إقـــــرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

The Role of International NGOs' Business Support Programs in Empowering Entrepreneurs and Business Startups

Case Study: GSG Accelerator and TeamStart program at Mercy Corps Org.

دور برامج دعم الأعمال التي تقدمها المؤسسات الدولية في تمكين الرياديين و الأعمال الناشئة
دراسة حالة : مسرعة الأعمال غزة سكاي جيكس و برنامج تيم ستارت المنفذين من قبل مؤسسة ميرسي كور

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The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification

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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ **ناهض توفيق حسن الكيالي** لنيل درجة الماجستير في **كلية *التجارة*/ قسم إدارة الأعمال** وموضوعها:

دور برامج دعم الأعمال التي تقدمها المؤسسات الدولية في تمكين الرياديين والأعمال الناشئة
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The Role on International NGO's Business Support Programs in Empowering Entrepreneurs and Business Startups
Case Study: GSG Accelerator and Team Start Program at Mercy Corps Org.

وبعد المناقشة التي تمت اليوم الاثنين 12 رمضان 1436هـ، الموافق 2015/06/29م الساعة الثانية عشرة ظهراً، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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وبعد المداولة أوصت اللجنة بمنح الباحث درجة الماجستير في **كلية *التجارة*/ قسم إدارة الأعمال.**

واللجنة إذ تمنحه هذه الدرجة فإنها توصيه بتقوى الله ولزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق ،،،

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Dedication

I dedicate this work…..

To my Loving parents,

To my Loving Brother and Sister,

To my Beloved Family,

To all my Friends

Researcher

Nahedd Al Kayyali

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I would like to express my deepest appreciation to Dr. Khalid Dhaleez for providing me with excellent guidance, generous support, and continuous encouragement throughout my study. His suggestions and comments were of great value.

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ABSTRACT

The aim of this study was to explore the role of business support programs (TeamStart Program and Gaza Sky Geeks accelerator) implemented by Mercy Corps organization in empowering entrepreneurs and business startups. In other words, this study explores the effect of (TeamStart/GSG) services (training, mentoring, and coaching, working Space, seed investment, networking, and motivation) on empowering entrepreneurs and business startups.

In order to achieve the aim of this study, the researcher followed the descriptive analytical approach. This research depended mainly on collected data from primary resource through a self-designed questionnaire which was distributed to the targeted population of the study. The secondary resources were the previous studies, books, reports, papers, and documents from trusted websites. The complete census method was applied and the study population was (133) consisted of GSG and TeamStart Beneficiaries. The researcher collected data from (97). The collected questionnaires were analyzed by using SPSS program for statistical analysis.

The results showed that the respondents agreed on the effectiveness of all the services provided by TeamStart and GSG such as training, mentoring, and coaching, seed investment, networking, motivation, and working space with different degrees.

Regression analysis indicated that three of (TeamStart/GSG) dimensions out of five (training, mentoring, and coaching, seed investment, and networking) have positive and significant effects on empowering entrepreneurs and business startup at MC.

The study recommended that integration should exist between academic institutions and business support programs implemented by INGOs. The services provided by (TeamStart/GSG) such as working space and motivation should be developed to meet the needs of the entrepreneurs and business startups. Networking between entrepreneurs should be enhanced in order to increase the experience exchange. In addition, TeamStart and GSG should play more effective role as an intermediate between entrepreneurs and investors, they should also play a fundamental role in helping and supporting in the financial management process of the investments gained by the business startups.

Abstract in Arabic

ملخص الدراسة

هدفت هذه الدراسة الى معرفة دور برامج دعم الأعمال (برنامج تيم ستارت و مسرعة الأعمال غزة سكاي جيكس) التي تقدمها مؤسسة ميرسي كور في تمكين ريادي الأعمال و أصحاب الشركات الناشئة. حيث أن هذه الدراسة تدرس أثر الخدمات التي تقدمها تلك البرامج (التدريب، الارشاد، و التوجيه، توفير بيئة عمل، توفير الاستثمار، التشبيك، و التحفيز) في تمكين ريادي الأعمال و أصحاب الشركات الناشئة.

من أجل تحقيق الهدف من هذه الدراسة، اتبع الباحث المنهج الوصفي التحليلي حيث اعتمد هذا البحث بشكل أساسي على جمع البيانات من الموارد الأولية من خلال الاستبيان الذي تم توزيعه على مجتمع الدراسة. كما و تم الاستفادة من الدراسات السابقة، الكتب، التقارير، أوراق العمل و المستندات من المواقع الموثوق بها باعتبارها مصادر ثانوية . طبق أسلوب الحصر الشامل الذي ضم كل مجتمع الدراسة والذي تكون من 133 فردا من ريادي الأعمال و أصحاب الشركات الناشئة و الذين استفادوا من برنامج تيم ستارت و مسرعة الأعمال غزة سكاي جيكس.بعد ذلك تم جمع البيانات من 97 منهم ممن استجابوا و قاموا بتعبئة الاستبيان الموزع بشكل كامل و صحيح . وقد تم تحليل الاستبيانات التي تم جمعها باستخدام برنامج SPSS للتحليل الإحصائي.

وأظهرت النتائج أن المشاركين اتفقوا حول فعالية جميع الخدمات التي تقدمها برامج تيم ستارت و مسرعة الأعمال غزة سكاي جيكس مثل التدريب، التوجيه، و الارشاد ، توفير الاستثمار المبدئي، التشبيك، التحفيز سواء الداخلي و الخارجي، و أخيرا توفير بيئة العمل.

وأشار تحليل الانحدار أن ثلاثة من أصل خمسة من المحاور أو الخدمات التي تقدمها برامج تيم ستارت و مسرعة الأعمال غزة سكاي جيكس (التدريب، والتوجيه، والتدريب، والاستثمار البذور، والشبكات) لها تأثير ايجابي ذو دلالة احصائية على تمكين ريادي الأعمال و أصحاب الشركات الناشئة.

خلصت الدراسة إلى عدة توصيات كان منها ضرورة التكامل بين المؤسسات الأكاديمية وبرامج دعم الأعمال التي تنفذها المنظمات الدولية، التركيز على ايجاد آليات مناسبة لتطوير الخدمات التي تقدمها برامج تيم ستارت و مسرعة الأعمال غزة سكاي جيكس مثل توفير بيئة عمل و توفير التحفيز و الدعم اللازم لتلبية احتياجات ريادي الأعمال و أصحاب الشركات الناشئة، أيضا تعزيز التشبيك بين ريادي الأعمال و الذي من شأنه اثراء و زيادة فرصة تبادل الخبرات. بالإضافة إلى ذلك قيام برامج تيم ستارت و مسرعة الأعمال غزة سكاي جيكس بلعب دور أساسي في الوساطة بين المستثمرين و ريادي الأعمال و المساعدة و تقديم العون و المشورة في عملية الإدارة المالية لهذه الاستثمارات.

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List of Abbreviations

MC	Mercy Corps Organization
NGO	Non-Governmental Organization
INGO	International Non-Governmental Organization
GSG	Gaza Sky Geeks Accelerator
ANBI	American National Business Incubation
UKBI	UK Business Incubation
IT	Information Technology
ICT	Information and communication Technology
ActionCOACH	A Team of professional Business Coaches in USA
CEE	Consortium of Entrepreneurship Education
PICTI	The Palestine ICT Incubator
SME	Small and medium-sized enterprises

Chapter One: General Framework

Introduction

1.1 Research Problem

1.2 Conceptual Framework and Research Variables

1.3 Research Question

1.4 Hypothesis

1.5 Research Contribution

1.6 Definition of Key Terms

1.7 Research Structure

Introduction

The overgrowing unemployment rate among graduates in Gaza Strip has driven INGOs to be one of the important players in the local community. Mainly these organizations work on providing graduates with internship and job opportunities. In the last few years, INGOs began to focus on supporting graduates from another side. They turned to support graduates to begin their own businesses. One of the clear and successful examples was Mercy Corps organization which decided to provide graduates with unique business support programs such as GSG accelerator and TeamStart program. The main aim of these programs was to support business startups and entrepreneurship which become promising fields in all over the world.

Entrepreneurship is considered as a key driver of economy. Wealth and high majority of jobs are created by small businesses started by entrepreneurially minded individuals, many of whom go on to create big businesses. (CEE, 2015)

Entrepreneurship and business startups face many challenges. One of these challenges is the lack services provided such as mentorship, coaching, or even getting funds which are important for being competitive enough and sustainable in the real market. (Entrepreneur, 2014)

In Gaza, during the last three years, unemployment has risen as one of the most serious challenges which university graduates face. This challenge can mainly refer to the lack of job opportunities available in the local market. (Worldbank, 2014)

As a result, some of the graduates turn to create their own businesses in order to satisfy themselves and generate profits by initiating their business startups. Unfortunately, it was noticed that it was not easy to gain the success from having Startup Company without having enough support (financial and technical).

The researcher noticed that many organizations such as universities and INGOs work hard to help entrepreneurs and business startups by providing them with needed support. This Support can be in different kinds such as providing them with funds, training and

mentoring, networking and locating suitable environments such as business incubators and/or business accelerators.

Business incubators and accelerators have some differences although they have the same goal. Both of them aim to support business startups and entrepreneurship.

For instance, Thomas (2012) argued that business accelerator can be considered as a special case, in the business incubation industry.

This study focused on highlighting the importance of programs implemented recently by Mercy Corps Organization which are GSG Accelerator and TeamStart Program. In addition, the researcher aimed to clarify the degree of importance of each service provided by GSG accelerator and TeamStart program. These services are considered as the main five dimensions that are mainly identified by (GSG website, 2015). These are Training, coaching, and mentoring, networking, working space, seed investment, and finally motivation.

The researcher believed that this study topic is a new and important trend among businesses and institutions particularly in Gaza Strip. Therefore, it should be studied and examined to explore the impact of such business support programs such as GSG accelerator and TeamStart program implemented by such important INGO like Mercy Corps.

Consequently, this study explored the impact and degree of importance of each dimension of GSG accelerator and TeamStart program, in order to identify the strengths points of each dimension and on the other side the weakness points to make serious steps towards enhancing the acceleration and business support process for startups and entrepreneurs.

1.1 Research Problem:

In Palestine, there is several business accelerators, most of them are found in West Bank. So, as a quick reaction to support entrepreneurs and startups in Gaza , Mercy Corps has initiated the first accelerator in Gaza to help in removing the obstacles

being faced such as closure, siege, unemployment and others . This accelerator is called Gaza Sky Geeks (GSG).

Gaza Sky Geeks (GSG) is the first startup accelerator in Gaza according to (GSG, 2015). It identifies the top startups in Gaza, provides them with seed investment, and connects them to mentors, trainers, investors, and other resources to help them achieve global growth.

GSG accelerator works with startups that have already begun developing a business idea then support them by turning their businesses into early-stage companies. (GSG, 2015)

In addition, there is another business support program implemented by MC which is TeamStart. It is a supportive program for entrepreneurs in Gaza. This program can be considered as a useful guidance for entrepreneurs to help them from the business idea creation and birth till the market penetration. It includes different components such as providing consultation and mentorships, soft and management skills then supporting them in building confidence through team works. TeamStart was created and taken place in UK, and then it was adapted to support Gaza entrepreneurs who get motivation and ideas to give them the push needed to begin their own businesses regardless all the obstacles they face such as unemployment and siege.

So this study focused on exploring the effect of applying such programs in empowering and supporting entrepreneurs and business startups in Gaza.

Also, this study specified the relationship and influence between different accelerators and supporting programs' services and their integration in supporting and empowering the startups and entrepreneurs.

1.2 Conceptual Framework and Research Variables:

- **Dependent Variable:** Empowering Entrepreneurs and Business Startups.
- **Independent Variables:** which are Services provided by TeamStart Program and Gaza Sky Geeks Accelerator:

1. Training, Mentoring and Coaching

2. Motivation
3. Working space
4. Seed investment
5. Networking

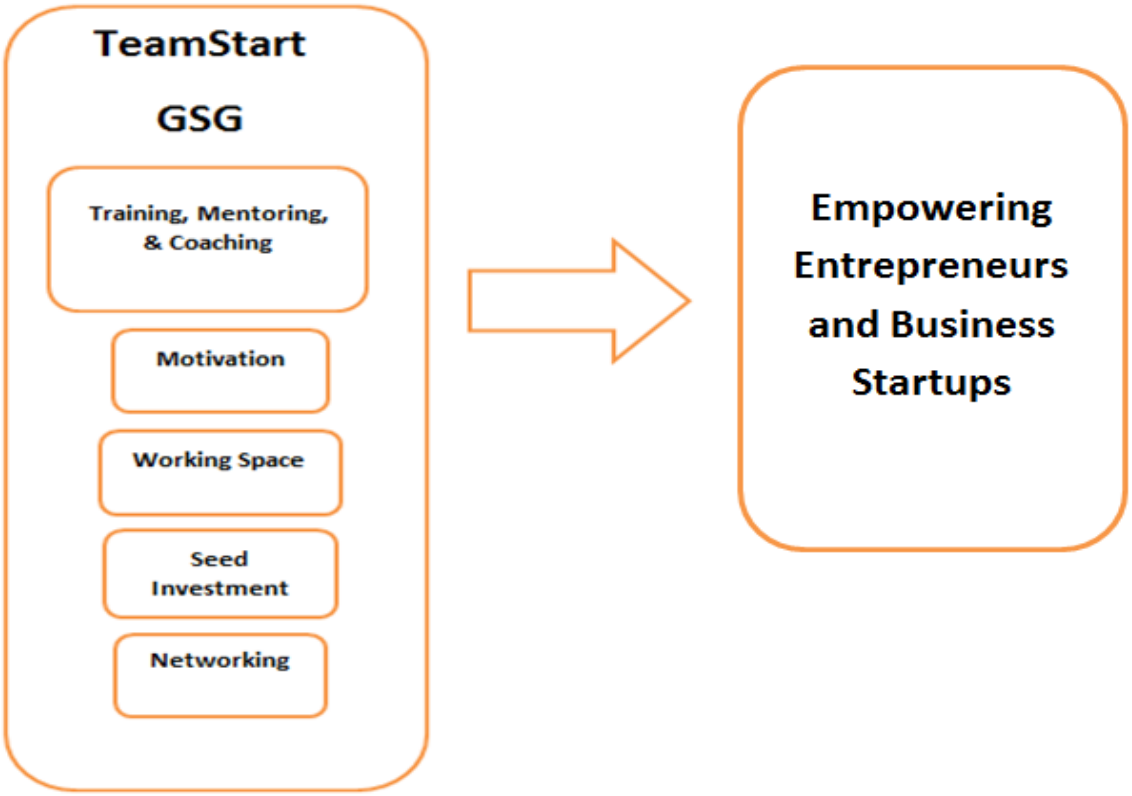

Figure 1.1 Conceptual Framework based on (GSG, 2015)

1.3 Research Question:

This study focused on getting the answer of the following important question:

1. **To what extent GSG Accelerator and TeamStart program empower entrepreneurship and business startups?**

1.4 Hypothesis:

1. **There is a statistical significant relationship between business support programs (GSG Accelerator & Team Start Program) and empowering business**

startups & entrepreneurships opportunities at 0.05 level.

It is sub-divided into the following hypotheses:

H1: There is a significant effect of Training, Mentoring, and Coaching on Empowering Business Startups & entrepreneurships Opportunities.

H2: There is a significant effect of Motivation on Empowering Business Startups & entrepreneurships Opportunities.

H3: There is a significant effect of Working Space on Empowering Business Startups & entrepreneurships Opportunities.

H4: There is a significant effect of Seed Investment on Empowering Business Startups & entrepreneurships Opportunities.

H5: There is a significant effect of Networking on Empowering Business Startups & entrepreneurships Opportunities.

2. **There are significant differences of respondents about benefiting from Business Support programs to improve their chances to get new entrepreneurship and business startups support and empowering opportunities due to results of personal information, specialization, startup information, and training/incubation information.**

1.5 Research Importance:

Due to the high competency in the real market, and limited experience of entrepreneurs and business startups, they almost face obstacles and challenges. In order to solve this problem, it was important for different organizations and institutions to play positive supportive roles.

Entrepreneurs and Business startups look for gaining success and approving themselves by being competitive in the real market and to be able to generate profits. This means it is important to provide them with support programs such as incubators, accelerators and others. So there is a real need to develop more effective accelerators and other supportive programs which support them of keep standing up in the market. In order to reach this goal, many organizations and institutions turn to initiate business incubators, accelerators or other business supportive programs such as GSG Accelerator and TeamStart Program which was implemented by Mercy corps organization.

This study focused on exploring the impact of MC Business support programs with their different components such as mentorship session, seed investment and others on increasing the opportunities of entrepreneurs and business startups. In addition, it aimed to explore the efforts done by MC which is one of the important and effective INGOs in Palestine in the field of entrepreneurship and business startups. The study helped in identifying opportunities, threats, weakness points and obstacles being faced in order to leverage the quality of business acceleration and incubation in Palestine.

Finally, this study aimed to contribute in enriching the theoretical and practical fields, theses important contributions can be listed as the following:

- **Theoretical Importance:**
  - This study enriched previous studies especially the local studies which focused on incubators as the business support program rather than studying new business support programs that began to rise recently in the region such as accelerators and other programs.

- The Study brought to the surface the important role of INGOs in the contribution process in the economic development fields rather than just humanitarian services.

- **Practical Importance:**
  - The study paved the way for cooperation between different parties in order to develop an integrated successful system.
  - This study provided entrepreneurs and business startups of some suggestions for increasing their success.
  - In addition, the study helped interested parties to focus on services which really need to be enhanced and which need more efforts from them.

1.6 Definition of Key Terms:

1. **Training, Mentoring and Coaching:** providing qualified trainers, mentors and coaches to guide, teach and follow up grow of entrepreneurs startups such as helping them in preparing financial and marketing plans (GSG website, 2015)
2. **Motivation**: includes intrinsic motivation from the entrepreneur himself and his team and extrinsic motivation from friends, family, and community (GSG website, 2015)
3. **Working space**: providing suitable equipped working place for example providing electricity, internet connection, computers, and other equipment (GSG website, 2015).
4. **Seed investment:** means that an investor has a share or part of a business (by having percentage). It also means supporting business until it can generate cash of its own, or until it is ready for further investments (GSG website, 2015).
5. **Networking**: Connections to regional and global network: mentors, investors, and potential clients (GSG website, 2015).
6. **Empowerment :** the ability of individuals to gain control socially, politically, economically and psychologically through access to information, knowledge and skills, decision making, and individual self-efficacy, community participation, and perceived control. The role of NGOs is to empower economic, individual, and social in order to achieve the goal of sustainable community development (Zimmerman and Rappaport 1988).

1.7 Research Structure:

This study consists of five chapters. Chapter one is a general introduction of the study. It includes the research problem, question variables, and hypothesizes that were discussed. Also it talks about the importance and contribution of this study in both the theoretical and practical fields.

Chapter two talks about the literature review and the main topics related to the study. Then it moves to talk about the previous studies that have been developed in the field.

Then there is chapter three, which talks about the methodology that was applied in the study. In this chapter, the researcher clarified method approach that was followed in collecting data in order to generate useful information.

After that, chapter four comes to talk about data analysis and discussions. In other words, the researcher talked about the processing and analyzing of the data collected and then clarified the results and the useful information that were gained. In addition, this chapter brought up the answers of the research questions and hypothesizes.

