

# MENTORING FOR INCLUSION AND ENTERPRISE: SUPPORTING REFUGEE ENTREPRENEURS IN JORDAN

## PROGRAMME SNAPSHOT

- **Client:** SANAD Technical Assistance Facility (TAF), funded by the Austrian Ministry of Finance via OeEB
- **Year:** 2018
- **Number of participants:** 13 mentors and 13 micro-entrepreneurs
- **Participating country:** Jordan

How trust-based mentoring supports inclusion, growth and hope in fragile contexts

## THE OBJECTIVES

The SANAD TAF Micro-Entrepreneur Mentoring Programme in Jordan was designed to support Syrian refugees running micro-businesses by strengthening their leadership, resilience and business sustainability. Delivered in partnership with The Human Edge, this 6-month pilot programme aimed to:

- Provide support and opportunities for Syrian refugee micro-entrepreneurs to earn a sustainable income through the progression and growth of pre-start ideas as well as viable micro-businesses.
- Build trust-based relationships that would foster integration into Jordanian society and reduce social isolation.
- Develop a pool of trained mentors in Jordan capable of supporting underserved entrepreneurs through relational mentoring.

## THE CHALLENGE

Refugees face complex and overlapping challenges like economic instability, limited access to capital, social exclusion and the emotional toll of displacement. Many struggle with limited networks, lack of support and isolation from the broader ecosystem.

In this context, mentoring offers more than technical advice. It becomes a human-centred intervention providing emotional support, practical guidance and a space to reconnect with one's purpose and confidence.

## OUR APPROACH:

The SANAD TAF Micro-Entrepreneurs Mentoring Programme was designed as a high-touch, relationship-based initiative. It included:

- **Mentoring Awareness Sessions & recruitment:** a two-stage process based on application review and interview.
- **A kickstart workshop:** a three-day on-site workshop to onboard and train 13 Jordanian professionals as mentors and 13 micro-entrepreneurs and facilitate pairing process.
- **Ongoing support:** consisting in monthly reporting, 3 peers calls for mentors and check-ins to ensure relationship quality and continuity.
- **Graduation and reflection:** to close out the programme and allow participants to reflect, celebrate achievements and explore next steps.

### Human-centred design

Rooted in trust-based, one-to-one relationships to foster personal and entrepreneurial growth.

### Recruitment and matching

13 Syrian refugee entrepreneurs was selected and paired with 13 trained mentors.

### Capacity for impact

Equipping both mentors and mentees with the skills and confidence needed to engage fully in the mentoring process.

### On-going support

Supported mentoring pairs with regular check-ins and facilitated events to strengthen relationships and ensure lasting outcomes.

## KEY OUTCOMES FOR PARTICIPANTS

### Personal Growth and Strengthening of Leadership



of mentees felt the programme was beneficial to them and would recommend the programme to others



of mentees reported increased confidence and improved ability to build trusting relationships.



Most frequently cited personal change: increased self-confidence (62%).



of the mentees saw improved decision-making and technical/practical skills

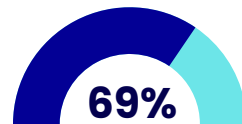


said mentoring made a significant difference in their personal development

### Mentor insights



of mentors reported that the programme was beneficial to them



of mentors began mentoring others after the programme showing its multiplier effect



The experience was absolutely amazing. It took me to another world where I met cultivated people with beautiful ideas. My mentor, Hawazin, was great. She helped me so much with marketing my products and opened to me opportunities to sell in places other than Irbid. I also gained new friends in the group of mentees; we talk regularly on our WhatsApp group and exchange ideas and tips. With my fellow The Human Edge Mentee, Mrs Badia, we have constituted a group of 9 ladies from the community and after a series of training sessions, our Catering Kitchen Matbakh Al Cham was awarded a fully equipped kitchen by the Lutheran World Federation.

**Hala Tamer, Micro-Entrepreneur**

**676**

of collectively volunteered hours of mentoring (an average of 52 hours per mentor)

**Contact us to explore how mentoring can build inclusion, resilience and economic opportunity for refugee and underserved entrepreneurs while strengthening local ecosystems through trusted relationships.**

## KEY OUTCOMES FOR PARTICIPANTS

### Business Growth, Sustainability, and Success

- At programme start: 7 mentees had existing businesses; 6 were at ideation stage.
- By programme end: 10 were running micro-businesses; of those that aren't, one is working full-time, one is a student working part-time, and one has been moved to the Azraq Camp.



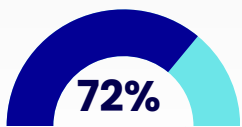
100%  
of those with businesses improved product quality/quantity.



100%  
said their networks in Jordan had expanded.



92%  
reported increased client base or potential customers



72%  
said mentoring significantly impacted their business activity

### Economic Growth, Job Creation and Retention



100%  
of entrepreneurs running businesses reported increased revenue/income.



While job creation was not a key focus due to early-stage business maturity, revenue increases and business progression suggest strong future potential for economic contribution.

The SANAD TAF Micro-Entrepreneurs Mentoring Programme demonstrated that structured mentoring supports economic resilience and personal transformation among refugee entrepreneurs. By focusing on trust, emotional wellbeing and leadership, the programme created space for entrepreneurs to grow, plan and move forward with renewed energy. In fragile contexts, mentoring isn't just support, it's a catalyst for inclusion, confidence and sustainable business growth.

**[Watch the programme in action and hear from some of the participants](#)**

**Looking to strengthen inclusion and economic participation in fragile settings? Let's work together to equip local mentors and entrepreneurs with the tools to grow, lead and thrive, one relationship at a time.**

**[Contact us now!](#)**