, which currently exceeds 145 megawatts, leaving a shortfall of over 40 megawatts. Additional challenges include delays in regular maintenance, unplanned urban sprawl, random connections to the grid, unregulated consumption, and a deteriorating internal electricity network.

These combined factors result in frequent power outages, posing a significant challenge for entrepreneurs, particularly those whose businesses require continuous operation, such as manufacturing industries, tech services, and private healthcare facilities. Consequently, many entrepreneurs are forced to resort to alternative energy solutions, such as diesel generators or solar energy systems, despite their high cost, thereby increasing operational expenses and undermining the competitiveness of small and medium-sized enterprises (SMEs) in the governorate.

## Sanitation:

Many facilities in Marib rely on alternative wastewater systems, such as soakaway pits, which contribute to groundwater contamination and pose a threat to public health. With growing economic activity and a rapidly increasing population, the existing sanitation network has become insufficient to support economic expansion. This situation negatively impacts businesses that require hygienic environments, such as food industries and healthcare facilities.

## **Telecommunications and Internet:**

Marib Governorate depends on YemenNet, the sole internet provider, which is operated by the Houthi-controlled administration in Sana'a. This results in frequent service disruptions and poor service quality, primarily due to deliberate sabotage of infrastructure. The internet in Marib is also characterized by low speed and instability, which affects entrepreneurs' ability to communicate and conduct business efficiently, particularly in sectors that rely on stable internet, such as e-commerce and technology-based services.

Given these conditions, many entrepreneurs resort to alternative solutions, such as satellite internet, to ensure business continuity.

## **Absence of Industrial Cities:**

Marib lacks industrial zones equipped with the necessary infrastructure such as electricity, water, and logistics services. This limits the ability of industrial projects to grow and reduces opportunities for collaboration among entrepreneurs in the industrial sector. The absence of such industrial clusters hinders the creation of productive ecosystems that could enhance output and foster innovation.

## 2.3 Education and Entrepreneurial Capacity Building

Entrepreneurship education in Marib Governorate remains in its early stages, with no clear steps taken to systematically integrate entrepreneurial concepts into the educational system. Public schools do not offer specialized courses in entrepreneurship, nor are there educational activities that promote entrepreneurial thinking or encourage students to engage in self-employment experiences. As a result, students lack the practical skills needed to launch their own businesses.

The situation is not significantly better in universities, where a few disciplines may include optional entrepreneurship courses, but these are limited in scope and not supported by activities such as student clubs or innovation competitions that would help youth develop their ideas and skills.

The most pressing challenge is the absence of a clear vision for entrepreneurship education within academic institutions. There is no standardized framework or curriculum designed to meet the needs of the local labor market. Universities and schools also lack specialized laboratories, innovation centers, and up-to-date resources necessary to support this type of education. In addition, there are no partnerships with international universities or institutions that could offer expertise or technical assistance.

Current efforts rely heavily on individual initiatives or short-term civil society projects, which typically focus on very small ventures. These programs often do not provide comprehensive training, nor do they offer follow-up support after workshops end. Most of them also fail to address modern market-relevant skills such as business model design, attracting investors, or managing tech incubators.

## 2.4 Entrepreneurial Financing

Available data across Yemen indicates significant financing challenges for entrepreneurial projects, challenges that are clearly reflected in the context of Marib. One major issue is limited access to formal financing sources. Around 36% of private enterprises in Yemen struggle to obtain financing, a figure that rises to 50% for very small enterprises. About 69% of very small businesses rely solely on self-financing, compared to only 40% of larger firms, highlighting the limited presence of external funding, especially for projects led by youth or women or those lacking collateral.

Although Marib has experienced some economic activity in recent years, the existing financial ecosystem remains unable to meet the aspirations of entrepreneurs. Some financial services are available through institutions like Al-Kuraimi Islamic Microfinance Bank, Al-Amal Microfinance Bank, and Tadamon Bank, as well as a few microfinance institutions. However, these entities often impose stringent requirements, such as real estate or financial guarantees and detailed documentation of project feasibility, barriers that are difficult for aspiring entrepreneurs who possess only ideas and ambition.

Moreover, financing amounts are typically limited, with short repayment periods, and are not accompanied by consulting or technical support that could guide beneficiaries toward effective use of funds. There is also an almost complete absence of alternative financing instruments, such as crowdfunding platforms, venture capital funds, and angel investors, which significantly weakens the ability of innovative projects to access markets and achieve sustainable growth.