Finally, chapter five states the conclusion, recommendations, and the added values of this study.

Chapter Two: Theoretical Framework

Introduction

2.1 Business Support Programs

2.2 Entrepreneurship:

2.3 Empowerment

2.4 Mercy Corps

2.5 Previous Studies

Introduction:

This chapter highlighted the importance of business support programs such as incubators and accelerators. Different institutions today have increasingly become aware of the importance of Business Support programs such as accelerators and incubators. This awareness appearance was because of increasing growth of entrepreneurship and business startups culture (Entrepreneur, 2014). This presented the theoretical basis of Business support programs, it begins with the history of these kind of programs such as incubators towards the developing cycle and the generation of accelerators and other supporting programs which different institutions begins caring with. Then it turned to talk about entrepreneurship field. After that it presented what is meant by empowerment. After that it talked about Mercy corps organization. Finally researcher talked about previous studies in the field and discussed main findings of each one.

2.1 Business Support Programs

2.1.1 History:

Business support programs such as incubators and accelerators which seem to be one of the important supporting tools of success in the business startups world.

Wiggins and Gibson (2003) mentioned that business incubators have been set up by experienced entrepreneurs, in order to transfer knowledge, experience and to create an efficient use of financial resources.

Almubartaki, Al-karaghouli, and Busler (2010) mentioned that the first known business incubator was created in 1959 in Batavia, New York by Charles Mancuso, who was a wealthy owner of several businesses, who decided to buy a multi-storage building, which was unoccupied and required a great number of renovations in order to be restored for its original use. So he divided the building into small spaces and rent it for small business owners. This incubator is still existing which is called ‘Patavia Industrial Center’ which provides over 1000 people with a workplace.

A few years ago, Huijgevoort (2012) mentioned that the word "incubator" was defined by the European Commission 2002 as a container which includes a wide variety of organizations and initiatives, which aim to help entrepreneurs in developing business ideas from the start, till the launch and the independent operation of new business ventures. This can range from University Technology Centers, to Virtual Incubators.

For instance, Rong (2009) argued that since a decade ago, there were estimated numbers of around 3000 incubators in different regions in the USA where the place of the first incubator was. Thus, incubators turned out to be an effective economic development tools, they have been extensively growing in numbers.

In addtion, Geron (2012) mentioned that business accelerators model has been grown in numbers extensively, since 2005. The first one was based in Mountain View California, which was called 'Y Combinator' and which was established by Paul Graham, who is seen as the pioneer of the 'Business Accelerator' in the incubation industry. In 2007, the Boulder, Colorado based business accelerator 'TechStars' was established. Currently operating on four different locations, TechStars has brought forward 114 companies, from which 98 were still active in 2010. These accelerated companies have raised a total of $134 million in venture capital and employ around 714 workers.

'Techstars' is seen as one of the pioneers of the accelerator model, together with 'Y Combinator'. In the same period (starting from 2005) a growing number of 'Business Accelerator' programs have been established worldwide. This trend has been starting in the USA and moving to Europe and other regions in the world including the Middle East regions.

2.1.2 Business Support Programs Definitions:

Researchers and business-interested people defined incubators from different points of view. Some of them defined it as a network, others considered it as a facility, and the rest of them defined it as another thing.

For example, Plosila and Allen (1985) mentioned in their study that a small business incubator is a kind of facility that promote early stage development for the start-ups to

make them able to generate profit. Also, they considered it as a facility with providing more details about the specification of this facility. It aids the start-ups by providing them with needed work space, office services, and business consulting and mentoring.

After a year ago from the previous studies, Albert(1986), mentioned that an incubator can be considered as a temporary place for start-ups accommodation that provide them with work place and services suited to what they need.

In the same year, Smilor and Gill (1986) argued that the purpose of the incubators is to linkage between talent people, technology, and capital in order to leverage the entrepreneurial talent and the acceleration of the development process of the startups.

Allen and Mcclusky (1990), mentioned incubator in their study as a facility which provide affordable work place with shared office services and business assistance in an environment conductive to new venture creation, survival and early stage growth.

In the same year, Allen and Bazan (1990) argued that an incubator is considered as a network or organization providing knowledge, skills, motivation, real estate experience, business provision, and shared services.

After years, business incubators were still considered as facility, for example, Hackett and Dilts (2004) mentioned that incubator is a shared office-space which provide incubatees with strategic value-added intervention (i.e. Business incubation) of monitoring and Business assistance.

Hughes, Ireland and Morgan (2007) mentioned that a business incubator is a facility that houses young, small companies to help them in the development process into competitive business.

Eshun (2009) considered incubator as an environment designed to stimulate the growth and development of the start-ups companies by improving their opportunities for resources acquisition to facilitate the development and commercialization of new products, new technologies, and new business models.

UK Business Incubation UKBI (2009) considered business incubator as a unique and high flexible combination of business development processes, people, and infrastructure which designed to nurture new and small businesses by supporting them through early stages development.

American National Business Incubation ANBI (2010) considered business incubator as a business support process that accelerates the successful development of start-ups by providing entrepreneurs with and array of targeted services and resources. These services and resources are developed by the incubator management and offered in the business incubator and through its network of contacts. ANBI also mentioned that the main goal of an incubator is to produce successful companies which are capable to leave the incubation program financially viable and freestanding with having the potential to create jobs, commercialize new technologies, and strengthen economy.

Consequently, the researcher realized that most studies consider business incubators as an entrepreneurship development tool for economic and social development.

2.1.3 Business Accelerators Conceptualization:

Business Accelerators have been conceptualized differently by different scholars from different regions in the world. In this section the researcher shed light on business accelerators in the World, Arab Region, and Palestine.

1. Business Accelerators Worldwide:

Business Accelerators are special kinds of incubation industry. They share some of the characteristics of incubators which offer professional advice and guidance to startups. Accelerators aim to turn business ideas into prototypes or products to be ready to be launched in the market in a matter of months. Sponsors provide initial funding to startups who can demonstrate a great product idea; in return the sponsors take small equity stake in the new business which might be about 6 percent (small business, 2014).

Badir (2008) argued that although the list of growth accelerators can count 130 on the Internet, experts in this field estimate their number at about 200 around the world, and it continues to increase.

Huijgevoort (2012) mentioned that business accelerator' programs support start-ups which are in an early stage of development, without fully developed business models and small revenues, but these programs require a larger amount of funding to be sustainable.

After the success of launching the first accelerator in United states "Y Combinator", many other accelerators appear such as TECHSTARS and DREAMIT , these accelerators provided startups with seed investment from about 15,000 to 25,000 dollars (Badir,2008).

In addition, most of these programs offer intensive short-term camps (ten weeks) and intensive courses for a startup team of two or more, including the technical expert to connect with mentors and experienced entrepreneurs. After adaption of a certain project, they attract investments by presenting their proposals to the founders in a special showing day in order to try to get investment they need to launch their project. Sometimes investments can reach about 100,000 to 150,000 dollars (Badir, 2008).

2. Business Accelerators in The Arab Regions:

Business Accelerator is a new coming supportive program in the Middle East, it can be said that one of the most famous accelerator and the first one in the area is "Oasis500" which located in Jordan. Oasis500 focuses on providing a leading early stage and seed investment, includes entrepreneurship training, mentorship guidance, business incubation and additional follow-up investment and funding if required, turning new business ideas into startups and helping existing entrepreneurs grow their companies with our angel investor and mentor networks. It focuses on the field of creative ideas in Information Technology (IT), Mobile and Digital Media, transforming them into startup companies. (Oasis 500, 2014).

3. Business Accelerators in Palestine:

In Palestine the researcher finds that incubators played and still plays a dominating role in supporting startups and entrepreneurs.

In Gaza strip, Dahleez (2009) found that PICTI and Spark Incubators had the suitable environment for increasing entrepreneurs' skills and abilities in many fields such as creativity and innovation by providing them with marketing support and suitable place needed to implement their ideas. He argued that Business Incubators in Gaza Strip have the role of reducing unemployment by offering new jobs opportunities in order to enhance GDP.

For example, The Palestinian Information and Communication Technology Incubator (PICTI) began working in Gaza in 2011; its purpose is to support entrepreneurs in ICT fields by improving them to have their creative ideas becomes real projects. When turning to talk about the new trend of incubation which is accelerators in Palestine, the researcher find that "Fast Forward" is categorized as the first business accelerator in Palestine which was established in 2013 in the West Bank of Palestine with the support of the Welfare Association and is under the administration of Leaders organization. "Fast Forward" support startups with seed investment and other supportive tools such as coaching mentoring and training. (Fastforwards, 2014).

2.1.4 Business Incubator Models:

According to many studies, the researcher finds that there are several categorizations of business incubators, these categorizations can be mentioned as the following:

A. First, Second, and third Generation Incubators:

Allen & McCluskey (1990), developed a framework to distinguish between business incubators according to their different generations, so they named three types of business models which are the first, second, and third generation business incubators. This framework depends on a number of crucial areas in business incubators such as the service offerings, financing model, their institutional mission, and the value proposition.

The first generation incubators has started in the 1980s which focused as a value proposition on providing infrastructure such as office space rented with favorable environment and shared practical resources. In other words, first generation incubators focused on having cheap office spaces and increasing the job creation (Bruneel et al., 2012).

The second generation incubator was identified in the beginning of 1990s. In this period of time, a growing need for a larger added-value than the original one applied in the first generation one, such as skills enhancement and networking services. This need has been coming from a specific range of technology-intensive companies. The problem for these kinds of companies was often the lack of business expertise, marketing knowledge and sales skills, so the second generation incubator came to fill up this need. The business incubator had become more than only physical and practical arrangement for the startups. (Commission, 2002)

Then the third generation incubators appeared to emphasis on developing the network of the incubator and therefore the network of the incubated startups. The main value proposition of the third one was to provide startups with access to potential suppliers, customers, investors and partners however technological ones. (Bruneel et al., 2012).This generation turned to focus on startup in the ICT and high-Tech sectors which were called as "New Economy Incubators'. As a consequence, the third generation incubator identifies the networking process as the most essential element in successful business incubation. (Hansen et al., 2000).

B. Public and Private Incubators:

Another categorization of business incubators models was developed by Grimaldi & Grandi (2005). The business incubator was categorized into two types public and private. Public incubators were primarily funded by government institutions and other public sources. Their primary focus was economic development, by reducing the cost of doing business through the practical facilities and tangible assets provision.

On the other hand, there were private incubators which have become more popular since the IT revolution around the 2000s where speed to market, synergy, networking and

strategic positioning have become more important for startups companies especially the ICT and high-tech related ones. Private incubators focus on the rapid creation of new businesses. (Chinsonboon, 2000).

C. Other models of business incubators:

There are several other models of business incubators that were identified such as network incubator, new economy incubator, bottom-up incubator, and a business accelerator which are recent examples of identified models (Christiansen, 2009).

- **Networked incubator:** (Hansen et al., 2000) emphasized on the dynamic working environment with startup companies which work together and the informal management interaction however there was external or internal networking such as managing partners, pooling resource needs, investors, & suppliers. This internal and external network access benefits the process of decision making and business opportunities creation of all the kinds (Bollingtoft & Ulhoi, 2005). Networking mechanisms lead to preferential access for startup companies to certain required and needed connections. It emphasizes on providing startups with their targeted networks needs before possibly need them. This facilitates organized and scalable networking, as the start-up firms are not dependent on the connections of a few managers of the incubator or the venture capital firm in question.

  As a consequence, it can be conducted that there are significant similarities between networked incubators and the third generation incubator definition. (Grimaldi & Grandi, 2005)

- **The New Economy Incubator:** The new economy incubator is defined as a for-profit incubator model which has main purpose of establishment of successful ventures and making a positive return on investment rather than job creation. The main sources of revenue are the percentage equity. New economy Incubators provide startups with financial and business services as their core offerings. There was notice that there are also similarities to the networked incubator model on several areas such as the business model of both types and the provision of financial and business services through networks (Hansen et al., 2000)

- **The Bottom-up Business Incubator:** It was (Bollingtoft, 2012), who argued that incubators are all established and ran by the entrepreneurs themselves. In other words, these incubators are not supported by either publics or even private funds. All the efforts depend on the entrepreneurs themselves, how they can stay until they outgrow the incubator space. The average stay of the startups in this kind of incubator is around three years (Commission, 2002). Entrepreneurs should focus on collaboration rather than competition. Also bottom-up business incubators provide startups with internal business services instead of external ones. This model can also be identified as a third generation model. (Bollingtoft, 2012).

2.1.5 Business Accelerator Model:

Business Accelerator is considered to be one of the different models in business incubation (Commission, 2002). In this model, the startups receive a fixed amount of investment at the beginning of the program. This investment can be as a convertible note of even an equity investment between 6% to 10% (Miller & Bound, 2011). The size of the team in a startup is around 3 members. The size is not smaller for the reason of having work pressure of running a startup.

On the other hand, it is not larger because of the investment in such startups which becomes too high. (Gilani, 2011).The period for accelerating a startup is usually between three to six months, the reason behind this period is that most of startups are ICT-related which take small amount of time to penetrate the market (Christiansen, 2009).

The majority of business accelerator model aims to provide an extensive mentoring programs which aims to practical coaching in the form of product or business support and to get the opportunity to build a long-term strong relationship between the startup team and the mentors who are mostly entrepreneurs with experience in the relevant business.

It is important to focus on the quality and size of the mentorship networks. it is very useful opportunity to get relevant supportive feedback and to connect with people who can provide future follow-up investment (Christiansen, 2009).

The number of startup companies that can participate in the accelerator program is various ranging from 10 to 70 depending on different factors such as available office resources, management and networks and other services that can be provided by the accelerator like training and coaching (Gilani, 2011; Miller & Bound, 2011).

The last specific characteristic of the 'business accelerator' model of incubation is the fact that in most cases, office space is provided for the start-up firms. This is either heavily subsidized or provided for free.

2.1.6 Business Accelerators VS Third Generation Incubators: Similarities and Differences

Bollingtoft (2012) mentioned that there are some common characteristics and similarities between business accelerators and third generation incubators. At first, business accelerator emphasizes on ICT-related startups, which corresponds with the third generation incubators. Secondly, both the business accelerator and the third generation incubator have the for-profit nature. Thirdly, (Hansen et al., 2000) mentioned that business accelerator and the third generation incubator focus on networking with investors as the most important component or service provided. In other words, networking with investors plays a very important role however it was external or internal networks.

The researcher concluded that the third generation incubators and the accelerators offer a range of common services such as business support and coaching either from internal or external parties paid or for free, working space, and others. In other words, all the services from coaching, mentoring, networking, or even working space, are taken consideration in both business incubators and accelerators.

From the other side, (Grimaldi & Grandi, 2005) cited that it was found that although there are some similarities between the business accelerator model and the third generation incubator , there are also some differences. These differences can be found in different area, these areas are incubation period and selection criteria.

- **The Incubation period:** The first clear difference that has been found is the incubation period. For instance, Commission, (2002) argued that the average incubation period is about three years. In the third generation incubators, it has been found that this period has been narrowed with approximately 1.7 years of average residency in the business incubator. On the other hand, Gilani (2011), Maltby and Needleman (2012), and Miller and Bound (2011) cited that the incubation period in a business accelerator is shorter with the average of three to six months of the whole program duration. Miller and Bound (2011) mentioned that the reason behind the short period in the accelerator model refers to the decreasing time and costs it takes to launch an ICT-related startup. St. Jean (2009) argued that in Business Accelerators entrepreneurs and startups owners spend less time on looking for funds or investment, which are employed more quickly and also business ideas are tested and validated in a faster way.
- **The selection criteria:** The other significant difference is the selection criteria. Bruneel et al. (2012) mentioned that large number of incubators didn't have clear selection criteria among the different generations of business incubators. The application progress and incubation structure in a business accelerator are completely different. In other word, the incubation has a fixed time to start with a fixed number of startups, which means that every startup graduates from the accelerator program at the same time.

In addition, Miller and Bound, (2011) mentioned that in the application process, all the applicants have to go through several rounds such as interviews, judgments from both partners from both entrepreneurial and financial backgrounds and others. Consequently, Jean,(2009) emphasized that business accelerator model might have positive influence on efficiency, speed and quality of new business startups development.

2.1.7 Key Success Factors in Business Incubation:

Recently, different researchers focused their attentions on identifying what constitutes success and when to do during the incubation process.

Dee et al. (2011) mentioned that it is often hard to determine the degree of success with local factors determining to a certain outcomes of business incubation.

Although difficulties of identifying the success factors in the incubation process, some researchers do their best to identified the most important success factors that affects the incubation process. Lumpkin and Ireland (1988) defined key success factors as dimensions of a company's operations which are vital to its success which includes the constituent elements of the support arrangements and the design of the business incubator.

Smilor and Gill (1986) mentioned that the key success factors are survival and growth which must work well in combination with each other. They identified ten critical success factors which are business expertise, in-kind financial support, access to financing and capitalization, community support, entrepreneurial networks, entrepreneurial education, perception of success, selection process for tenants, and ties with a university and a concise program with clear policies, procedures and milestones. They concluded that success of incubation would be greater if more of these factors are applied in business incubator.

Several studies such as Udell (1990), Lalkaka and Bishop (1996), Rice (2002), Lewis et al. (2011), and UKBI (2012) have followed the study of Smilor and Gill (1986) including mission and objectives clarity, the performance monitoring, the sector specificity, the selection process of incubatees, the graduation/exit processes, the proximity to major university, the level and quality of management support, the access of entrepreneurial networks and the competency of the incubator manager configure elements of the incubation environment and shape the context within incubatees operate.

On the other hand, Dee et al. (2011) mentioned that it is difficult to assess the significance of each factor because of different issues , for example, not all successful incubators adhere to all key success factors, also a factor that may be crucial for a given incubator may not be as significant for another. This problem related to the study of Phan et al. (2005) which argued that there is a failure to understand the nature of business incubators as well as that of the companies located in them. In other words, there is a lack of clarity regarding the performance of incubators and identifying the nature of this performance.

Honig and Karlsson (2007) mentioned that it is difficult to measure the success factors because of different reasons such as over estimating success, failure to identify riskier strategies and mistakes, and inability to learn from failure which means learning from other incubators that have failed.

Other studies such as Ebbers (2013) realized that there was a significant shift in emphasis from physical facilities and tangible aspects, to the business development process and less tangible aspects. Bollingtoft and Ulhoi (2005) argued that office services are easy to imitate but business support and networks are not because they are usually unique.

Hackett and Dilts (2008) mentioned that it relates to the crucial notion of differential performance of business incubators in equipping incubatees with business management and access to relevant people, information, and other resources.

Schwartz and Hornych (2008) suggested that business incubators can play the role of supporting and facilitating networking process among incubatees as well as between incubatees and other external stakeholders through which business opportunities are specified.

2.1.8 The Business Accelerator Structure:

Many studies such as Blank (2005) and Ries (2011) mentioned that the structure of a business accelerator three different perspectives which are methodologies, location and organization of the accelerator, and finally the business model.

From methodologies perspective in the business acceleration community, Ries (2011) mentioned that the type of systematic, customer centric and iterative start up processes are widely known and recognized. However, accelerators utilize these management principles; the usage is not as uniform or extensive as might be expected.

When turning to talk about the location of the accelerator as the second perspective, Ries (2011) mentioned that the location has a noticeable impact on how the accelerators choose to organize themselves. He mentioned that different ways of structuring the accelerator depends on the local entrepreneurial community and markets.

Graham and Paul (2011) mentioned that the choice of location impacts the accelerator's ability to create and maintain the networks between incubatees and needed resources. They also mentioned that most of the accelerators are usually composed of the founders, few employees, and the mentors who are usually not formally employed although they are the primary value-adding entity of the accelerator.

From the perspective of business model, Ries (2011) mentioned that business model was financed by initial capital injections which meant that cash flow came from exits in the start-ups.

Graham and Paul (2011) argued that there are different ways of financing the accelerators and how the way to manage the equity stake in start-ups is. They mentioned that there are three fund providers that have been identified: private investors, academic institutions, and governments. The equity taken depends on the fund provider.

2.1.9 Measuring Business Accelerator Success:

Vanderstraeten and Matthyssens (2010) mentioned that there are four factors that typically affect accelerator success which are organizational funding sources, services, selectivity and networks. They also mentioned that there is another factor that can be added to the previous mentioned factors which are "Years in operation" that is used to compare old accelerators (which their operating years are more than five years) to younger ones.

- **Years in operation:** Vanderstraeten and Matthyssens (2010) argued that it is important to benefit from the older accelerator by gaining knowledge from their experience and track record. They mentioned that 72% of business accelerators can be considered as young accelerators (less than five years). They observed that there weren't any significant differences in the survival rate between the old and the young accelerators
- **Organizational funding sources:** Baird, Bowles and Lall (2011) found that most of the respondents of their study relied primarily on grants for their operations and there weren't any significant differences in the company success or survival rate. They have found that companies that relied on grants have the average success rate of 29% and a survival rate of 74%. On the other hand, those that didn't rely on grants have the success rate of 35% and the survival rate of 82%.
- **Selectivity:** Baird, Bowles and Lall (2011) mentioned that accelerators which select the best ventures are likely to have the best success results. They mentioned also that the programs with a lower acceptance rate and more rigorous selection process have higher success degree.
- **Services:** Baird, Bowles and Lall (2011) found that the majority of the accelerators provide the same core services which are training, mentoring, accessing to potential investors, and networking with partners/customers. The only difference found between the accelerators was whether or not the accelerator provides direct funding to its startups as a part of its program. Surprisingly, it was noticed that accelerators that do not provide direct funds, have higher startups survival rates.
- **Networks and Partnerships:** Baird, Bowles and Lall (2011) found that there are not any clear differences between accelerators that partnered with different types of organizations (such as international impact investors, Universities, Governments, Foundations, and others) and those accelerators that didn't have any partnerships.

2.2 Entrepreneurship:

2.2.1 History:

In the middle ages, there were different perceptions among economists, inventors and others who were interested in the field. For instance, Richard Cantillion (17th century) who was a well-known economist century viewed "Entrepreneur" as a risk taker; he buys at a certain price, and then sells it at an uncertain price, which means operating at a risk.

On the other hand, Eli Whiteney (18th century) who was an American Inventor, mentioned that the person with capital was differentiated from the one needed the capital so "Entrepreneur" was identified as capital needer, this differentiation was because of the industrialization. After that, in the 19th century and the early 20th century, entrepreneur was viewed from economic perspective, as a person who organizes and manages an enterprise for personal gain. In the middle of the 20th century, the function of an entrepreneur was to introduce some new ideas which are difficult tasks of an entrepreneur.

Recently, Cooper (2005) mentioned that Entrepreneurship was an interesting topic among management scholars and social scientists Since the 1980s. It has been spurred by a set of recent development institutions in the United States such as expansion of venture capital financing, the vitality of start-ups firms in high technology industries.

2.2.2 Entrepreneurship Levels:

Action Coach (2008) which is considered the world's number one business coaching has defined five levels of entrepreneurship which can be mentioned as shown in the following:

- **The self-employed Entrepreneurs:** a desire for greater control over the entrepreneur life, career and destiny is the emotional driving force. They mentioned that entrepreneurs could do their jobs as well without an employer and sometimes without the need for other employees.

In addition, self-employed mindset means that entrepreneurs want more autonomy to do things their own way. Also they begin doing things by creating a situation where they do the same as employees do but they figure out how to do it by themselves and for themselves too.

On the other hand, many of the primary objectives of entrepreneurs are pitfalls or traps. The reasons behind this problem are that they want to go it alone and they often do things at their peril.

Action COACH Team argued that in this situation of not taking help from others entrepreneurs cut themselves from valuable talents, feedback, and experience that others could offer and also they create a situation where they will never experience freedom.

For instance, many entrepreneurs only succeed at creating a new job for themselves, not a new a career or profitable company. They never get a day off, they always bring work home and they work overtime without any financial compensation. But soon they get burned out and many of them fail in a short amount of time then they turn to wind up going back to work for someone else as a usual employee.

The cause of this failure was that entrepreneurs make the mistake of not envisioning a business that will run by itself without their constant supervision and follow up, and they don't create the picture of having a teamwork effort in their work. They mentioned also that entrepreneurs try to replicate the same job they had before in the same area of experience they already know without trying to have any enhancement and improvement to what they already have and while it is supposed to have a position of learning of being open-minded and relying upon others for help which can be considered as the ingredients that contribute to a recipe for entrepreneurial success.

Action COACH Team added that the benefit of these ingredients is to force the entrepreneur to evaluate his or her business from a new and fresh perspective and not actually having to stay in the business on a day-to-day basis. In other words, that premises a business that the owner doesn't for it all the time but the business works

for its owner- becoming a real entrepreneur not becoming simply the important employee of a self-employed venture.

- **The Managerial Entrepreneurs:** They are entrepreneurs, who should understand the first level to become able to rise to this level of entrepreneurship .The Team added that successful entrepreneurs are those who have a managerial outlook. They also argued that many managers believe in hiring more employees if their business is not working. By doing this thing, they throw extra bodies ate the problem and their solution fails to address the cause of the difficulty and the lack of profitability.

  In addition, another mistaken believe is that thinking the business success will be through growth –not profit growth but structural growth of the company itself. According to the results of Action COACH Study, they found that bigger is not necessarily better unless and until the fundamentals are sound and efficient. Also they added that many managerial entrepreneurs bankrupt because of vigorous growth and they never figure out why.

  Another serious fault that managerial entrepreneurs do is that always want to be the boss, even if they haven't the talent and the potential and so they scarify the talented employees who deserve to have the lead in some situations and actions.

  Business experts in Action COACH Team found that the real entrepreneur needs to be a leader–the one who knows how to inspire and train others to raise his business quality and success- not the one who only gives orders.

  The team concluded that managerial entrepreneurs can become successful leaders if they accept challenges and responsibility of ensuring that others under their wings also succeed – the success of their team members reflects their success.

- **The Leader/Owner Entrepreneurs:** which means entrepreneurs not only need to be managers but also leaders which will bring them step closer to be real entrepreneurs. Attaining this level means that entrepreneurs enjoy remarkable benefits by knowing how to step aside and let the business and their teams members operate as a profit center. This kind of entrepreneurs create businesses that are more

sustainable which will bring them more wealth, personal freedom, and free time. In this situation, Leaders entrepreneurs concentrate on fine tuning business for increasing profitability while letting others handle the daily operational details and duties.

- **The Investor Entrepreneurs:** which means entrepreneurs, who succeed to generate profit from their business, can begin to accept another exciting challenge which is managing money to generate more money. Investor Entrepreneurs often do their bests to leverage the success of the first business to create more and more businesses. These kinds of entrepreneurs can get into the career of not only selling products or services but also selling entire businesses. The goal of these kinds of entrepreneurs is to still generating profit but they focus on finding, buying and refurbishing businesses to flip them for a profit.
- On the other hand, investor entrepreneurs face a serious challenge which is to avoid falling back into the role of running a business as managers. This challenge can be faced and solved by making delegation as a good solution. Delegation makes investors directors or silent partners who share in the profit while enjoying the relief of not having to share the routine responsibilities of running their business from the inside. In addition, entrepreneurs also can have the time to design excellent systems for keeping their business going successfully rather than dealing on the level of isolated actions and reactionary tactics. In other words, they raise the level of broad and comprehensive strategies that work across products, services and economic cycles (Entrepreneur, 2014).
- **The True Entrepreneur:** Action COACH (2008) found that the true entrepreneur can be considered as the entrepreneur who experiences a paradigm shift which involves a four-step process of changed thinking:

    1. **Idealization:** means imagine all the encompassing dreams for creating the ideal world.
    2. **Visualization:** means picture the ideal imagined world as a reality and begin to clarify this vision on a daily basis to fill in more details.

3. **Verbalization:** is to begin putting words to the dream and talk of it as if it is already exist. In other words, talk about it to others as if it is a real and continue to have personal dialog with the ideal to make it come true.
4. **Materialization:** the idea becomes a real and tangible fact that materializes in the world and influences others while opening doors to new fresh opportunities and to the birth of more and more dreams. These things happen because of the effort and intention of designing and believing in the dream, ideals, and things which begin to fall into place and happen in a natural way.

Consequently, the business experts and consultants in Action COACH Organization found that the true entrepreneur is a dreamer whose dreams come true. He is an income earner whose income is passive. In other words, money comes from profitable ventures that feed the success with more success without doing more required extraneous work.

2.2.3 Entrepreneurs' Key characteristics:

Many studies and researches have focused in identifying the key characteristics that any successful entrepreneur must have. These key characteristics can be mentioned as the following:

- **Confidence:** Entrepreneurs always face challenges, so they need to gain strength and belief in themselves and can be reflected from seeing the results and gaining the praise and respect of others Cooper (2005).
- **Ownership Sense:** This means taking responsibility for getting thing done with care and attention and not only viewing a problem as anyone. in other words, entrepreneurs should see the problem faced as their own and takes the lead in finding solution . Also entrepreneurs teach other people how to take charge in order to benefit from the individual accountability in the ultimate pursuit of profitability, teamwork and overall success of the businesses (Action COACH, 2008).

- **Communication:** Successful entrepreneurs know that the most important part of any business in the human element which is known as human resources that includes clients, employees, or strategic partners. These stakeholders play an important role in making or breaking any business so communication is the key to strengthen the relationships with these people. Entrepreneurs work to strengthen their communication skills such as written, spoken, or even non-verbal messages conveyed through body language. Strengthening these skills can include foreign language or public speaking classes, computer and telemarketing or specialized writing such as that needed for grant s proposals as an example. Also entrepreneurs need to develop a high ability to listen to what others are trying to say because being best listeners expresses how best communicators they are (Entrepreneur, 2014).
- **Passion:** Entrepreneurs always seek out for new information, asking questions, doing personal research and reading. They are quick to learn from their mistakes. In addition, they are lead, train and impart their experience to others. Entrepreneurs always surround themselves with people who either know more than them or know things different from what they know. They continue to enrich themselves with knowledge with also making effort to spread and share the knowledge they get with others. (Entrepreneur, 2014)
- **Teamwork:** Entrepreneurs are considered as good team players know how to succeed by employing the physics of interpersonal synergy dynamic relationships. The importance of teamwork raises from the risk of having individuals all the work to be done by them which may threaten their businesses to get loss in money and profit (Action COACH, 2008).
- **System-Orientation:** Entrepreneurs always should rely upon systems before relying on people to protect their businesses from risks. For example if the person who is supposed to do a certain jobs falls sick or leaves, the job is threatened on the other hand, if there is a system, anyone can step in and follow the instructions to get the desired results. Because of producing a flawed outcome each and every time by the system. It is remarkable that designing, implementing and perfecting systems are the most useful and rewarding skills of successful entrepreneurs (Action COACH, 2008).

- **Dedication:** Entrepreneurs dedicate themselves for fulfilling of their plans, dreams, and visions. When entrepreneurs lose their focus on targeted goals and objectives, their businesses fail. Entrepreneurs need to be always ready to do the needful for their businesses Cooper (2005).
- **Grateful:** Entrepreneurs respect what they do and nurture it. They do their best to make it grow and succeed. They become grateful from the good results. In addition, entrepreneurs learn to take nothing for granted which gives them the agility and flexibility to adapt to changes and demands. Entrepreneurs know that fulfillment, satisfaction, and pleasure come from accomplishments and contributions (Action COACH, 2008).
- **Optimism:** Entrepreneurs learn to see setbacks such as past comings, failures or disappointment then try to learn from them and when things go right and business succeeds, this fuels the optimism and positive mindset of them. This affects the Entrepreneurs to do their best for getting more accomplishments in the future. (Entrepreneur, 2014)
- **Leadership:** Entrepreneurs are successful in leading others rather than only lead themselves through self-motivation. They understand the importance of teamwork and they do know the need to appreciate, support, and reward others Cooper (2005).

2.3 Empowerment

2.3.1 Definitions of Empowerment:

(Parsons, 1988) defined Empowerment as a process of internal and external change. The internal process is the person's sense or belief in his ability to make decisions and to solve his own problems. On the other hand, the external is the ability to act and to implement the practical knowledge, the information, the skills, the capabilities and the other new resources acquired in the course of the process.

Empowerment enables a person to think, act, behave, and make decisions in independent ways. In the modern business world, employees, wanting to have control over their lives and have a say in day-to-day decisions, require empowerment. Employees no longer want to sit back and wait for their manager to tell them what to do; they want to be a part of determining their own fate as well as the company's fate.(Saylor,2015)

2.3.2 Types of Empowerment:

- **Individual empowerment** is a process of personal development in a social framework: a transition from a feeling of powerlessness, and from a life in the shadow of this feeling, to an active life of real ability to act and to take initiatives in relation to the environment and the future. (IACD, 2015)
- **Community empowerment** includes a definition of a community as a partial, temporary and dynamic unit that originates in the human need for a sense of togetherness and identification with others. Community empowerment can be realized in geographically defined areas that constitute the common critical characteristic of their residents, or it can develop in groups with other common critical characteristics, such as origin, age, gender, or physical disability. (IACD, 2015)

2.3.3 Organizations and Empowerment:

In organizations, most people think of empowerment as the act of a manager or person of authority granting power to another person. However, this description is only one part of empowerment. Empowerment requires a manager to release control, while a person seizes the opportunity and takes control of the situation. Empowerment requires a person to take the initiative and have the desire to step in and make decisions in the best interest of the organization. Both parties have to actively participate in the releasing and gaining of power in order for empowerment to be successful. Empowerment often begins with a person being proactive but also requires the manager to support employee empowerment. (Saylor,2015)

2.3.4 Empowerment in NGOs:

Zimmerman and Rappaport, (1988) defined Empowerment as the ability of individuals to gain control socially, politically, economically and psychologically through access to information, knowledge and skills, decision making, and individual self-efficacy, community participation, and perceived control. The role of NGOs is to empower economic, individual, and social in order to achieve the goal of sustainable community development as shown in figure (2.1) below:

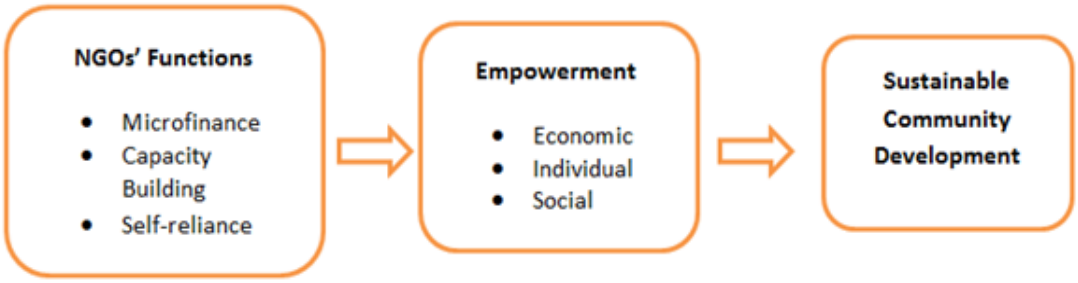

Figure 2.1 Theoretical framework of the functions of NGOs in promoting sustainable community development(Zimmerman and Rappaport, ,1988)

2.4 Mercy Corps

2.4.1 History:

In 1979: The organization is founded as Save the Refugees Fund, a task force organized by Dan O'Neill in response to the plight of Cambodian refugees fleeing the famine, war and genocide of the "killing fields." The fledgling organization raises $1 million to provide lifesaving aid to hundreds of thousands of people in Cambodia and helps focus America's attention on the humanitarian crisis. (MC, 2015)

Today, Mercy Corps is working in more than 40 countries to help people recover from disasters, build stronger communities and find their own solutions to poverty. The agency consistently ranks as one of America's most effective and efficient charitable organizations. Over the last five years, more than 88 percent of resources have been allocated directly to programs that help families turn crisis into opportunity in some of the world's toughest places. (MC, 2015)

2.4.2 Organization Vision:

"Our vision for change framework is a graphic representation of the way in which key actors, operating principles, and external conditions interact in the service of our mission: creating secure, productive and just communities. The vision for change represents a process, informed by 35 years of work in the field that allows for sustainable change to occur". (MC, 2015)

2.4.3 Organization Mission:

Mercy Corps Alleviate suffering, poverty and oppression by helping people build secure, productive and just communities. (MC, 2015)

2.4.4 TeamStart Program:

"TeamStart" was argued by Marshall (2011) as a proved successful program in Northern Ireland and Coventry. TeamStart included carefully managed recruitment; a group phase with ten training days developing practical entrepreneurial skills and

bringing potential teams together to work on business opportunities; and a mentoring phase.

The Palestine ICT Incubator (PICTI) in Ramallah participated in having this new experience in this program by training 3 Palestinians in the TeamStart methodology in Coventry in August 2008. The program was then adapted to the local situation ,three programs have been run in Ramallah in 2009 and 2010, and one in Gaza in 2010 and still working till now by implemented it by mercy corps economic department. The aim of this program was to create viable high potential businesses but the program itself is unlikely to be self-funding. (MC, 2015)

2.4.5 Gaza Sky Geeks Accelerator:

Gaza Sky Geeks (GSG) is the first and only startup accelerator in Gaza. It identifies the top startups in Gaza, provides them with seed investment, and connects them to mentors, trainers, investors, and other resources to help them achieve global growth.

GSG Accelerator works with startups that have already begun developing a business idea then support them by turn their businesses into early-stage companies. (GSG, 2015)

Achievements:

The accelerator was founded by Mercy Corps in 2011 with a generous donation from Google. Initially, GSG contributed to the Gaza ecosystem by running training, outreach events, and competitions to generate interest in startups. (GSG, 2015)

In 2011, GSG helped run the first Startup Weekend in Palestine by organizing a Startup Weekend with local partners annually since then. In 2013 GSG became a startup accelerator. Gaza's startup sector is young and quickly growing, and has seen a jump in activity in late 2013 and early 2014. The first private investments in Gaza startups were made in December 2013, sourced by Gaza Sky Geeks. Four startups secured investment from foreign investors. In addition, Over 600 Gazans applied to GSG most recent Startup Weekend in June 2014. GSG Accelerator also encourages women entrepreneurs

to participate, for example half of the startups in GSG pipeline are led by women, and two of the top three winning teams at Startup Weekend 2014 were led by women (GSG, 2015).