In the absence of early-stage funding programs, incubators, or accelerators that offer seed support, a large portion of entrepreneurial ideas remain stuck at the planning stage, never reaching implementation. Private sector participation in supporting entrepreneurship through financing also remains limited and unstructured, usually taking the form of short-term or charitable individual initiatives, reflecting a lack of strategic vision among local economic actors toward investing in startups as engines of economic and social development.

## 2.5 Legal and Regulatory Framework for Entrepreneurship

Despite a notable expansion in investment activity in Marib, the governorate still lacks a specialized commercial court. As a result, commercial disputes are handled by general courts or security authorities, which often lack the legal expertise required to address such cases. According to the Office of Industry and Trade, this legal vacuum has led to the closure or suspension of around 280 projects involving partnerships that collapsed due to unresolved disputes. These conflicts have hindered business continuity due to the absence of a strong legal framework governing partnerships and the lack of efficient and enforceable legal mechanisms for dispute resolution, complicating matters further and exacerbating the challenges these businesses face.

At the judicial level, legal institutions suffer from a shortage of specialists in entrepreneurship and commercial law, limiting judicial training capacity and the ability to handle commercial cases effectively.

From a regulatory perspective, entrepreneurs face complex procedures when establishing businesses. Registering and licensing companies requires interaction with multiple government agencies in the absence of a unified process or one-stop shop, leading to delays in project setup. According to the Marib Office of Industry and Trade, unregistered commercial activities represent approximately 40% of all businesses in the governorate, reflecting an unstructured investment environment that hinders sector growth.

Moreover, the regulatory environment lacks localized policies that support entrepreneurship, relying instead on national laws that may not align with the needs of a flexible and innovative-driven local economy. The governorate also does not offer incentives to support entrepreneurial activity, such as tax exemptions or financing facilities. Additionally, there is a critical need to digitize public services, as reliance on manual procedures increases bureaucracy and reduces both efficiency and transparency. International reports show that shifting to integrated digital systems could significantly accelerate processes, reduce administrative burdens, and enhance the capacity of businesses to grow in a more transparent and efficient environment.



## 2.6 Government Policies

Currently, government policies in Marib are limited to routine administrative tasks, such as issuing licenses through the Ministry of Industry and Trade, or minimal regulatory oversight by the Ministry of Public Works. However, these bodies provide no financial or technical support for developing entrepreneurial ventures and lack clear strategies to promote entrepreneurship amid weak coordination with the private sector and support organizations.

The current policies fail to differentiate between traditional small businesses, such as retail shops, and innovative, scalable startups in emerging technological or industrial sectors. The same regulations, administrative procedures, and tax obligations are applied uniformly, regardless of business type, imposing additional burdens that hinder the growth of entrepreneurs aiming to establish innovative ventures that require flexible regulatory environments and supportive incentives.

Furthermore, Marib lacks effective government incentives that would encourage investment in entrepreneurial ventures such as tax exemptions for innovative investors, subsidized workspaces for startups, or strategic public-private partnerships to build a comprehensive ecosystem for innovation and entrepreneurship.

## 2.7 Societal Culture of Entrepreneurship in Marib

In Marib, society tends to favor traditional employment over entrepreneurial ventures, which significantly affects the spread of individual initiative and innovation culture. Tribal norms play a notable role, where certain entrepreneurial or small commercial activities may be perceived negatively, leading to indirect social pressure that discourages youth from launching businesses or engaging in entrepreneurial endeavors.

Moreover, entrepreneurship-related media content in the governorate is limited. There are no radio or television programs, nor digital platforms dedicated to raising entrepreneurial awareness. The governorate also lacks cultural centers or professional communities that promote entrepreneurial thinking, further contributing to the absence of a supportive environment capable of nurturing an entrepreneurial generation that could effectively contribute to local economic development.



## 3

## Challenges

**Marib Governorate faces multiple challenges that hinder the development of entrepreneurship and the growth of an emerging business environment. Key challenges include:**

- o Lack of a comprehensive strategic vision for entrepreneurship: This absence leads to fragmented efforts, lack of clear investment priorities, and limits entrepreneurs' ability to innovate and contribute to sustainable growth in promising sectors.
- o Weak and complex regulatory framework: The multiplicity of authorities and conflicting administrative procedures related to establishing, registering, and licensing projects, along with the absence of a "one-stop-shop" system, increases administrative burdens and prolongs transaction times for entrepreneurs.
- o Absence of a specialized commercial court: Entrepreneurs are forced to resort to the general judiciary to resolve commercial disputes, which prolong litigation, undermine investor confidence in the judicial system, and negatively affects the local investment climate.
- o Limited integration of entrepreneurship in formal education and vocational training: This shortcoming impedes the development of youth skills necessary for adopting entrepreneurial thinking and initiating projects.

- **Difficult access to financing:** High interest rates, complex bank guarantee requirements, and the absence of dedicated financing programs for entrepreneurship limit entrepreneurs' ability to start or grow their businesses.
- **Lack of transparency in government procedures:** Unclear processes for licensing, tender management, and access to funding create a volatile business environment, increasing the risk of corruption and favoritism, and eroding trust.
- **Lack of supportive infrastructure:** The absence of business incubators, co-working spaces, and innovation centers limits the capacity of entrepreneurial ventures to launch, scale, and achieve sustainability.
- **Weak public-private coordination:** The absence of institutional communication mechanisms prevents the effective utilization of available resources to support startups or design joint development programs.
- **Limited support for innovative and technology-based ventures:** Most support efforts focus on traditional businesses, hindering economic diversification and restricting entrepreneurs from expanding into promising markets.
- **Poor basic infrastructure in Marib:** Frequent electricity outages, weak internet services, deteriorated roads, and inadequate sewage systems increase operational costs and restrict companies' market access and digital expansion.

## 4

## Policy Options and Recommendations to Promote Entrepreneurship in Marib Governorate

### Policy 1: Develop a Future Vision for Entrepreneurship

Policy Options	Recommendations
<b>1.</b> <b>Develop a strategic vision aligned with future opportunities</b>	<ul style="list-style-type: none"> <li>• Organize workshops and conferences involving public and private sectors to draft a joint strategic vision.</li> <li>• Link the vision to sustainable development goals, focusing on promising sectors such as technology and the green economy.</li> </ul>
<b>2.</b> <b>Develop integrated strategies to support startups</b>	<ul style="list-style-type: none"> <li>• Formulate a comprehensive strategy combining finance, training, infrastructure, and technology to create an enabling environment for startups.</li> <li>• Provide government support for tech projects through dedicated funds or financial incentives.</li> </ul>
<b>3.</b> <b>Promote digital transformation and support digital ventures</b>	<ul style="list-style-type: none"> <li>• Offer financial incentives for companies involved in digital transformation or developing innovative tech projects.</li> <li>• Establish IT innovation and support centers to boost digital transformation among SMEs.</li> </ul>

## Policy 2: Improve the Legal and Judicial Framework

Policy Options	Recommendations
<b>1.</b> <b>. Establish a specialized commercial court in Marib</b>	<ul style="list-style-type: none"> <li>• Coordinate with the Ministry of Justice and Supreme Judicial Council to establish a dedicated commercial court.</li> <li>• Appoint and train specialized commercial judges on modern business contexts.</li> <li>• Digitize the court's operations and link it with commercial centers and chambers of commerce.</li> </ul>
<b>2.</b> <b>Review and update commercial laws related to entrepreneurship</b>	<ul style="list-style-type: none"> <li>• Form a technical committee from ministries (Industry, Planning, Justice), chambers of commerce, and private sector representatives to review relevant laws.</li> <li>• Amend laws hindering SME formation, such as capital requirements, bankruptcy, and liquidation procedures.</li> <li>• Publish simplified legal amendments for entrepreneurs' accessibility.</li> </ul>

## Policy 3: Streamline Procedures and Improve the Regulatory Environment

Policy Options	Recommendations
<b>1.</b> <b>Simplify government procedures for business setup and operations</b>	<ul style="list-style-type: none"> <li>• Form a joint task force from government and private sectors to review current procedures and eliminate bureaucracy.</li> <li>• Simplify licensing and registration procedures with clear timelines.</li> </ul>

<b>2.</b> <b>Establish one-stop service centers</b>	<ul style="list-style-type: none"> <li>• Create centralized centers that handle all commercial services (licenses, taxes, insurance, etc.).</li> <li>• Train staff to deliver professional and efficient services.</li> </ul>
<b>3.</b> <b>Launch a unified electronic platform for business registration and licensing</b>	<ul style="list-style-type: none"> <li>• Develop an e-portal to issue commercial records, licenses, and register for taxes and insurance.</li> <li>• Link the platform with relevant government entities.</li> <li>• Provide digital documentation and e-certification services.</li> </ul>

#### Policy 4: Improve Supportive Infrastructure

Policy Options	Recommendations
<b>Maintain the existing Marib gas power plant</b>	<ul style="list-style-type: none"> <li>• Develop a comprehensive maintenance plan in coordination with the Ministry of Electricity, the plant, and local authorities.</li> <li>• Allocate a dedicated operational budget through government or public-private funding.</li> <li>• Establish a technical unit for rapid maintenance, equipped with necessary tools and spare parts.</li> </ul>
<b>Complete the second phase of the Marib gas plant (adding 4 turbines)</b>	<ul style="list-style-type: none"> <li>• Reactivate the project by submitting a formal request to the central government for funding or inclusion in urgent development plans.</li> <li>• Engage international donors to finance the phase, showing its positive impact on investment in Marib.</li> <li>• Form a local oversight committee with representatives from local authority, private sector, and Ministry of Electricity.</li> </ul>