Here are the main achievements during year 2014:

- **Intaliqi program April-June 2014**

It was a program for female entrepreneurs empowering, this program had 20 ladies (10 big sisters -ladies with experience- 10 little sisters - ladies fresh in the Startup domain. the program had many workshops in the entrepreneurship, leadership, self-confidence, writing skills and other related important topics. Also it worked on connecting the big sister with international mentors to learn from their experiences and give to the little. (GSG, 2015)

- **Startup Weekend Gaza 4.0 2014**

Startup weekend is an international event takes place in more than 600 cities in the world 2014. GSG launched the 4th event on the 19th, 20th and 21st of June in Al roots seashore hotel. Around 360 applications received, 150 selected with a 54% female.

for the Startup weekend there was two pre events, Startup weekend 4.0 bootcamp to describe the Startup weekend agenda and program which was in the IFG (Institute of France in Gaza) 62 attended the bootcamp,32 males and 30 females. The other event was meeting with Gaza entrepreneur to engage the community with the startups, entrepreneurs, ecosystem and the Startup organizers and sponsors. 237 attended the event, 161 males and 76 females. (GSG, 2015)

- Turn Ideas to Companies, an workshop done by Said Hassan about ideation and business thinking for the entrepreneurs and GSG community, 48 attended the workshop,28 males and 20 females. (GSG, 2015)
- An Animation workshop was done my Hadeel El Safadi on November 2014 using GSG hall to introduce the community to the animation world, Hani Al Masri an Egyptian animator worked with Disney joined the workshop on Skype to talk

about his wide experience,50 attended the workshop, 15 males and 35 female (GSG, 2015)

GSG Team:

GSG have a great proactive team that does their best to help entrepreneurs and startups to gain success, the team members are:

- ***Iliana Montauk:*** the director of Gaza Sky Geeks (GSG), the first startup accelerator in Gaza. GSG is run by Mercy Corps and was launched in collaboration with Google. Before arriving to GSG, Iliana helped launch Wamda's Research Lab. She has previously worked at Google, Monitor Group (now part of Deloitte Consulting), a startup that failed, and a microfinance nonprofit. She graduated from Harvard in 2006. She claims to speak five languages (including Arabic).
- ***Said Hassan:*** the marketing and startup expert at Gaza Sky Geeks. Prior to Gaza Sky Geeks, Said had a successful career both within Gaza and outside of Gaza. He began as a junior marketing consultant at Sadaf Technology Development in Gaza, one of the fastest growing tech startups in the Arab world according to the Arab Net-KSA. Later, he worked for Souq.com, the largest e-commerce platform in the MENA region and the best IT company according to Gulf Business Awards in 2013. He began as an online marketing officer at Souq.com, was promoted to online marketing manager, and then to marketing manager. Said is an award-winning graphic designer and winner of the best Facebook marketing awards in 2013 by the Pan Arab Web Awards. He holds a BBA and is a candidate for an MBA in marketing from the Arab Academy for Science, Technology, and Maritime Transport.
- ***Moamin Salamah Abu Ewaida:*** the Staff Support Officer for Gaza Sky Geeks (GSG). He manages the operations and logistics in the office, a constantly challenging and interesting feat in Gaza. He is a wizard at running major events, and has executed GSG's recent Startup Weekend, Meet the Gazans, and Gaza Challenge Bootcamp. He has more than six years' experience in the construction field in Dubai. For three years, he was a telecommunication infrastructure

engineer for DU telecommunication – one of the top telecoms in the Gulf. Later, he was an electrical engineer for Al Hashimi Consultation Company.

- ***Mai Abualkas Temraz:*** the Mentorship & Women's Inclusivity Program Coordinator at Gaza Sky Geeks (GSG), Gaza's first startup accelerator and co-working hub. Mai's interest in entrepreneurship began through her interest in science, technology, engineering, and math (STEM) fields. She is the first Palestinian female licensed amateur radio operator. In 2013 she founded the Amateur Club, a training center and maker space that engages young minds in learning STEM. In 2014, she became a TechWomen Emerging Leader, and in 2015, she was awarded the best entry level STEM Executive at the Women in STEM conference in Dubai. Mai is a Global Tech Leader representing Palestine, and a member of the Arab Women in Computing (ArabWIC) Mentorship Committee. She holds a BS in Communications Engineering from the Islamic University, the top university in Gaza. (GSG, 2015)

2.5 Previous Studies:

Introduction:

In this part, the researcher introduces the previous literature in the field of the study. In this part the researcher focused on some of the important foreign studies and Arabic studies including local ones. It explores the efforts in investigating the role and impact of business support programs such as incubators and accelerators in empowering and supporting startups and entrepreneurship

2.5.1 First: Foreign Studies :

1. **Dorfman (2014), "Empowering Entrepreneurs, Accelerating Growth: A Case Study: 10,000 Small business programme implemented by Goldman Sachs Foundation-UK"**

The study described the results of control group analysis which was designed for identifying the impact of The 10,000 Small business programme-UK though rigorously comparing participants' performance with that of similar but non-participating businesses.

The study began on April 2013. 480 was the population of the study, 288 of them participated in the study and responded to the survey. Participants provided rich data set covering the characteristics of the participants and their businesses, and the evolution of these entrepreneurs and businesses over time.

As a result, the researcher found that businesses participated in this accelerating program have an increasing rate in growth by 10% and 25% comparing with their growth with not participating in the accelerating program.

2. **Cohen and Hochberg (2014) " Accelerating Startups: The Seed Accelerator Phenomenon"**

The aim of this study was to discuss the seed accelerator phenomenon which has recently received much attention both in the US and across the globe. In addition, explore the definition of accelerator programs, the differences between accelerators, incubators, angel investors and co-working environments; and the importance of the various aspects of these programs to the ultimate success of their graduates, the local entrepreneurship ecosystems and the broader US economy.

The researchers concluded that Accelerator programs represent a relatively new model of assistance for entrepreneurs that combines many features. Also there are significant differences between accelerators and incubators, such as investors and co-working environments. These differences are thought to have significant importance for the ultimate success of their graduates.

3. **Cho & Honorati (2013) "Entrepreneurship Programs in Developing Countries: A Meta Regression Analysis"**

The aim of this study is to provide a synthetic and systematic review on the effectiveness of various entrepreneurship programs in developing countries.

The Researchers used a meta-regression analysis using 37 impact evaluation studies that were in public domain.

As a result, the researcher found that entrepreneurship programs have a positive and large impact for youth and on business knowledge and practice, but on the other hand, there is no immediate translation into business set-up and expansion or increased income.

4. **Lehmann (2013) "A Case Study of corporate accelerators in the context of startup acceleration, business incubation and corporate venturing"**

The aim of this study was to discover the characteristics of corporate accelerators and strives to uncover the underlying motives that incumbents followed when setting up these programs.

The researcher used qualitative case study with a number of relevant case studies which were identified in Germany.

As a Result, the researcher found that accelerators provide entrepreneurs with a unique combination of entrepreneurial know-how, a network of mentors and access to incumbents' unique resources.

5. **Baird et al. (2013) "Bridging the "Pioneer Gap: The Role of Accelerators in Launching High-Impact Enterprises"**

The aim of this study was to represent an assessment of the impact of accelerators on launching enterprises and to help provide answers to critical questions that allow entrepreneurial firms to make more educated decisions about whether to join an incubator, and if so, which one . In addition, provide mechanisms to improve accelerators performance.

The researchers used descriptive analysis of 122 accelerators. The researchers concluded that the number of accelerators providing tailored support to social enterprises continues to grow. They noticed that these accelerators are the first entry point for social enterprises into a broader ecosystem and impact investing community that can help them grow at a key stage of development, creating the opportunity for organizations to play a critical role in bridging the "pioneer gap".

This study identified several key variables that are related to the success and failure of accelerators, as well as several key gaps that may be holding back accelerator success such as selectivity matters, partnership with investors, and others.

6. **Dee , et al. (2012) "The role and effectiveness of business incubations for high-growth start-ups"**

The aim of this study was to provide an overview of current knowledge on the role and effectiveness of business incubation in supporting the development process of the new high-growth firms. Three methods were used in this study, which are control group analysis, benchmarking, and in-depth analysis.

As a result, this study explored the business incubation in terms of context (attempting to clarify objectives and provide a usable typology), the performance measurements of incubators, and the strategies and operations used in supporting incubatees.

7. **Hoffman & Kelley (2012), "Analysis of Accelerator Companies: An Exploratory Case Study of Their Programs, Processes, and Early Results"**

The aim of this study was to examine leading accelerators in the United States.

The study utilized an exploratory case study approach to examine five of the top seed capital accelerators in the USA.

As a result, the researchers found that the accelerators use unique selection criteria which affect the success rates for their graduates. They found that success rates were based on new ventures that continue to receive subsequent funding or continued to pursue business endeavors versus those who failed. Also results indicated that mentorship driven programs increase the overall success rates of startups.

8. **Li et al. (2012) "The Explosive Growth of Business Accelerators in Los Angeles in 2012"**

The aim of this study was to provide a comparative analysis of three business accelerators located in West Los Angeles to gain a better understanding of their operations and economical sustainability.

Three accelerators were studied and the researchers focused on the most important services provided by them. Challenges have been faced in obtaining important financial figures in the study. The researchers were able to gain interesting insight into the selection criteria from both the accelerators' and the startups' perspectives during the matchmaking process.

As a result, the researchers found that each accelerator from the studied ones have unique advantages. The most important services were funding opportunities, Brand connection, Business/product support, mentorship, entrepreneurial culture, and Synergistic Environment.

9. **M'Chirgui, 2012. "Assessing the Performance of Business Incubators: Recent France Evidence"**

The aim of this study was to assess the performance of business incubators located in France. The researcher used qualitative and quantitative analyses conducted on incubators. Also in this study telephone surveys were conducted over 200 tenants, during the 2002-2007 periods for assessing performance indicators.

As results, the researcher found that there are limits such as knowledge workers of the incubator may be related to the role of business developers. Business developers were likely to provide important services as well as resources in friendly environment during startup phase. On the other hand, there are some limitations in networking and graduation policies.

Also the study indicated that incubatees lack access to complementary financing structures,

Crucial to the sustainable development of new ventures Business developers or Incubators struggle to connect incubatees, especially to bankers and venture Capitalists, as well as to the outside world.

10. Lesáková, 2012. "The Role of Business Incubators in Supporting the SME Start-up"

The aim of this article was to explore the role of business incubators in supporting the SME start-ups in Slovakia. So the study was divided into three parts, the first part presented the core of incubators, types, and goals. In the second part the author explained the role of business incubators in fostering local dimension of entrepreneurship. Finally in the third part, the author described the building of business incubators in Slovakia and their role as a means of helping and supporting to start entrepreneurship as well as supporting technologically SMEs in Slovakia.

As a result, the author mentioned that the incubators provide their clients with educational services and coaching. The extent and form of support in individual incubators varies depended on type, specialization and capacity. In addition, business incubators have an effective role in helping to meet economic policy needs in a country, which may include business creation and retention, technology commercialization, creating jobs and wealth as well as fostering a community´ s entrepreneurial climate.

11. Lewis et al. (2011) "Incubating Success: Incubation Best Practices That Lead to Successful New Ventures"

The aim of this study was to test whether there was a causal relationship between business incubation practices and client firm success, particularly after these firms have moved out or graduated from the incubation program.

The researchers used online survey. The study population consisted of 1,171 cases from incubators programs.

The researchers concluded that Business incubation practices matter more than program age or size or the host region's capacity for innovation and entrepreneurship when it comes to incubator success.

12. **Lindberg et al. (2011) "The Role of NGO's in supporting women's entrepreneurship: A study of Quadruple Helix innovation systems in the Baltic Sea region"**

The aim of this study was to analyze the gendered norms and consequences of dominating innovation models such as the tripe Helix and to identify roles and challenges of NGO's in the alternative conceptualization of quadruple Helix.

The researchers found that NGOs fill roles, in developing competences and process innovations related to entrepreneurial venturing outside traditional Triple Helix constellations and in carrying individual and societal aspects of entrepreneurship.

13. **Miller and Bound (2011) "The Startup Factories: the rise of accelerator programmes to support new technology ventures"**

The aim of this study was to explore the rising of accelerators programmes in USA such as TechStar and Y Combinator and their supporting for the new ventures.

The researchers used comprised three basic components. The number and value of qualified financing events (which companies got funded after completing the programme),the overall success of the companies that came out of an accelerator, and finally on programme characteristics (including the money startups receive, the equity the accelerator takes and the size of the alumni base). Additionally, the rankings were supplemented by interviews with investors and past accelerator participants to better understand the perception and reputation of the various accelerator programmes in the industry.

The researchers found that there is certainly no one correct way of running a programme and there would continue to be a great deal of innovation in this area over the coming decade.

The biggest contributing factor to the success of accelerators as a whole would be how the people who create and run them learn and iterate their offering to startup founders – leveraging but also contributing to the communities of founders and investors in their networks. Overall, the ecosystem of investment, founders and the other raw materials of high-growth Technology businesses are becoming stronger and stronger in the UK and Europe more widely. The researchers' assessment was that accelerator programmes have the potential to speed the growth of the sector even more.

14. Akçomak, 2009. "Incubators as a Tool for Entrepreneurship Promotion in Developing Countries"

In this paper, the researcher reviewed the literature of incubators in developed and developing Countries. The researcher showed that the concept of incubators has evolved in time according to market needs.

The researcher noticed that successful incubators are profit oriented; provide a wide range of services; focus more on intangible business services, and employ qualified managers and support staff. Also the researcher assessed the appropriateness of incubators as a tool for entrepreneurship promotion in developing countries. On the other hand, the researcher found that the main weaknesses of Incubators in developing countries were focus on tangible services rather than intangible services, dependence on government, lack of management and qualified personnel, lack of incubator planning and creativeness in solving problems.

15. Rezy et al. (2009) "Success Strategies of Business Accelerators: Executive Study"

The aim of this study is to explore the success strategies and sights of business accelerators from C-Levels' point of view. The researchers used an online survey conducted by Forbes Insights and Gartner in May 2009. They received responses from

658 senior management executives at North American businesses (including CEOs and other C-level titles).

As a result, the researchers found that business accelerators are focusing their signs and strategies on preparing for future growth and are readying for the inevitable upturn with IT set firmly at the forefront their plans. Indeed, Accelerators appear to view most business activities from investment decisions to media activity and consumption through the lens of technology, and see the value of IT in driving down costs and driving up productivity and profitability. The permeation of technology into business practices appears to have paid off in spades for these companies, as Business Accelerators forecast greater revenue growth, and predict that growth will come sooner.

16. Der Zee, 2007. "Business Incubator Contributions to the Development of Business in the Early Stages of the Business Life Cycle"

The aim of this study was to investigate the contribution of the business incubators to the development of business in the early stages of the business life cycle.

In this study, 157 business owners were targeted to investigate their perceptions as the importance of four value-added contributions to the development of their businesses through the early stages of their life-cycles. Literature suggested these value-added contributions to be:

shared office services, business assistance, access to finance and business networks.

An electronic questionnaire was used with a set of multiple choice questions that established the stage of growth that each business was in, and a constant sum exercise determined the perceived importance

As a result, the researcher found that there were differences exist in the perceived importance of any of the value-added contribution across all of the stages of growth. The study indicated that the incubator managers should take into consideration the stage of growth that a business is in when configuring business incubation programs.

2.5.2 Second: Arabic and Local Studies:

1. **Salem (2014)," The Role Of Business Incubators In The Economic Development Of Saudi Arabia"**

The aim of this study was to enhance understanding of how business incubators function and their impact on national development and growth of a developing nation. As a case study the researcher examined the business incubators in Saudi Arabia.

The researcher provided an analysis of the characteristics and objectives of business incubators in promoting economic growth and development of Saudi Arabia.

As a result, the researcher pointed out the importance of introducing strategies and programs of business incubators and the role of such important moves in ensuring sustainable value creation and building wealth.

2. **Skaik (2013) "The Role of Business Incubators in Achieving the Sustainable Development in the Gaza Strip, Case Study: The Business and Technology Incubator at IUG"**

The study aimed to investigate the role of business incubators in achieving the sustainable development in the Gaza Strip as an important part of Palestine through studying a case study of the Business and Technology Incubator at IUG. In addition, to explore the barriers facing the startups and entrepreneurs in the Gaza Strip, identify the business incubators and their offered services, study the reasons of success and failure of incubated and graduated companies in business incubators, clarify the role of business incubators in linking academic institutions with the industrial sectors, and finally investigate the role of business incubators in the overall economic development in Palestine.

The population of the study was 80 participants of the incubated and graduated small start-ups, staff, trainers, and mentors. The study has adopted the descriptive analysis approach. The study used a comprehensive survey.

As a result, the researcher concluded that business incubators are a key driver of sustainable development through enhancing the overall social and economic development. The respondents have agreed that the services they receive from business incubators serving them to optimal utilization of the resources, helping in transforming the innovative ideas into successful business, leading to generating more jobs, increasing the marketing potential, supporting innovative graduation projects, and bridging the gap between industry and academic institutions.

3. **Al Nakhala (2012)"The Reality of Business Incubators and Their Role in Supporting Small Projects with Young People in Gaza Strip"**

The aim of this study was to identify the reality of Business incubators, explore their role in supporting small projects, and get recommendations that can contribute in increasing the effectiveness of business incubators.

The researcher used the descriptive approach. The research sample consists from 5 organizations that work in business incubation field. Number of participants from the targeted organization was 23. An Interview and a questionnaire were used to collect the data needed.

As a result, the researcher found the services provided by the incubators are very poor because of lack of experience. Two organizations only work as incubators which are PICTI and the Islamic University Incubator and both of them don't follow any scientific standards in their work.

4. **Dahleez (2009) "The Role of Business Incubators in Developing Entrepreneurship and Creating New Business Start-ups in Gaza Strip "**

The aim of this study was to identify the role of business incubators in developing Entrepreneurship and creating new business ventures, Identify services provided by incubators, and success factors and obstacles facing business incubators, and study the level of entrepreneurship, the entrepreneurial characteristics, and the effect of demographic data & family profile on the entrepreneurial characteristics of university students in Gaza Strip.

The researcher used qualitative and quantitative approaches in collecting data .The study sample included the students in their last year of bachelor education of selected faculties (Engineering, Information Technology, & commerce).

As a result, the researcher found that the entrepreneurs identified workshops and training, working space, and direct funding as the most important services provided by incubators.

Conclusion and Comments:

As shown, many researchers studied accelerators and incubators as business support programs and worked on exploring their role in supporting entrepreneurs and business startups. Some of previous studies focused on the role of business incubators and provided their services such as (Dahleez, 2009), (Skaik, 2013), and (Salem, 2012). Others like (Cohen and Hochberg, 2014) and (Rezy et al., 2009) focused on the success strategies implemented by business accelerators. Other researchers focused on technology field as attracting businesses that accelerators targeted recently.

For example, Dorfman (2014) noticed in his study that the startups participated in an accelerating program had an increasing rate in growth by 10% and 25%. Also Cho & Honorati (2013) mentioned that supporting programs such as accelerators have positive and large impact on youth and on the business knowledge and practice which can be reflected by training and coaching provided. In addition, Skaik (2013) and Dahleez (2009) agreed about the importance of services provided by the local supporting programs such as training and coaching.

On the other hand, Nakhala (2012) didn't agreed with researcher were mentioned before. She mentioned that the services provided by the local incubators are very poor. She argued to the lack of experience. In addition, this study mentioned that two organizations only work as incubators which are PICTI and the Islamic University Incubator and both of them don't follow any scientific standards in their work.

Thus, the researcher decided to benefit from previous studies in exploring efforts of others in the field of entrepreneurs and business support programs such as incubators and accelerators. And to try to focus on the critical issues related in the field of support program. In addition, the researcher aimed to explore the role of other important effective sides such as INGOs and how they can pave the way for entrepreneurs and startups to success in the business life.

Also the previous studies helped the researcher in selecting the most important variables, developing hypothesizes and in comparing results and findings.

Finally, the researcher found that previous studies didn't focus directly on the role of INGOs programs such as (TeamStart/GSG) in empowering entrepreneurs and business startups. So this study tried to fill the gap in this field by focusing on the services provided by (TeamStart/GSG). Table (2.1) shows the summary of some important previous studies.

Table (2.1) Summary of some important previous Studies:

#	The Study	Main Findings
1	Dorfman (2014)	Businesses participated in this accelerating program have an increasing rate in growth by 10% and 25% comparing with their growth with not participating in the accelerating program.
2	Cohen and Hochberg (2014)	Accelerator programs represent a relatively new model of assistance for entrepreneurs that combines many features. Also there are significant differences between accelerators and incubators, such as investors and co-working environments. These differences are thought to have significant importance for the ultimate success of their graduates.
3	Salem (2014)	The importance of introducing strategies and programs of business incubators and the role of such important moves in ensuring sustainable value creation and building wealth.

#	The Study	Main Findings
4	Cho & Honorati (2013)	entrepreneurship programs have a positive and large impact for youth and on business knowledge and practice, but on the other hand, there is no immediate translation into business set-up and expansion or increased income
5	Lehmann (2013)	Accelerators provide entrepreneurs with a unique combination of entrepreneurial know-how, a network of mentors and access to incumbents' unique resources.
6	Skaik (2013)	Business incubators are a key driver of sustainable development through enhancing the overall social and economic development.
7	Li et al. (2012)	The most important services provided by accelerators are funding opportunities, Brand connection, Business/product support, mentorship, entrepreneurial culture, and Synergistic Environment
8	Lewis et al. (2011)	Business incubation practices matter more than program age or size or the host region's capacity for innovation and entrepreneurship when it comes to incubator success.
9	Dahleez (2009)	Entrepreneurs identified workshops and training, working space, and direct funding as the most important services provided by the incubators.
10	Rezy et al. (2009)	business accelerators are focusing their signs and strategies on preparing for future growth and are readying for the inevitable upturn with IT set firmly at the forefront their plans

Chapter Three: Research Methodology

Introduction

3.1 Study method

3.2 Study Instrument and Measures

3.3 Study population

3.4 Pilot Study

3.5 Data Measurement

3.6 Statistical analysis Tools

3.7 Test of Normality

3.8 Questionnaire Validity

3.9 Reliability of the Study

Summary

Introduction:

This chapter describes the methodology that was used in this research. This study utilized the following techniques: the information about the research design, research population, questionnaire design, statistical data analysis, content validity and pilot study.

3.1 Study method:

The researcher utilized quantitative approach which prevents bias and coverts phrases and facts into numbers. Also it provides participants with freedom of expressing their points of view. So a structured questionnaire was distributed to the target population for research purposes; the questionnaire was developed based on the literature and modified regarding the supervisor's recommendations, the experts and academic judgments. Then collected data was analyzed by using SPSS program.

3.2 Study Instrument and Measures:

Questionnaires are important tools for having data and feedback from the study samples to convert them to useful information for answering the research questions. The questionnaire was divided in three parts, as follows:

First part consisted of personal data and general information such as:

- Gender
- Age
- Qualifications
- Field of business
- Position in the business
- Years of experience

Second part consisted of five sections about the services provided by business support programs (GSG and TeamStart), based on the structure of these programs as follows:

- Training, Mentoring, and Coaching
- Internal and external motivation
- Working Space
- Networking
- Seed Investment

Third Part was about the empowering effect of GSG and TeamStart on entrepreneurs and startups based on (Rappaport,1987) definition , as follows:

- Ability to prepare successful realistic business plans.
- Ability to penetrate the market
- Leverage the degree of proactivity and motivation
- Sustainability

3.3 Study population:

The population of the study consists of GSG Accelerator and TeamStart program beneficiaries, in other words the entrepreneurs and startups who have benefited from MC programs (GSG, TeamStart) for the years 2014 and 2015. So the population is around 133 (according to the MC Reports) as shown the table (3.1). All the population was targeted.

Table (3.1): Study Population

MC Program	Population	Percent %
TeamStart	58	43.6 %
GSG Accelerator	75	56.4 %
Total	**133**	**100 %**

3.4 Pilot Study:

A pilot study for the questionnaire was conducted before collecting the results of the sample to assess validity and reliability. The sample consisted of 30 respondents from the study population. It provides a trial run for the questionnaire, which involves testing the wordings of question, identifying ambiguous questions, testing the techniques that used to collect data, and measuring the effectiveness of standard invitation to respondents. After applying reliability and validity tests, the questionnaire was appropriate to collect data and there was no modification needed for the questionnaire questions.

3.5 Data Measurement:

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, scale 1-10 was used where 1 indicates strongly disagree, and 10 indicates strongly agree.

3.6 Statistical analysis Tools

The researcher used quantitative data analysis methods. The Data analysis made utilizing (SPSS 22). The researcher utilized the following statistical tools:

- Kolmogorov-Smirnov test of normality.
- Pearson correlation coefficient for Validity.
- Cronbach's Alpha for Reliability Statistics.
- Frequency and Descriptive analysis.
- Stepwise regression.
- Parametric Tests (One-sample T test, Independent Samples T-test and Analysis of Variance).

- ***T-test*** is used to determine if the mean of a paragraph is significantly different from a hypothesized value 6. If the P-value (Sig.) is smaller than or equal to the level of

significance, $\alpha = 0.05$, then the mean of a paragraph is significantly different from a hypothesized value 6. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 6. On the other hand, if the P-value (Sig.) is greater than the level of significance, $\alpha = 0.05$, then the mean a paragraph is insignificantly different from a hypothesized value 6.

- ***The Independent Samples T-test*** is used to examine if there is a statistical significant difference between two means among the respondents toward the role of international NGOs' Business support programs in empowering entrepreneurs and business startups due to (Gender, Role, Did you get any Training/incubation before participating in mercy corps programs (TeamStart/ Gaza Sky Geeks) ? and Did you prepare a business plan before participating in the business support programs (TeamStart/Gaza Sky Geeks).
- ***The One- Way Analysis of Variance (ANOVA)*** is used to examine if there is a statistical significant difference between several means among the respondents toward the role of international NGOs' Business support programs in empowering entrepreneurs and business startups due to (Age, Field of Work, Qualification, No. of Team members, Position, Years of Experience and Business support program benefited from).

3.7 Test of Normality

The One-Sample Kolmogorov-Smirnov Test procedure compares the observed cumulative distribution function for a variable with a specified theoretical distribution, which may be normal, uniform, Poisson, or exponential. The Kolmogorov-Smirnov Z is computed from the largest difference (in absolute value) between the observed and theoretical cumulative distribution functions. This goodness-of-fit test tests whether the observations could reasonably have come from the specified distribution. Many parametric tests require normally distributed variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable of interest is normally distributed (Henry, C. and Thode, Jr., 2002).

Table (3.2) shows the results for Kolmogorov-Smirnov test of normality. From Table (3.2), the p-value for each variable is greater than 0.05 level of significance, and then the distributions for these variables are normally distributed. Consequently, parametric tests should be used to perform the statistical data analysis.

Table (3.2): Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	**P-value**
Training, Mentoring & Coaching	0.719	0.680
Motivation	1.228	0.098
Working Space	1.142	0.147
Seed Investment	1.223	0.101
Networking	1.108	0.172
Business Support Programs (TeamStart/Gaza Sky Geeks)	**0.814**	**0.521**
Empowering Entrepreneurs and Business Startups	**1.324**	**0.060**
All paragraphs of the questionnaire	**1.034**	**0.235**

3.8 Questionnaire Validity:

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. To insure the validity of the questionnaire, two statistical tests should be applied.

First: Content Validity of the Questionnaire:

Content validity test was conducted by consulting 7 experts (Appendix A). The experts were requested to evaluate and identify whether the questions agreed with the scope of the items and the extent to which these items reflect the concept of the research problem. Also, to evaluate that the instrument used is valid statistically and that the questionnaire was designed well enough to provide relations and tests between

variables. The experts did agree that the questionnaire was valid and suitable enough to measure the concept of interest with some simple modifications.

Second: Statistical Validity of the Questionnaire:

A. Internal Validity: is measured by a pilot sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each item in one field and the whole field.

Tables (3.3) through (3.8) present the correlation coefficient for each item of a field and the total of the corresponding field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all paragraphs are significant at $\alpha = 0.05$, so it can be said that all items of each field are consistent and valid to be measure what it was set for.

Table (3.3): Correlation coefficient of each paragraph of "Empowering Entrepreneurs and Business Startups" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1	Business Support Programs provide qualified Trainers/Mentors/Coaches with high experiences.	.753	0.000*
2	Business Support Programs provide continuous follow up by trainers/mentors/coaches	.733	0.000*
3	Business Support Programs provide Trainers/Mentors/Coaches with international experience.	.739	0.000*
4	There is an Integration between the roles played by Trainers, Mentors, & Coaches	.806	0.000*
5	Training Programs Cover important Topics that any entrepreneur needs.	.713	0.000*
6	.Training Provided enriches the knowledge of startups owners about startup Entrepreneurship	.651	0.000*
7	Training, Mentoring, & Coaching Programs provide enough hours for every startup project	.757	0.000*
8	Business Support Programs provide administrative and technical guidance to prepare realistic feasibility studies and business plans.	.708	0.000*

* Correlation is significant at the 0.05 level

Table (3.4): Correlation coefficient of each paragraph of "Motivation" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	All the Team members in my startup are motivated enough to improve their skills and enhance the startup success	.585	0.000*
2.	The Head of my startup appreciates the efforts and Achievements the members provide.	.673	0.000*
3.	The Head of my Startup motivates every team member in order to increase the performance level.	.746	0.000*
4.	The business support program staff provides support and motivation required in increasing the entrepreneur performance level	.819	0.000*
5.	The Training & Mentoring Team provide entrepreneurs with the support and motivation required to enhance their performance in their startups	.750	0.000*
6.	Business entrepreneurs get support and motivation from their families and friends	.699	0.000*
7.	Local Community appreciates Business Entrepreneurs and provides them with support and motivation.	.593	0.000*

* Correlation is significant at the 0.05 level

Table (3.5): Correlation coefficient of each paragraph of "Working Space" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Business Support Programs provide a suitable working space for business entrepreneurs and startups	.857	0.000*
2.	Working Space is well equipped with required electricity and internet connection	.801	0.000*
3.	Business Support programs provide the equipment required by business startups such as Technical ones during the training and accelerating period	.816	0.000*
4.	Working Space provides entrepreneurs with the opportunity to network with skilled members they look for to join their team.	.871	0.000*
5.	Working Space provides entrepreneurs with the opportunity to experience exchanging	.783	0.000*

* Correlation is significant at the 0.05 level

Table (3.6): Correlation coefficient of each paragraph of "Seed Investment"and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Business Support Programs Provide the opportunity of meeting prospective investors	.853	0.000*
2.	Business Support Programs Facilitate the process of getting seed investment for business startups	.905	0.000*
3.	Business Support Programs Play an intermediate role between interested investors and business entrepreneurs and startups.	.895	0.000*
4.	Investors are more interested in Business startups that use ICT Techniques.	.672	0.000*
5.	.Business Support Programs play a Fundamental role in attracting foreign investments	.751	0.000*
6.	The Business Support Program helps my business startup to get seed investment	.687	0.000*
7.	Business Support Program plays a fundamental role in the financial management of the investment that a business startup gets	.855	0.000*
8.	Business Support Program plays an important role in providing financial guarantees during the investment process	.805	0.000*

* Correlation is significant at the 0.05 level

Table (3.7): Correlation coefficient of each paragraph of "Networking" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1	The Business Support Program provides networking with prospective investors	.878	0.000*
2	The Business Support Program provides networking with prospective customers	.865	0.000*
3	Networking sessions increase the opportunity of getting the required investment	.893	0.000*
4	Networking Sessions help in the marketing process of my business startup	.905	0.000*
5	The Business Support Program provides networking sessions with Successful business startups (Success stories) from the local and global market	.894	0.000*
6	Networking Sessions increase the opportunity of attracting seed investment	.819	0.000*

* Correlation is significant at the 0.05 level

Table (3.8): Correlation coefficient of each paragraph of "Empowering Entrepreneurs and Business Startups" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1	The Business Support Program helped in preparing applicable and realistic business plans	.831	0.000*
2	The Business Support Program helped prepare applicable and realistic financial plans suitable with the instability situation of the local market	.879	0.000*
3	The Business Support Program contributed in raising the standards followed by the startup to be more competitive in the global market.	.864	0.000*
4	The Business Support Program helped in identifying the determinants of the targeted market (Customers, Competitors, Price,…, etc..)	.831	0.000*
5	The Business Support Program offered me with the presentation and marketing skills needed to present the services/products of my startup successfully	.845	0.000*
6	The Business Support Program provided startups with the chance of penetrating new markets regarding to the instability of the local grocery store	.865	0.000*
7	Networking Sessions increase the motivation degree to reach the desired goals	.852	0.000*
8	There is an integration between the services provided by the business support program	.795	0.000*
9	The Business Support Program helped Business Entrepreneurs in transforming their ideas into marketable products/services	.879	0.000*

* Correlation is significant at the 0.05 level

B. Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (3.9): Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1	Training, Mentoring & Coaching	**.807**	**0.000***
2	Motivation	**.789**	**0.000***
3	Working Space	**.914**	**0.000***
4	Seed Investment	**.914**	**0.000***
5	Networking	**.888**	**0.000***
	Business Support Programs (TeamStart/Gaza Sky Geeks)	**.992**	**0.000***
	Empowering Entrepreneurs and Business Startups	**.918**	**0.000***

* Correlation is significant at the 0.05 level

Table (3.9) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

3.9 Reliability of the Study

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (George and Mallery, 2006). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (George and Mallery, 2006). To insure the reliability of the questionnaire, Cronbach's Coefficient Alpha should be applied.

A. Cronbach's Coefficient Alpha

Cronbach's alpha (George D. & Mallery P, 2006) is designed as a measure of internal consistency, that is, do all items within the instrument measure the same thing? The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (3.10): Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1.	Training, Mentoring & Coaching	0.875
2.	Motivation	0.818
3.	Working Space	0.883
4.	Seed Investment	0.920
5.	Networking	0.939
	Business Support Programs (TeamStart/Gaza Sky Geeks)	0.963
	Empowering Entrepreneurs and Business Startups	0.952
	All paragraphs of the questionnaire	**0.974**

Table (3.10) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.818 and 0.963. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.974 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

Summary:

This chapter presented the methodology of this study, the questionnaire design and distribution, population, and pilot study. In this chapter, the test of normality was done. Also the content and the statistical validity of the questionnaire were applied. Cronpach’s Coefficient Alpha test was applied to measure the reliability of the questionnaire.

Chapter Four: Data Analysis and Discussion

4.1 Personal Data:

In this section the personal traits are characterized. Table (4.1) shows all the personal traits that were characterized. The total number of respondents was 97 from the population (133).

Table (4.1): Personal Information

Personal Information		Frequency	Percent
Gender	Male	45	46.4
	Female	52	53.6
Total		**97**	**100**
Age	Less than 22	13	13.4
	22 -25	46	47.4
	26-30	27	27.8
	31 and more	11	11.3
Total		**97**	**100**

- The gender statistics in table (4.1) show that there is approximately equivalence between Male and female respondents (Male: 46.4 %, Female: 53.6 %). From this result, it is noticeable that Female participation is high in the entrepreneurship field.
- The age statistics in table (4.1) show that (47.4 %) from the sample are between (22) and (25), (27.8 %) are between (26) and (30), (13.4 %) are less than (22), and finally (11.3 %) are more than (30). This indicates that the respondents are from different categories of age and some of them are still students (less than 22) which means there aren't any specific period of age for entrepreneurs. The most dominant age (88.6 %) is from (22) to less than 31 year which means that our youth are motivated and proactive to be entrepreneurs regardless they have enough knowledge and experience or not.

Table (4.2): Specialization

Specialization		Frequency	Percent
Field of Work	Web Development	21	21.6
	Mobile Development	25	25.8
	Graphic Design & Multimedia	17	17.5
	Marketing & E-commerce	19	19.6
	Other	15	15.5
Total		**97**	**100**
Qualification	Under graduation	19	19.6
	Diploma	8	8.2
	Bachelor	68	70.1
	Master and more	2	2.1
Total		**97**	**100**

- The statistics of "Field of Work" in table (4.2) show that (25.8%) of the respondents works in Mobile development field, (21.6%) works in Web Development, (19.6%) works in Marketing and E-Commerce field, (17.5%) works in Graphic design and Multimedia, and finally (15%) of the respondents works in other fields. This indicates that most of the respondents work in ICT related fields about (84.5%). The researcher refers this thing to the ease of work and spread in the ICT field because of ease to have basic resources to launch your work.
- Qualification statistics in table (4.2) show that (70.1%) of the respondents are Bachelor holders, (19.6%) are still under graduation, (8.2%) are Diploma holders, and finally only (2.1%) of them are Master holder or more. This refers that Palestinian youth begin their entrepreneurship businesses during their studying. Also it indicates that there isn't any relationship between having higher education degree and being a successful entrepreneur.

Table (4.3): Startup Information

Startup Information		Frequency	Percent
No. of Team members	1-2	25	25.8
	3-5	59	60.8
	6 and more	13	13.4
Total		**97**	**100**
Position	Startup Cofounder/Owner	48	49.5
	Startup Partner	30	30.9
	Startup Member	19	19.6
Total		**97**	**100**
Role	Admin	54	55.7
	Technical	43	44.3
Total		**97**	**100**
Years of Experience	Less than 1 year	39	40.2
	1 - less than 3 years	45	46.4
	3 years and more	13	13.4
Total		**97**	**100**

- No. of Team members statistics in table (4.3) show that (60.8%) of the startups teams are between (3) to (5) members, (25.8%) startups contain (1) to (2) members, finally (13.4%) of the startups contain (6) members or more. This indicates that Team working culture is well spread between startups and entrepreneurs.
- Position statistics in table (4.3) show that (49.5%) of the respondents are Startups Cofounders, (30.9%) are partners, and (19.6%) are members.
- Role statistics in table (4.3) show that (55.7%) of the respondents have administrative roles in the startups, and (44.3%) of them are technical.

- The Experience Statistics in table (4.3) show that (46.4%) of the respondents have (1) to less than (3) years' experience, (40.2%) have less than (1) year experience, and (13.4%) have (3) years' experience of more. This indicates that most of the respondents (86.6%) have a quite limited experience in entrepreneurship and business startup field. So this thing may be the main reason behind the lack of success of startups and entrepreneurs in Gaza market or even other markets.