<p><b>Upgrade local roads and link them to industrial areas and markets, considering political/security constraints</b></p>	<ul style="list-style-type: none"> <li>• Focus on maintaining roads under local government control (e.g., within Marib city, Marib-Safer road).</li> <li>• Coordinate with international organizations for technical and financial support in road rehabilitation.</li> <li>• Launch community initiatives for temporary road repairs.</li> <li>• Document roads under Houthi control and report to international bodies to advocate for access and maintenance.</li> <li>• Promote use of alternative roads (e.g., Marib-Al Jawf) and improve services along the route.</li> </ul>
<p><b>Develop a safe, sustainable sewage infrastructure in Marib city</b></p>	<ul style="list-style-type: none"> <li>• Launch community consultations to agree on an outflow site outside the city, offering development incentives for tribal approval.</li> <li>• Design and implement a modern urban sewage network prioritizing dense and vital areas, in partnership with international organizations.</li> <li>• Establish an independent project implementation unit under local authority, including civil society and technical representatives.</li> <li>• Align the project with local development plans and submit to central government as an urgent priority.</li> <li>• Conduct awareness campaigns to gain public support and explain health and environmental benefits.</li> </ul>

## Policy 5: Develop the Financing Environment

Policy Options	Recommendations
<b>1.</b> <b>Establish a dedicated fund for startups</b>	<ul style="list-style-type: none"> <li>• Create a financing fund that supports small and medium enterprises (SMEs), with dedicated incentives for youth- and women-led projects.</li> <li>• Develop a coordinated mechanism to ensure accessible and affordable financing for startups.</li> </ul>
<b>2.</b> <b>Activate crowd-funding platforms</b>	<ul style="list-style-type: none"> <li>• Launch specialized digital platforms to finance small projects through collective investments.</li> <li>• Collaborate with financial institutions to ensure legal oversight and provide access to non-traditional funding.</li> </ul>
<b>3.</b> <b>Support non-profit financing through civil society organizations</b>	<p>Promote Islamic financing and interest-free loan programs in coordination with financial institutions and civil society.</p> <ul style="list-style-type: none"> <li>• Organize training workshops on financing projects based on Islamic principles.</li> </ul>

## Policy 6: Capacity Development and Skills Building

Policy Options	Recommendations
<b>1.</b> <b>Integrate entrepreneurship into educational curricula</b>	<ul style="list-style-type: none"> <li>• Introduce entrepreneurship concepts in curricula from primary education to university level.</li> <li>• Organize workshops and entrepreneurship competitions in schools and universities to foster entrepreneurial thinking among students.</li> </ul>
<b>2.</b> <b>Establish specialized entrepreneurship training programs</b>	<ul style="list-style-type: none"> <li>• Set up training centers that offer practical, hands-on programs covering all stages of entrepreneurship from planning to project management.</li> <li>• Partner with experts and consultants to deliver training sessions and workshops.</li> </ul>
<b>3.</b> <b>Support university entrepreneurship clubs</b>	<ul style="list-style-type: none"> <li>• Encourage the establishment of entrepreneurship clubs in universities and promote student-led projects in collaboration with the private sector.</li> <li>• Provide funding to these clubs to create real-world training environments for students.</li> </ul>

## Policy 7: Foster Innovation and Support Innovative Projects

Policy Options	Recommendations
<b>1.</b> <b>Support the establishment of business incubators and accelerators</b>	<ul style="list-style-type: none"> <li>• Provide financial and technical support to establish incubators focused on innovation and training entrepreneurs to develop creative business ideas.</li> <li>• Engage the private sector in managing incubators and creating an enabling environment for startups.</li> </ul>



<p><b>3.</b> <b>Allocate prizes and awards for innovative projects</b></p>	<ul style="list-style-type: none"> <li>• Organize entrepreneurship competitions that offer financial awards and support for projects providing innovative solutions across sectors.</li> <li>• Partner with large companies and international organizations to sponsor the awards.</li> </ul>
<p><b>3.</b> <b>Enable entrepreneurs to access markets</b></p>	<ul style="list-style-type: none"> <li>• Facilitate the participation of entrepreneurs in local and international exhibitions and conferences to showcase their products and services.</li> <li>• Create support networks to help startups in marketing and sales.</li> </ul>