Table (4.4): Training/Incubation Information

Training/Incubation Information		Frequency	Percent
Business support program benefited from	TeamStart	25	25.8
	Gaza Sky Geeks	59	60.8
	Both	13	13.4
Total		**97**	**100**
Did you get any Training/incubation before participating in mercy corps programs (TeamStart/ Gaza Sky Geeks)?	Yes	30	30.9
	No	67	69.1
Total		**97**	**100**
If "Yes": what did you get?	Training only	12	40.0
	Incubation only	4	13.3
	Both	14	46.7
Total		**97**	**100**
Did you prepare a business plan before participating in the business support programs (TeamStart/Gaza Sky Geeks)?	Yes	58	59.8
	No	39	40.2
Total		**97**	**100**

- The "Business Support Program benefited from" statistics in table (4.4) show that (60.8%) of the respondents are GSG beneficiaries, (25.8%) are TeamStart beneficiaries, and there are (13.4%) of them benefited from both.
- "Getting incubation/Training before participating in MC programs" statistics in table (4.4) show that (69.1%) of respondents didn't get any training/incubation, and from the rest (30.9%) who get training/incubation, (46.7%) got both training and incubation, (40%) got training only, and (13.3%) got incubation only.
- The "Preparing Business Plan" statistics in table (4.4) show that (59.8%) of the respondents have prepared Business plans before participating in MC programs, (40.2%) didn't prepare any business plan for their startups before.

4.2 Statistical Analysis for each dimension in the questionnaire:

One sample T-Test has been applied to check the difference between the mean the sample individuals' responses about Business Support Programs (TeamStart/GSG) and their role in empowering entrepreneurs and business startups. The test value was identified as 6. The following tables from (4.2) to (4.11) show the mean, T-Value and sig for each statement of the questionnaire dimensions. When the mean is > 6 and the sig is <0.05 the statement is statistically valid and the respondents agree on the statement. On the other hand, when the mean <6 and the sig is <0.05 then the statement is statistically valid and the respondents disagree on the statement. If however, the sig is >0.05 the respondents are neutral in their responses to the statement.

The positive value of T-Value also reveals that respondents agree with the statement and vice versa. In the following pages the researcher is going to analyze the statements of each dimension separately:

4.2.1 Business Support Programs (TeamStart/Gaza Sky Geeks)

A. Training, Mentoring & Coaching

Table (4.5) shows the following results:

- The mean of paragraph #1 "Business Support Programs provide qualified Trainers/Mentors/Coaches with high experiences" equals 7.54 (75.3%), Test-value = 7.68, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agree to this paragraph.

Table (4.5): Means and Test values for "Training, Mentoring & Coaching"

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	Business Support Programs provide qualified Trainers/Mentors/Coaches with high experiences.	7.54	1.97	75.36	7.68	0.000*	1
2.	Business Support Programs provide continuous follow up by trainers/mentors/coaches	6.77	2.38	67.73	3.20	0.001*	6
3.	Business Support Programs provide Trainers/Mentors/Coaches with international experience.	7.52	2.09	75.15	7.15	0.000*	2
4.	There is an Integration between the roles played by Trainers, Mentors, & Coaches	6.76	1.95	67.63	3.86	0.000*	7
5.	Training Programs Cover important Topics that any entrepreneur needs.	7.36	1.94	73.61	6.92	0.000*	4
6.	.Training Provided enriches the knowledge of startups owners about startup Entrepreneurship	7.44	2.11	74.43	6.73	0.000*	3
7.	Training, Mentoring, & Coaching Programs provide enough hours for every startup project	6.53	2.25	65.26	2.30	0.012*	8
8.	Business Support Programs provide administrative and technical guidance to prepare realistic feasibility studies and business plans.	6.86	2.19	68.56	3.85	0.000*	5
	All paragraphs of the field	7.10	1.54	70.97	7.00	0.000*	

* The mean is significantly different from 6

- The mean of paragraph #7 “Training, Mentoring, & Coaching Programs provide enough hours for every startup project” equals 6.53 (65.26%), Test-value = 2.30, and P-value = 0.012 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agree to this paragraph.
- The mean of the field “Training, Mentoring & Coaching” equals 7.10 (70.97%), Test-value = 7.00, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. We conclude that the respondents agree to field of “Training, Mentoring & Coaching".

In general the mean of the field “Training, Mentoring, and Coaching” indicates that MC beneficiaries agreed about the effectiveness of Training, Mentoring, and coaching services provided by TeamStart program and GSG Accelerator which hypothesized that these services have a role in empowering entrepreneurs and business startups. This result means that MC support programs (TeamStart/GSG) make a great effort in the Training, Mentoring, and coaching services. The result also means that training, Mentoring, and Coaching services are important for entrepreneurs. This finding is consistent with (Li et al. , 2012) which shows that one of the most important services provided to entrepreneurs and startups is Training and mentoring. Also it is consistent with (Hoffman & Kelley, 2012) which shows that mentorship programs increase the overall rates success of startups. Moreover, it is consistent with (Dahleez, 2009) which identifies Training as of the most important services provided to entrepreneurs .Finally it is consistent with (Lehmann, 2013) which shows that accelerators provide entrepreneurs with mentors that lead them to success in their startups.

B. Motivation

Table (4.6) shows the following results:

- The mean of paragraph #2 “The Head of my startup appreciates the efforts and Achievements the members provide” equals 7.68 (76.77%), Test-value = 7.94 and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agree to this paragraph.

Table (4.6): Means and Test values for "Motivation"

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1	All the Team members in my startup are motivated enough to improve their skills and enhance the startup success	7.38	1.90	73.76	6.99	0.000*	3
2	The Head of my startup appreciates the efforts and Achievements the members provide.	7.68	2.04	76.77	7.94	0.000*	1
3	The Head of my Startup motivates every team member in order to increase the performance level.	7.56	1.98	75.59	7.61	0.000*	2
4	The business support program staff provides support and motivation required in increasing the entrepreneur performance level	6.95	2.18	69.46	4.18	0.000*	5
5	The Training & Mentoring Team provide entrepreneurs with the support and motivation required to enhance their performance in their startups	7.03	2.22	70.32	4.49	0.000*	4
6	Business entrepreneurs get support and motivation from their families and friends	6.13	2.48	61.29	0.50	0.308	6
7	Local Community appreciates Business Entrepreneurs and provides them with support and motivation.	5.32	2.48	53.23	-2.64	0.005*	7
	All paragraphs of the field	**6.86**	**1.52**	**68.63**	**5.49**	**0.000***	

- * The mean is significantly different from 6

- The mean of paragraph #7 "Local Community appreciates Business Entrepreneurs and provides them with support and motivation" equals 5.32 (53.23%), Test-value = 53.23, and P-value = 0.005 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to this paragraph.

- The mean of the field "Motivation" equals 6.86 (68.63%), Test-value = 5.49, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. We conclude that the respondents agreed to field of "Motivation ".

In general the mean of the field "Motivation" indicates that MC beneficiaries agreed about the effectiveness of Training, Mentoring, and coaching services provided by TeamStart program and GSG Accelerator which hypothesized that these services have a role in empowering entrepreneurs and business startups. This result means that MC support programs (TeamStart/GSG) make a great effort in the Training, Mentoring, and coaching services. The result also means that Motivation is important for entrepreneurs. But unfortunately on the other hand, we find that there is a lack of extrinsic motivation exactly from the local community. This finding is somehow consistent with (Skaik, 2013) which shows that entrepreneurs are provided by support and motivation from the incubation programs which convert their innovative ideas to transform into successful businesses. On the other hand, it is consistent also with (Al Nakhala, 2012) with the part of poverty of support provided by incubators as business support programs which refers to the lack of enough experience.

C. Working Space

Table (4.7) shows the following results:

- The mean of paragraph #2 "Working Space is well equipped with required electricity and internet connection" equals 7.43 (74.33%), Test-value = 6.05, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agree to this paragraph.
- The mean of paragraph #3 "Business Support programs provide the equipment required by business startups such as Technical ones during the training and accelerating period" equals 6.63 (66.33%), Test-value = 2.67, and P-value = 0.005 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is

positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agree to this paragraph.

- The mean of the field "Working Space" equals 6.95 (69.53%), Test-value = 69.53, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. We conclude that the respondents agree to field of "Working Space".

Table (4.7): Means and Test values for "Working Space"

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1	Business Support Programs provide a suitable working space for business entrepreneurs and startups	6.73	2.14	67.33	3.25	0.001*	4
2	Working Space is well equipped with required electricity and internet connection	7.43	2.25	74.33	6.05	0.000*	1
3	Business Support programs provide the equipment required by business startups such as Technical ones during the training and accelerating period	6.63	2.25	66.33	2.67	0.005*	5
4	Working Space provides entrepreneurs with the opportunity to network with skilled members they look for to join their team.	6.79	2.21	67.89	3.39	0.001*	3
5	Working Space provides entrepreneurs with the opportunity to experience exchanging	7.18	2.03	71.78	5.50	0.000*	2
	All paragraphs of the field	**6.95**	**1.80**	**69.53**	**5.03**	**0.000***	

* The mean is significantly different from 6

In general the mean of the field "Working Space" indicates that MC beneficiaries agreed about the effectiveness of Working Space service provided by MC Business Support Programs which hypothesized that this service has a role in empowering entrepreneurs and business startups. This result means that MC support programs (TeamStart/GSG) make a great effort in the "Working Space" service. The result also means that "Working Space" service is important for entrepreneurs. This finding is consistent with (Dahleez, 2009) which identifies Working space as one of the most important services provided to entrepreneurs. Also it is consistent with (Cohen and Hochberg, 2014) which shows that Co-working environments have significant importance for the ultimate success of business startups.

D. Seed Investment

Table (4.8) shows the following results:

- The mean of paragraph #4 "Investors are more interested in Business startups that use ICT Techniques" equals 7.28 (72.76%), Test-value = 4.88, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agree to this paragraph.

Table (4.8): Means and Test values for "Seed Investment"

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1	Business Support Programs Provide the opportunity of meeting prospective investors	6.17	2.61	61.72	0.62	0.270	4
2	Business Support Programs Facilitate the process of getting seed investment for business startups	6.02	2.55	60.23	0.08	0.467	5
3	Business Support Programs Play an intermediate role between interested investors and business entrepreneurs and startups.	6.21	2.39	62.07	0.81	0.211	3
4	Investors are more interested in Business startups that use ICT Techniques.	7.28	2.44	72.76	4.88	0.000*	1
5	.Business Support Programs play a Fundamental role in attracting foreign investments	6.83	2.51	68.28	3.07	0.001*	2
6	The Business Support Program helps my business startup to get seed investment	4.86	2.91	48.62	-3.64	0.000*	8
7	Business Support Program plays a fundamental role in the financial management of the investment that a business startup gets	6.00	2.68	60.00	0.00	0.500	6
8	Business Support Program plays an important role in providing financial guarantees during the investment process	5.68	2.78	56.78	-1.08	0.142	7
	All paragraphs of the field	**6.13**	**2.09**	**61.31**	**0.58**	**0.281**	

* The mean is significantly different from 6

- The mean of paragraph #6 "The Business Support Program helps my business startup to get seed investment" equals 4.86 (48.62%), Test-value = -3.64, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. We conclude that the respondents disagree to this paragraph.
- The mean of the field "Seed Investment" equals 6.13 (61.31%), Test-value = 0.58, and P-value=0.281 which is greater than the level of significance $\alpha = 0.05$. The mean of this field is insignificantly different from the hypothesized value 6. We conclude that the respondents (Do not know, neutral) to field of "Seed Investment ".

In general the mean of the field "Seed Investment" indicates that (TeamStart/GSG) beneficiaries agreed about the paragraph of "Interesting of investors in the ICT-related Startups". But (TeamStart/GSG) beneficiaries disagreed about paragraphs #6 and #8. And some of them do not know, or they are neutral to the rest of paragraphs. This result means that there are needs to provide more effort to have an effective "Seed Investment" Service. This finding is consistent with (Al Nakhala, 2012) which shows that the services provided by incubators including seed investment are very poor and need to be enhanced. Also it is consistent with (Rezy et al. ,2009) in the part of investors focus on ICT-related businesses because of their down costs and high profitability.

E. Networking

Table (4.9) shows the following results:

- The mean of paragraph #4 "Networking Sessions help in the marketing process of my business startup" equals 6.91 (69.06%), Test-value = 3.70, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agree to this paragraph.
- The mean of paragraph #2 "The Business Support Program provides networking with prospective customers" equals 6.27 (62.71%), Test-value = 0.153, and P-value = 0.000 which is greater than the level of significance $\alpha = 0.05$. Then the mean of

this paragraph is insignificantly different from the hypothesized value 6. We conclude that the respondents (Do not know, neutral) to this paragraph.

- The mean of the field "Networking" equals 6.56 (65.65%), Test-value = 2.51, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. We conclude that the respondents agree to field of "Networking ".

Table (4.9): Means and Test values for "Networking"

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1	The Business Support Program provides networking with prospective investors	6.39	2.37	63.88	1.51	0.067	5
2	The Business Support Program provides networking with prospective customers	6.27	2.42	62.71	1.03	0.153	6
3	Networking sessions increase the opportunity of getting the required investment	6.66	2.36	66.59	2.58	0.006*	2
4	Networking Sessions help in the marketing process of my business startup	6.91	2.26	69.06	3.70	0.000*	1
5	The Business Support Program provides networking sessions with Successful business startups (Success stories) from the local and global market	6.64	2.48	66.35	2.36	0.010*	3
6	Networking Sessions increase the opportunity of attracting seed investment	6.53	2.31	65.29	2.11	0.019*	4
	All paragraphs of the field	**6.56**	**2.07**	**65.65**	**2.51**	**0.007***	

* The mean is significantly different from 6

In general the mean of the field "Networking" indicates that (TeamStart/GSG) beneficiaries agreed about the networking service. This result means that (TeamStart/GSG) offers good and different kinds of networking services such as networking with investors, clients, and success stories. Also this results shows that entrepreneurs and startups cofounders consider networking service as one of the important services that lead them to success. This finding is consistent with (Miller and Bound, 2011) which shows that accelerators provides startups with networks with investors which contribute in leading them to success. Also it is consistent with (Cohen and Hochberg, 2014) which shows that networking provided by accelerators have significant importance for the ultimate success of their beneficiaries. Finally it is consistent with (Baird et al., 2013) which shows that networking is one of the important services provided to bridge the gap between the entrepreneurs and the investors.

In General "Business Support Programs (Team Start/Gaza Sky Geeks)":

Table (4.10) shows the mean of all paragraphs equals 6.72 (67.23%), Test-value = 4.66 and P-value =0.000 which is smaller than the level of significance $\alpha = 0.05$. The mean of all paragraphs is significantly different from the hypothesized value 6. We conclude that the respondents agree to all paragraphs "Business Support Programs (Team Start/Gaza Sky Geeks)".

Table (4.10): Means and Test values for "Business Support Programs (Team Start/Gaza Sky Geeks)"

Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
Training, Mentoring & Coaching	7.10	1.54	70.97	7.00	0.000*	1
Motivation	6.86	1.52	68.63	5.49	0.000*	3
Working Space	6.95	1.80	69.53	5.03	0.000*	2
Seed Investment	6.13	2.09	61.31	0.58	0.281	5
Networking	6.56	2.07	65.65	2.51	0.007*	4
All Paragraphs	**6.72**	**1.53**	**67.23**	**4.66**	**0.000***	

*The mean is significantly different from 6

This result shows that services provided by (TeamStart/GSG) are important and supportive to the success of entrepreneurs and business startups. This finding is consistent with (Dorfman, 2014) which shows that startups participated in an accelerating program have more increasing rate in growth rather than others. Also most of the previous studies such as (Dahleez, 2009), (Li et al., 2012), and (Skaik, 2013) indicates the services provided by business support programs such as incubators and accelerators play an essential role in the success of any business startup. It can be noticed that every service has its importance but in general all of the services provided by the accelerator are important such training, seed investment, networking or others. From the table above you can notice that high respond degree was for the training, mentoring and coaching service. And the least respond degree was for the seed investment which is known as one of the most important service that any entrepreneur or startup dreams to have. This result should be taken into consideration in future studies in order to clarify the reasons behind this.

4.2.2 Empowering Entrepreneurs and Business Startups

Table (4.11) shows the following results:

- The mean of paragraph #5 "The Business Support Program offered me with the presentation and marketing skills needed to present the services/products of my startup successfully" equals 7.00 (70.00%), Test-value = 4.04, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agree to this paragraph.

Table (4.11): Means and Test values for "Empowering Entrepreneurs and Business Startups"

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1	The Business Support Program helped in preparing applicable and realistic business plans	6.69	2.42	66.87	2.58	0.006*	5
2	The Business Support Program helped prepare applicable and realistic financial plans suitable with the instability situation of the local market	6.55	2.37	65.54	2.13	0.018*	7
3	The Business Support Program contributed in raising the standards followed by the startup to be more competitive in the global market.	6.45	2.32	64.46	1.75	0.042*	9
4	The Business Support Program helped in identifying the determinants of the targeted market (Customers, Competitors, Price,…, etc..)	6.64	2.33	66.39	2.50	0.007*	6
5	The Business Support Program provided me with the presentation and marketing skills needed to present the services/products of my startup successfully	7.00	2.25	70.00	4.04	0.000*	1
6	The Business Support Program provided startups with the chance of penetrating new markets regarding to the instability of the local grocery store	6.52	2.50	65.18	1.89	0.031*	8
7	Networking Sessions increase the motivation degree to reach the desired goals	6.93	2.37	69.28	3.56	0.000*	3
8	There is an integration between the services provided by the business support program	6.78	2.34	67.83	3.05	0.002*	4
9	The Business Support Program helped Business Entrepreneurs in transforming their ideas into marketable products/services	6.98	2.46	69.76	3.62	0.000*	2
	All paragraphs of the field	**6.73**	**2.02**	**67.26**	**3.28**	**0.001***	

* The mean is significantly different from 6

- The mean of paragraph #3 "The Business Support Program contributed in raising the standards followed by the startup to be more competitive in the global market" equals 6.45 (64.46%), Test-value = 1.75, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. We conclude that the respondents agree to this paragraph.
- The mean of the field "Empowering Entrepreneurs and Business Startups" equals 6.73 (67.26%), Test-value = 3.28, and P-value=0.001 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. We conclude that the respondents agree to field of "Empowering Entrepreneurs and Business Startups ".

In general the mean of the dimension "Empowering Entrepreneurs and Business Startups" indicates that (TeamStart/GSG) beneficiaries agreed about the important role that (TeamStart/GSG) programs play in empowering entrepreneurs and business startups. The finding of paragraph #5 shows that (TeamStart/GSG) plays significant role in providing entrepreneurs with communication skills needed to market and present their businesses successfully. Also the other findings show that (TeamStart/GSG) provide entrepreneurs with the support needed to penetrate the market, transform their ideas into real businesses, identify market determinants, and others which means that (TeamStart/GSG) programs successfully play an important role in the empowerment and sustainability of entrepreneurs and business startups. This finding is consistent with (Salem, 2014) which shows that accelerators play an important role in ensuring sustainable value creation and building wealth. Moreover, This finding is consistent with (Dahleez,2009), (Skaik, 2013) which show that support programs such as incubators and accelerators in the Palestine (especially in Gaza Strip) are one the right track of supporting entrepreneurs and business startups. However, this finding is inconsistent with (Al Nakhala, 2012) which shows that incubators as a kind of business support programs still very poor to provide entrepreneurs with experiences and support needed.