### Policy 8: Promote Media and Community Awareness

Policy Options	Recommendations
<p><b>1.</b> <b>Develop specialized entrepreneurial media</b></p>	<ul style="list-style-type: none"> <li>• Introduce entrepreneurship concepts in curricula from primary education to university level.</li> <li>• Organize workshops and entrepreneurship competitions in schools and universities to foster entrepreneurial thinking among students.</li> </ul>
<p><b>2.</b> <b>Organize awareness campaigns to shift traditional views on self-employment</b></p>	<ul style="list-style-type: none"> <li>• Launch multimedia campaigns to reshape public perception of entrepreneurship and self-employment.</li> <li>• Collaborate with civil society organizations to deliver training sessions and community events in rural and underserved areas about the benefits of self-employment and how to start.</li> </ul>

<p><b>3.</b> <b>Foster a local entrepreneurial culture</b></p>	<ul style="list-style-type: none"> <li>• Host public events such as exhibitions and annual fo-rums that highlight successful local entrepreneurs.</li> <li>• Target youth in schools and universities with essential information to inspire them toward entrepreneurship.</li> </ul>
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### Policy 9: Strengthen Public-Private Partnerships

Policy Options	Recommendations
<p><b>1.</b> <b>Establish participatory councils to monitor entrepreneurial policies</b></p>	<ul style="list-style-type: none"> <li>• Create an entrepreneurship council composed of representatives from government, the private sector, and academia to oversee the implementation and updating of policies in line with local and global developments.</li> <li>• Form subcommittees within the council to focus on key areas such as financing, training, and infrastructure.</li> </ul>
<p><b>2.</b> <b>Encourage large companies to invest in entrepreneurial ventures</b></p>	<ul style="list-style-type: none"> <li>• Offer financial and tax incentives to large corporations investing in startups or supporting entrepreneurial initiatives.</li> <li>• Create mechanisms that facilitate collaboration between large and small businesses, such as consulting services or mentorship programs.</li> </ul>
<p><b>3.</b> <b>Enhance public-private collaboration in major projects</b></p>	<ul style="list-style-type: none"> <li>• Establish strategic partnerships between public and private sectors to co-implement major infrastructure or innovation projects.</li> <li>• Allocate public funds to incentivize private sector participation in entrepreneurship-led initiatives that drive economic growth.</li> </ul>

## Policy 10: Ensure Transparency in Government Procurement

Policy Options	Recommendations
<p><b>1.</b> <b>Develop an electronic tendering platform to increase transparency</b></p>	<ul style="list-style-type: none"> <li>• Create an entrepreneurship council composed of representatives from government, the private sector, and academia to oversee the implementation and updating of policies in line with local and global developments.</li> <li>• Form subcommittees within the council to focus on key areas such as financing, training, and infrastructure.</li> </ul>
<p><b>2.</b> <b>Adjust eligibility criteria to fit startups</b></p>	<ul style="list-style-type: none"> <li>• Reevaluate tender qualification requirements to make them suitable for startups by easing capital and experience thresholds and adopting more flexible conditions for SMEs.</li> <li>• Provide advisory services to government agencies to align procurement conditions with the realities of small and medium enterprises.</li> </ul>
<p><b>3.</b> <b>Enhance public-private collaboration in major projects</b></p>	<p>Dedicate at least 10% of government procurement to entrepreneurial projects and small businesses.</p> <ul style="list-style-type: none"> <li>• Simplify application procedures for tenders targeting these projects.</li> </ul>

## Policy 11: Facilitate Access to Land for Entrepreneurial Projects

Policy Options	Recommendations
<b>1. Allocate government land for entrepreneurial projects</b>	<ul style="list-style-type: none"> <li>• Develop mechanisms to allocate government land to entrepreneurial ventures at symbolic prices or through simplified procedures to encourage small businesses.</li> <li>• Enact flexible and transparent regulations to ensure land is granted to projects that contribute to local development.</li> </ul>
<b>2. Develop integrated industrial zones for small projects</b>	<ul style="list-style-type: none"> <li>• Establish industrial areas that provide essential infrastructure such as electricity, water, and telecoms for small enterprises.</li> <li>• Promote public-private partnerships to build these zones and offer financial and technical incentives to investors.</li> </ul>
<b>3. Create a simple mechanism for entrepreneurs to access land</b>	<ul style="list-style-type: none"> <li>• Simplify application procedures through a unified electronic platform for requesting land designated for entrepreneurial projects.</li> <li>• Offer incentives such as tax exemptions or reduced fees to support startup expansion.</li> </ul>

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