4.3 Hypothesis Testing

The study includes the following hypotheses:

Hypothesis # 1:

There is a statistical significant relationship between Business support programs (GSG Accelerator & Team Start Program) and Empowering Business Startups & entrepreneurships Opportunities at 0.05 level.

Table (4.12) shows that the correlation coefficient between Business Support programs (GSG Accelerator & Team Start Program) and Empowering Business Startups & entrepreneurships Opportunities equal 0.854 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. We conclude there exists a significant relationship between Business support programs (GSG Accelerator & Team Start Program) and Empowering Business Startups & entrepreneurships Opportunities.

This study is consistent with (Cho & Honorati, 2013) which shows that entrepreneurship programs such as accelerators have a positive and large impact for youth and on business knowledge and practice. It is also consistent with (Hoffman & Kelley, 2012) found that the accelerators affect the success rates for their graduates by increasing the success rates.

Table (4.12) Correlation coefficient between Business support programs (GSG Accelerator & Team Start Program) and Empowering Business Startups & entrepreneurships Opportunities

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between Training, Mentoring & Coaching and Empowering Business Startups & entrepreneurships Opportunities	.674	0.000*
Relationship between Motivation and Empowering Business Startups & entrepreneurships Opportunities	.595	0.000*
Relationship between Working Space and Empowering Business Startups & entrepreneurships Opportunities	.733	0.000*
Relationship between Seed Investment and Empowering Business Startups & entrepreneurships Opportunities	.828	0.000*
Relationship between Networking and Empowering Business Startups & entrepreneurships Opportunities	.815	0.000*
Relationship between Business support programs (GSG Accelerator & Team Start Program) and Empowering Business Startups & entrepreneurships Opportunities	**.854**	**0.000***

* Correlation is statistically significant at 0.05 level

We use Stepwise regression, to test the five sub-hypothesizes in order to find which variables are statistically significant and which are not. After applying the test the researcher obtained the following results:

Table (4.13): Result of Stepwise regression analysis

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	-0.033	-0.063	0.950	.873	0.762	84.219	0.000**
Seed Investment	0.373	3.395	0.001*				
Networking	0.353	3.515	0.001*				
Training, Mentoring & Coaching	0.297	3.247	0.002*				

* The variable is statistically significant at 0.05 level

* * The relationship is statistically significant at 0.05 level

- Table (4.13) shows the Multiple correlation coefficient R =0.873 and R-Square = 0.762. This means 76.2% of the variation in empowering business startups & entrepreneurships opportunities are explained by "Seed Investment, Networking and Training, Mentoring & Coaching ".
- Table (4.13) shows the Analysis of Variance for the regression model. F=84.219, Sig. = 0.000, so there is a significant relationship between the dependent variable empowering business startups & entrepreneurships opportunities and the independent variables " Seed Investment, Networking and Training, Mentoring & Coaching ".
- Based on Stepwise regression method, the variables "Motivation and Working Space" have insignificant effect on empowering business startups & entrepreneurships opportunities.

- **The estimated regression equation is:**

Empowering business startups & entrepreneurships opportunities = -0.033 + 0.373* (Seed Investment) + 0.353* (Networking) + 0.297* (Training, Mentoring & Coaching).

The estimated regression equation is used to predict the value of empowering business startups & entrepreneurships opportunities for any give values (responses) to the independent variables "Seed Investment, Networking and Training, Mentoring & Coaching ".

In conclusion, Business Support Programs (TeamStart/GSG) dimensions (Seed Investment, Networking and Training, Mentoring & Coaching) have positive and significant effects on empowering entrepreneurs and business startups at (sig=0.05). The higher the Beta value of standardized coefficients, the stronger the relationship the respective independent variable has with the dependent variable. The independent variables rank is as follows (the first one means the most effective variable):

1. Seed Investment
2. Networking
3. Training, Mentoring, & Coaching.

The regression equation reveals that testing the second hypothesis resulted in accepting 3 sub-hypothesis as the following:

H1: The Training, Mentoring, and Coaching Dimension of Business Support Programs (TeamStart/GSG) has positive and significant effects on empowering entrepreneurs and business startups. **(Accepted)**

H2: The Motivation Dimension of Business Support Programs (TeamStart/GSG) has positive and significant effects on empowering entrepreneurs and business startups. **(Rejected)**

H3: The Working Space Dimension of Business Support Programs (TeamStart/GSG) has positive and significant effects on empowering entrepreneurs and business startups. **(Rejected)**

H4: The Seed Investment Dimension of Business Support Programs (TeamStart/GSG) has positive and significant effects on empowering entrepreneurs and business startups. **(Accepted)**

H5: The Networking Dimension of Business Support Programs (TeamStart/GSG) has positive and significant effects on empowering entrepreneurs and business startups. **(Accepted)**

Therefore, the findings of the testing the second hypothesis show that there is a positive and significant effects of Business Support Programs (TeamStart/GSG) dimensions (Seed Investment, Networking and Training, Mentoring & Coaching) on empowering entrepreneurs and business startups. However, the findings show that the Motivation and Working Space dimensions are rejected. The researcher put these rejected hypothesizes depending on previous studies which show that Motivation and Working Space are considered as essential services provided by business support programs such as incubators and accelerators and they have a positive impact on empowering entrepreneurs and startups. But it seems that MC the case study of this research has its own circumstances and specifications regarding this issue. This finding is consistent with (Cho & Honorati, 2013) which shows that entrepreneurship programs such as accelerators have a positive and large impact for youth entrepreneurs and on business knowledge and practice. And (Dahleez, 2009) which shows that entrepreneurs identified workshops and training, and direct funding as the most important services provided by the incubators. Also with (Lehmann, 2013) which shows that accelerators provide entrepreneurs with a unique combination of entrepreneurial know-how, a network of mentors and access to incumbents' unique resources. In addition, it is consistent with (Hoffman & Kelley, 2012) which indicated that mentorship driven programs increase the overall success rates of startups. Finally it is consistent with (Li et al., 2012) which shows that mentorship and funding opportunities are from the most important services provided by accelerators. But the finding is inconsistent with (Al Nakhala, 2012) which shows that the services provided by the incubators are very poor because of lack of experience.

Hypothesis # 2:

There is a significant difference of respondents about benefiting from Business Support programs to improve their chances to get new entrepreneurship and business startups support and empowering opportunities due to results of personal information, Specialization, Startup information, and Training/Incubation information

This hypothesis can be divided into the following sub-hypotheses:

1. **There is a significant difference of respondents about benefiting from Business Support programs to improve their chances to get new entrepreneurship and business startups support and empowering opportunities due to Personal Information (Gender, Age).**

- **Gender:**

Table (4.14): Independent Samples T-test test of the fields and their p-values for Gender

No.	Field	Means		Test Value	Sig.
		Male	Female		
1.	Training, Mentoring & Coaching	7.08	7.11	-0.111	0.911
2.	Motivation	6.73	6.98	-0.779	0.438
3.	Working Space	6.60	7.24	-1.700	0.093
4.	Seed Investment	5.96	6.27	-0.678	0.500
5.	Networking	6.44	6.67	-0.490	0.625
	Business Support Programs (TeamStart/Gaza Sky Geeks)	6.59	6.84	-0.823	0.413
	Empowering Entrepreneurs and Business Startups	6.65	6.79	-0.291	0.771
	All fields together	6.59	6.83	-0.729	0.468

- Table (4.14) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to gender. We conclude that the personal characteristics' gender has no effect on each field.

- **Age:**

Table (4.15): ANOVA test of the fields and their p-values for age

No.	Field	Means				Test Value	Sig.
		Less than 22	22 -25	26-30	31 and more		
1.	Training, Mentoring & Coaching	7.25	7.31	6.53	7.43	1.765	0.159
2.	Motivation	6.33	7.26	6.68	6.29	2.235	0.090
3.	Working Space	6.29	7.19	6.70	7.46	1.278	0.287
4.	Seed Investment	5.63	6.53	5.51	6.72	1.743	0.165
5.	Networking	5.99	6.91	6.20	6.80	0.992	0.401
	Business Support Programs (TeamStart/Gaza Sky Geeks)	6.31	7.06	6.29	6.88	1.870	0.140
	Empowering Entrepreneurs and Business Startups	6.60	6.93	6.20	7.35	0.957	0.417
	All fields together	6.34	7.05	6.25	6.95	1.842	0.145

- Table (4.15) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to age. We conclude that the personal characteristics' age has no effect on each field.

2. There is a significant difference of respondents about benefiting from Business Support programs to improve their chances to get new entrepreneurship and business startups support and empowering opportunities due to Specialization (Field of Work, Qualification).

- **Field of Work:**

- Table (4.16) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to Field of Work. We conclude that the personal characteristics' Field of Work has no effect on each field.

Table (4.16): ANOVA test of the fields and their p-values for Field of Work

No.	Field	Means					Test Value	Sig.
		Web Development	Mobile Development	Graphic Design & Multimedia	Marketing & E-commerce	Other		
1.	Training, Mentoring & Coaching	7.18	7.39	6.88	6.99	6.88	0.408	0.802
2.	Motivation	6.83	7.19	6.83	6.43	7.02	0.682	0.606
3.	Working Space	6.60	7.37	6.65	7.06	7.03	0.629	0.643
4.	Seed Investment	5.63	6.88	5.98	5.99	5.91	1.015	0.404
5.	Networking	6.62	6.89	6.37	6.19	6.76	0.336	0.853
	Business Support Programs (TeamStart/Gaza Sky Geeks)	6.69	7.12	6.53	6.48	6.63	0.623	0.647
	Empowering Entrepreneurs and Business Startups	6.55	7.44	6.40	6.48	6.41	0.962	0.433
	All fields together	6.68	7.18	6.51	6.45	6.58	0.783	0.539

- **Qualification:**

- Table (4.17) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to Qualification. We conclude that the personal characteristics' Qualification has no effect on each field.

Table (4.17): ANOVA test of the fields and their p-values for Qualification

No.	Field	Means				Test Value	Sig.
		Under graduation	Diploma	Bachelor	Master and more		
1.	Training, Mentoring & Coaching	7.15	7.38	7.02	8.13	0.441	0.724
2.	Motivation	6.68	7.20	6.88	6.79	0.223	0.880
3.	Working Space	6.53	7.83	6.94	7.90	1.178	0.323
4.	Seed Investment	5.82	6.83	6.11	7.00	0.543	0.654
5.	Networking	6.41	6.54	6.58	8.50	0.319	0.812
	Business Support Programs (TeamStart/Gaza Sky Geeks)	6.52	7.13	6.71	7.48	0.459	0.712
	Empowering Entrepreneurs and Business Startups	6.70	7.06	6.67	7.67	0.155	0.926
	All fields together	6.53	7.11	6.70	7.44	0.390	0.761

3. **There is a significant difference of respondents about benefiting from Business Support programs to improve their chances to get new entrepreneurship and business startups support and empowering opportunities due to Startup Information (No. of Team members, Position, Role, and years of experience)**.

- **No. of Team Members:**

Table (4.18): ANOVA test of the fields and their p-values for No. of Team members

No.	Field	Means			Test Value	Sig.
		1-2	3-5	6 and more		
1.	Training, Mentoring & Coaching	6.85	7.28	6.75	1.054	0.353
2.	Motivation	6.86	7.02	6.14	1.664	0.195
3.	Working Space	7.18	7.11	5.80	2.993	0.055
4.	Seed Investment	5.91	6.54	4.74	4.045	0.021*
5.	Networking	6.19	6.91	5.78	1.987	0.144
	Business Support Programs (TeamStart/Gaza Sky Geeks)	6.60	6.96	5.89	2.822	0.065
	Empowering Entrepreneurs and Business Startups	6.45	7.08	5.59	2.890	0.061
	All fields together	6.59	6.97	5.82	3.089	0.051

- Table (4.18) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field "Seed Investment", then there is significant difference among the respondents toward this field due No. of Team members. We conclude that the personal characteristics' related to Startup information (No. of Team members) has an effect on this field.

For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to No. of Team members. We conclude that the personal characteristics' related to Startup information (No. of Team members) has no effect on the other fields.

- **Position:**

Table (4.19): ANOVA test of the fields and their p-values for Position

No.	Field	Means			Test Value	Sig.
		Startup Cofounder/Owner	Startup Partner	Startup Member		
1.	Training, Mentoring & Coaching	6.83	7.10	7.77	2.605	0.079
2.	Motivation	7.06	6.42	7.06	1.803	0.171
3.	Working Space	6.78	6.79	7.64	1.690	0.191
4.	Seed Investment	5.95	5.69	7.25	3.584	0.032*
5.	Networking	6.55	6.26	7.07	0.841	0.435
	Business Support Programs (TeamStart/Gaza Sky Geeks)	6.66	6.40	7.41	2.737	0.070
	Empowering Entrepreneurs and Business Startups	6.63	6.47	7.31	1.036	0.360
	All fields together	6.66	6.38	7.41	2.617	0.078

- Table (4.19) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the field "Seed Investment", then there is significant difference among the respondents toward this field due Position. We conclude that the personal characteristics' related to Startup information (Position) has an effect on this field.
- For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to Position. We conclude that the personal characteristics' related to Startup information (Position) has no effect on the other fields.

- **Role:**

Table (4.20): Independent Samples T-test test of the fields and their p-values for Role

No.	Field	Means		Test Value	Sig.
		Admin	Technical		
1.	Training, Mentoring & Coaching	7.10	7.09	0.053	0.957
2.	Motivation	6.91	6.80	0.328	0.743
3.	Working Space	7.04	6.83	0.547	0.586
4.	Seed Investment	6.16	6.10	0.138	0.891
5.	Networking	6.67	6.43	0.520	0.605
	Business Support Programs (TeamStart/Gaza Sky Geeks)	6.76	6.68	0.249	0.804
	Empowering Entrepreneurs and Business Startups	6.77	6.66	0.244	0.808
	All fields together	6.75	6.68	0.231	0.817

- Table (4.20) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to Role. We conclude that the personal characteristics' related to Startup information (Role) has no effect on each field.

- **Years of Experience:**

Table (4.21): ANOVA test **of the fields and their p-values for Years of Experience**

No.	Field	Means			Test Value	Sig.
		Less than 1 year	1 - less than 3 years	3 years and more		
1.	Training, Mentoring & Coaching	7.21	7.02	7.01	0.188	0.829
2.	Motivation	7.10	6.77	6.46	0.945	0.392
3.	Working Space	7.28	6.60	7.25	1.571	0.214
4.	Seed Investment	6.78	5.70	5.68	2.898	0.061
5.	Networking	6.93	6.32	6.33	0.885	0.417
	Business Support Programs (TeamStart/Gaza Sky Geeks)	7.05	6.51	6.47	1.501	0.228
	Empowering Entrepreneurs and Business Startups	7.00	6.52	6.60	0.547	0.581
	All fields together	7.04	6.52	6.45	1.382	0.256

- Table (4.21) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to Years of Experience. We conclude that the personal characteristics' related to Startup information (Years of Experience) has no effect on each field.

Table (4.22): ANOVA test of the fields and their p-values for Years of Experience

No.	Field	Means			Test Value	Sig.
		Less than 1 year	1 - less than 3 years	3 years and more		
1.	Training, Mentoring & Coaching	6.60	7.43	6.54	3.773	0.027*
2.	Motivation	6.93	6.93	6.42	0.593	0.555
3.	Working Space	6.71	7.15	6.47	0.991	0.376
4.	Seed Investment	5.40	6.48	5.90	2.218	0.115
5.	Networking	5.86	6.90	6.29	2.078	0.132
	Business Support Programs (TeamStart/Gaza Sky Geeks)	6.35	6.97	6.32	2.020	0.138
	Empowering Entrepreneurs and Business Startups	5.76	7.18	6.32	4.175	0.019*
	All fields together	6.27	6.99	6.34	2.342	0.102

- Table (4.22) shows that the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$ for the fields "Training, Mentoring & Coaching and Empowering Entrepreneurs and Business Startups", then there is significant difference among the respondents toward this field due to Years of Experience. We conclude that the personal characteristics' Years of Experience has an effect on this field.

  For the other fields, the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then there is insignificant difference among the respondents toward these fields due to Years of Experience. We conclude that the personal characteristics' related to Startup information (Years of Experience) has no effect on the other fields.

4. There is a significant difference of respondents about benefiting from Business Support programs to improve their chances to get new entrepreneurship and business startups support and empowering opportunities due to Incubation/Training Information.

- **Previous Incubation/Training:**

Table (4.23): Independent Samples T-test test of the fields and their p-values for Previous Incubation/Training

No.	Field	Means		Test Value	Sig.
		Yes	No		
1.	Training, Mentoring & Coaching	7.22	7.04	0.511	0.611
2.	Motivation	7.28	6.69	1.740	0.085
3.	Working Space	7.37	6.77	1.450	0.151
4.	Seed Investment	6.20	6.10	0.206	0.837
5.	Networking	6.77	6.48	0.578	0.565
	Business Support Programs (TeamStart/Gaza Sky Geeks)	6.93	6.63	0.890	0.376
	Empowering Entrepreneurs and Business Startups	6.77	6.70	0.141	0.888
	All fields together	6.89	6.64	0.703	0.484

- Table (4.23) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to Previous incubation/training. We conclude that the personal characteristics' related to Incubation/Training Information (Previous incubation/training) has no effect on each field.

- **Preparing Business Plan:**

Table (4.24): Independent Samples T-test test of the fields and their p-values for Preparing Business Plan

No.	Field	Means		Test Value	Sig.
		Yes	No		
1.	Training, Mentoring & Coaching	7.09	7.11	-0.047	0.962
2.	Motivation	6.96	6.71	0.769	0.444
3.	Working Space	7.13	6.66	1.215	0.228
4.	Seed Investment	6.36	5.78	1.272	0.207
5.	Networking	6.64	6.45	0.406	0.686
	Business Support Programs (TeamStart/Gaza Sky Geeks)	6.80	6.60	0.628	0.532
	Empowering Entrepreneurs and Business Startups	6.80	6.59	0.453	0.652
	All fields together	6.79	6.61	0.545	0.587

- Table (4.24) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is insignificant difference among the respondents toward each field due to Preparing Business Plan. We conclude that the personal characteristics' Preparing Business Plan before participating in TeamStart/GSG has no effect on each field.

To sum up, this means that the personal data have no effect on these fields. It seems logical from the researcher point of view, because the participants of this study are all entrepreneurs and startup members with different positions and roles. So it does not depend on the personal data such as personal traits, Specialization, startup information, or incubation/training information. The findings are consistent with (Lewis et al. ,2011) which shows that there is no fundamental effect on startup success due to personal traits such as the age or startup information such as the size. In addition, it is consistent with (Skaik,2013) which shows that there is insignificant difference in respondents' answers due to personal information such as age and gender or specialization information such as qualification.

Chapter Five : Conclusions and Recommendations

Introduction

5.1 Conclusions

5.2 Recommendations

5.3 Benefits and implications of study

5.4 Suggestions for future studies

Introduction:

This chapter reviews the conclusions of the findings that were obtained and then the study recommendations were presented. Finally the future research ideas were stated.

5.1 Conclusions:

This research investigated the role of business support programs implemented by MC (TeamStart/GSG) in empowering entrepreneurs and business startups. Five factors of MC Business Support Programs (training, mentoring, and coaching, motivation, seed investment, working space, and networking) are considered to represent the effect of MC Business Support Programs (TeamStart/GSG).

From the findings that were presented in the previous chapter, the most notable conclusions are:

1. **Training, Mentoring, and Coaching dimension of (TeamStart/GSG):** (71.0%) of the respondents agreed about the effectiveness of the training, mentoring, and coaching process of MC Business Support Programs (TeamStart/GSG). The respondents agreed that MC selects professional and qualified Trainer, Mentors, and coaches. Moreover the respondents agreed that MC programs (TeamStart/GSG) works hardly to select the most appropriate trainer, mentor, and coach for providing training, mentoring, and coaching and provides continuous follow up.
2. **Motivation dimension of (TeamStart/GSG):** (68.6%) of the respondents agreed about having motivation from their team members, MC staff, their families, and friends but neutral about the support, motivation, and appreciation from the local community.
3. **Working Space dimension of (TeamStart/GSG):** (69.5%) of the respondents agreed about the working space provided by MC. The respondents agreed that MC programs provide them with a well-equipped working environment. Moreover, the respondents agreed that the working space enables them with an opportunity of experience exchange between each other.

4. **Seed Investment dimension of (TeamStart/GSG):** (61.3%) of the respondents agreed about the effectiveness role of Seed investment service provided by MC programs. But the respondents disagreed about the effort the program plays in helping them get their seed investment. In general the respondents agreed that MC needs to provide more efforts in supporting entrepreneurs from the seed investment service side.
5. **Networking dimension of (TeamStart/GSG):** (65.6%) of the respondents agreed about the networking service provided by MC programs. The respondents agreed about the importance of networking in increasing opportunities of getting seed investment. Moreover, the respondents agreed that networking sessions help in marketing process of their startups.
6. **Business Support Programs (TeamStart/GSG) Services:** In General (67.2%) of the respondents agreed about the important and supportive role of MC programs (TeamStart/GSG) in increasing the success rate of the entrepreneurs and business startups.
7. **Empowerment of Entrepreneurs and business startups:** (67.3%) of respondents agreed about the important role that (TeamStart/GSG) programs play in empowering entrepreneurs and business startups. The respondents agreed that (TeamStart/GSG) plays significant role in providing entrepreneurs with communication skills needed to market and present their businesses successfully. Also the respondents agreed that (TeamStart/GSG) provide entrepreneurs with the support needed to penetrate the market, transform their ideas into real businesses, identify market determinants, and others which means that (TeamStart/GSG) programs successfully play an important role in the empowerment and sustainability of entrepreneurs and business startups.

Table (5.1) Final Findings of Hypothesis Testing

#	Hypothesis	Result
1	**There is a statistical significant relationship between Business support programs (GSG Accelerator & Team Start Program) and Empowering Business Startups & entrepreneurships Opportunities at 0.05 level.**	**Partially Supported**
1.1	The Training, Mentoring, and Coaching Dimension of Business Support Programs (TeamStart/GSG) has positive and significant effects on empowering entrepreneurs and business startups.	Supported
1.2	The Intrinsic and Extrinsic Motivation Dimension of Business Support Programs (TeamStart/GSG) has positive and significant effects on empowering entrepreneurs and business startups.	Rejected
1.3	The Working Space Dimension of Business Support Programs (TeamStart/GSG) has positive and significant effects on empowering entrepreneurs and business startups.	Rejected
1.4	The Seed Investment Dimension of Business Support Programs (TeamStart/GSG) has positive and significant effects on empowering entrepreneurs and business startups.	Supported
1.5	The Networking Dimension of Business Support Programs (TeamStart/GSG) has positive and significant effects on empowering entrepreneurs and business startups.	Supported
2	**There is a significant difference of respondents about benefiting from Business Support programs to improve their chances to get new entrepreneurship and business startups support and empowering opportunities due to results of personal information, Specialization, Startup information, and Training/Incubation information**	**Rejected**

8. There is no significant differences among respondents at (sig=0.05) towards the role of MC business support programs (TeamStart/GSG) in empowering entrepreneurs and business startups due to personal information, Specialization, Startup information, and Training/Incubation information as shown in table (5.1).

9. Three of (TeamStart/GSG) dimensions out of five (Training, Mentoring, and coaching, Seed investment, and Networking) have positive and significant effects on empowering entrepreneurs and business startups as shown in table (5.1).

5.2 Recommendations:

In the light of the study results and findings, the researcher recommends the following:

1. Academic institutions have to play a fundamental role in providing graduates with entrepreneurship and business startup culture.
2. Integration of roles needs to be between all the sides in other words, integration should be between the work of academic institutions, incubators, and programs implemented by INGOs such as Accelerators.
3. Filling the gaps and weakness points in the services provided by MC programs in order to enhance empowering the beneficiaries.
4. Continue using the methods and criteria that are used in training, mentoring, and coaching.
5. Networking between entrepreneurs should be enhanced, in order to increase the experience exchange.
6. Providing soft skills to universities graduates in order to make them familiar of how to think creatively, check if their ideas are realistic and applicable or not and how to work on transforming their ideas into real businesses.
7. Including Freelancing culture in the training, mentoring sessions provided as one of the best solutions for the instability of local market.

5.3 Benefits and implications of study:

In order to cover the topic of this study, the researcher tried to mention some of the benefits of this study results. so this section focuses on both theoretical knowledge and practical which may be useful for Mercy Corps organization and other organizations which provides or are planning to provide business support programs.

Theoretical Knowledge:

This study contributes to the literature on Business support programs implemented by INGOs by investigating the role of (TeamStart/GSG) as a case study of business support programs in empowering entrepreneurs and business startups. Because previous studies didn't explain how INGOs play effective roles in empowering entrepreneurs and business startups. The results provide a greater understanding of the effectiveness of the services provided by Business support programs such as MC programs (TeamStart/GSG). Also this study, clarify the importance degree of each dimension.

The findings of this study also provide additional support for previous studies in order to show how business support programs dimensions (Training, mentoring, and coaching, Motivation, Seed investment, working space, and networking) affect positively in empowering entrepreneurs and business startups. The findings of this study support previous local studies such as (Dahleez, 2009), (Skaik, 2013) and also international studies such as (Li et al., 2012) and (Cohen and Hochberg, 2014)

Managerial and Practical Implications:

The results of this study highlight several important issues for the practice of Business Support Programs in MC (TeamStart/GSG) and other organizations. An understanding of how (TeamStart/GSG) programs play roles in empowering entrepreneurs will help improving the effectiveness of services provided by these programs. In addition, it was confirmed that the services (Training, Mentoring, and coaching, Seed investment, and Working Space) are important for empowering entrepreneurs and are good implemented. The results will help managers and other MC

staff to get more knowledge about the weakness and strengths point of the support programs in order to take corrective decisions and provide more efforts in enhancing the services.

As a conclusion, findings provide guidelines to help to get more understanding of the importance of Business support programs provided by MC and their outcomes and effects on empowering entrepreneurs and business startups.

5.4 Suggestions for future studies:

For future studies, the researcher suggests the following:

- Conduct a study on measuring the integration between services provided by MC programs and other incubators in the local market.

- Conduct a study on the role of online freelancing as an effective solution for entrepreneurs to penetrate new markets

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Appendices

Appendix A: Questionnaire Judgment Committee

Refereeing and refining after designing and revising the questionnaire several times, it was refereed and refined by university Professors and Doctors and professional in the field. Finally the final copy was ready to be distributed to the study population.

Dr. Sami Abu El Ross	**Islamic University of Gaza**
Dr. Wasim Al Habil	**Islamic University of Gaza**
Dr. Ayman Abu Samra	**Islamic University of Gaza**
Dr. Hatem Al Aydi	**Islamic University of Gaza**
Dr. Kamal Al Masri	**Ministry of Telecommunications**
Dr. Khalil Abu Madi	**Al- Azhar University**
Eng. Mohammed Skaik	**Business Technology Incubator (BTI) – Islamic University**

Appendix B: Questionnaire (Arabic Version)

الجامعة الإسلامية – غزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال

استبانة حول

دور برامج دعم الأعمال التي تنفذها المؤسسات الدولية في تمكين الرياديين و الأعمال الناشئة
دراسة حالة: مسرع الأعمال وبرنامج تيم ستارت المنفذين من قبل مؤسسة ميرسي كور

The Role of International NGOs' Business Support Programs in empowering Entrepreneurs and Business Startups

Case Study: GSG Accelerator and TeamStart program at Mercy Corps Org.

السادة الكرام رياديي الأعمال

السلام عليكم و رحمة الله و بركاته ،،،

يهدف هذا الاستبيان الى جمع المعلومات حول دور برامج دعم الأعمال التي تنفذها المؤسسات الدولية (مؤسسة ميرسي كور كحالة دراسية و البرامج التي تقدمها (TeamStart program and Gaza Sky Geeks Accelerator) في تمكين الرياديين و الأعمال الناشئة، يرجى التكرم بالاجابة عن الاستبيان المرفق علما بأن نتائج هذا الاستبيان ستستخدم لأغراض البحث العلمي فقط وتتوقف عليها صحة النتائج التي سوف تتوصل اليها هذه الدراسة.

شاكرين لكم حسن تعاونكم ،،،

الباحث : ناهض توفيق الكيالي

الرجاء وضع الإشارة (×) في المكان المناسب

أولا : البيانات العامة					
الرقم	العبارة				
.1	الجنس	☐ ذكر	☐ أنثى		
.2	العمر	☐ أقل من 22	☐22-25	☐26-30	☐31 فأكثر
.3	مجال العمل	☐تطوير تطبيقات الويب	☐تطوير تطبيقات الموبايل	☐التصميم الجرافيكي و الوسائط المتعددة	
		☐التسويق و التجارة الالكترونية	☐ أخرى. حدد:		
.4	المؤهل العلمي	☐ لم أتخرج بعد	☐دبلوم	☐بكالوريوس	☐ماجستير فأكثر
.5	عدد أعضاء الفريق	حدد:			
.6	المسمى الوظيفي	☐مؤسس الشركة الناشئة	☐شريك في الشركة الناشئة	☐عضو فريق في الشركة الناشئة	
.7	دورك في الفريق	☐اداري	☐تقني		
.8	عدد سنوات الخبرة في مجال ريادة الأعمال	☐أقل من سنة	☐من سنة – أقل من 3 سنوات	☐3 سنوات أو أكثر	
.8	برنامج دعم الاعمال الذي استفدت منه	☐TeamStart	☐Gaza Sky Geeks	☐الاثنين معا	
.9	هل تلقيت تدريب/احتضان سابق من أي جهة أخرى في مجال ريادة الأعمال قبل الالتحاق ببرامج مؤسسة ميرسي كور (TeamStart/Gaza Sky Geeks)	☐ نعم	☐ لا		
.10	اذا كانت الاجابة "نعم" على السؤال السابق : فما الذي تلقيته ؟	☐ تدريب فقط	☐ احتضان	☐ تدريب و احتضان	
.11	هل قمت باعداد خطة عمل سابقة قبل الالتحاق ببرامج دعم الأعمال	☐نعم	☐لا		

الرجاء وضع الدرجة المناسبة من (1-10) لكل فقرة من الفقرات التالية مع العلم أنه كلما اقتربت الاجابة من (10) دل ذلك على الموافقة التامة وكلما اقتربت من (1) دل ذلك على عدم الموافقة التامة على العبارة:

ثانيا : برامج دعم الأعمال التي تقدمها مؤسسة ميرسي كور (برنامج تيم ستارت / مسرعة الأعمال غزة سكاي جيكس)		
المحور الأول: التدريب ، التوجيه و الارشاد		
الرقم	العبارة	الاجابة (1-10)
.1	يوفر برنامج دعم الأعمال مدربين /مرشديين/ موجهيين ذوي خبرة و كفاءة عالية.	
.2	يوفر برنامج دعم الاعمال متابعة مستمرة من قبل المدربين/المرشديين/الموجهين	
.3	يوفر برنامج دعم الاعمال مدربين/مرشديين/موجهيين ذوي خبرة عالمية (خبراء دوليين في مجال دعم الأعمال الناشئة)	
.4	يوجد تكامل بين الأدوار المختلفة التي يلعبها المدربون ، المرشدون و الموجهون	
.5	تغطي برامج التدريب المواضيع الهامة التي يحتاجها أي ريادي/شركة ناشئة	
.6	يثري التدريب المقدم معرفة أصحاب الشركات الناشئة بمفهوم ريادة الأعمال الناشئة.	
.7	توفر برامج دعم الاعمال ساعات تدريب/توجيه/ارشاد مخصصة وكافية لكل مشروع	
.8	تقوم برامج دعم الاعمال بتوفير ارشاد اداري و تقني لكيفية عمل دراسات الجدوى و خطط الأعمال لتصبح أكثر ملائمة للواقع.	

المحور الثاني: التحفيز و الدافعية		
الرقم	العبارة	الإجابة (1-10)
.1	يتمتع جميع أعضاء الفريق في شركتي الناشئة بدافعية كبيرة تحفزهم في تحسين أدائهم مما يمكنهم من النهوض بشركاتهم الناشئة	
.2	يقدر رئيس الفريق في شركتي الناشئة المجهودات و الانجازات التي يقوم بها الأعضاء كل في مجاله .	
.3	يقوم رئيس الفريق في شركتي الناشئة بتحفيز ودعم أعضاء الفريق من أجل الارتقاء بمستوى الأداء	
.4	يقوم طاقم برنامج دعم الأعمال بتوفير الدعم و التحفيز اللازم الذي يساهم في رفع مستوى الأداء لدى رياديي الأعمال.	
.5	يقوم فريق التدريب/التوجيه بتحفيز الرياديين من أجل تحسين أدائهم في شركاتهم الناشئة	
.6	يتلقى ريادي الأعمال تحفيز ايجابي و دعم من الأشخاص المحيطين به من الأهل و الأصدقاء	
.7	يقدر المجتمع ريادي الأعمال و أصحاب الشركات الناشئة و يوفر لهم الدعم و التحفيز اللازم .	

المحور الثالث: بيئة العمل		
الرقم	العبارة	الاجابة (1-10)
.1	يوفر برنامج دعم الأعمال بيئة عمل مناسبة للرياديين و أصحاب الأعمال الناشئة	
.2	بيئة العمل تكون مجهزة بالموارد اللازمة من كهرباء و انترنت وغيرها.	
.3	يراعي برنامج دعم الأعمال توفير المتطلبات التي يحتاجها ريادي الأعمال من أجهزة تقنية متخصصة وغيرها خلال فترة التدريب أو فترة التسريع	
.4	يتيح توفر بيئة العمل فرصة تشبيك أصحاب الشركات الناشئة مع الأشخاص من ذوي الخبرات و المهارات التقنية التي يحتاجونهم للانضمام للفريق .	
.5	توفر بيئة العمل الفرصة لتبادل الخبرات و التجارب بين ريادي الأعمال	

المحور الرابع: توفير الاستثمار		
الرقم	العبارة	الاجابة (1-10)
.1	يوفر برنامج دعم الأعمال الفرصة للتعرف على المستثمريين المحتملين	
.2	يساهم برنامج دعم الأعمال في تسهيل عملية الحصول على الاستثمار المبدئي اللازم للشركة الناشئة	
.3	تقوم برامج دعم الاعمال بلعب دور الوساطة بين ريادي الاعمال و بين المستثمريين المهتميين وذلك لتسهيل عملية الحصول على التمويل اللازم .	
.4	يركز المستثمرون على المشاريع الريادية التي تستخدم تقنيات تكنولوجيا المعلومات و الاتصالات	
.5	تلعب برامج دعم الاعمال التي تقدمها المؤسسات الدولية دورا أساسيا في جلب الاستثمارات الخارجية.	
.6	تمكنت شركتي الناشئة من توفير الاستثمار المبدئي (Seed investment) بمساعدة من برنامج دعم الأعمال	
.7	يلعب برنامج دعم الاعمال دورا مهما في عملية الادارة المالية للاستثمار االذي تحصل عليه الشركة الناشئة	
.8	يلعب برنامج دعم الأعمال دورا هاما في توفير الضمانات المالية اللازمة خلال عملية الاستثمار	

المحور الخامس: التشبيك		
الرقم	العبارة	الاجابة (1-10)
.1	يوفر برنامج دعم الأعمال لقاءات للتشبيك مع المستثمرين	
.2	يوفر برنامج دعم الاعمال لقاءات للتشبيك مع العملاء المحتملين .	
.3	تساهم لقاءات التشبيك في زيادة فرص الحصول على الاستثمار اللازم.	
.4	تساهم لقاءات التشبيك في عملية التسويق لشركتي الناشئة.	
.5	تقوم برامج دعم الأعمال بتوفير لقاءات للتشبيك مع ريادي أعمال و أصحاب شركات ناشئة سواء من السوق المحلي أو الأسواق العالمية (قصص نجاح)	
.6	تساهم لقاءات التشبيك في زيادة فرص جلب الاستثمار المبدئي	

ثالثا : تمكين الرياديين و الشركات الناشئة		
الرقم	العبارة	الاجابة (1-10)
.1	ساهم برنامج دعم الأعمال في وضع خطط أعمال كاملة قابلة للتطبيق على أرض الواقع	
.2	ساهم برنامج دعم الأعمال في اعداد خطط مالية واقعية قابلة للتطبيق في ظل حالة عدم الاستقرار التي يمر السوق المحلي	
.3	ساهم برامج دعم الأعمال في رفع المعايير المتبعة في الشركة الناشئة لتصبح أكثر قدرة على المنافسة في السوق العالمي	
.4	ساعد برنامج دعم الأعمال شركتي الناشئة في تحديد محددات السوق المستهدفة (الزبائن، المنافسين،السعر، ... الخ) بطريقة واقعية ناجحة	
.5	ساهم برنامج دعم الأعمال في اكسابي مهارات العرض و التسويق للمنتجات/الخدمات التي تقدمها شركتي الناشئة بطريقة ناجحة.	
.6	ساهم برنامج دعم الأعمال في توفير فرص لدخول أسواق جديدة في ظل حالة عدم الاستقرار في السوق المحلي	
.7	تزيد لقاءات التشبيك مع ريادي الأعمال الناجحين درجة التحفيز و الدافعية للوصول للأهداف المرجوة	
.8	يوجد تكامل بين الخدمات التي تقدمها برامج دعم الاعمال	
.9	يساعد برنامج دعم الاعمال أصحاب الأفكار الريادية في تحويل أفكارهم الى منتجات/خدمات واقعية قابلة للتسويق	

Appendix C: Questionnaire (English Version)

Islamic University of Gaza

Deans of Graduates Studies

Faculty of Commerce

Department of Business Administration

Questionnaire About

The Role of International NGOs' Business Support Programs in empowering Entrepreneurs and Business Startups

Case Study: GSG Accelerator and TeamStart program at Mercy Corps Org.

Dear Business Entrepreneurs,

This questionnaire is a tool of collecting data in order to assess the role of International NGOs' Business Support programs (Gaza Sky Geeks Accelerators and TeamStart Program) in Empowering Entrepreneurs and Business Startups, to be submitted in a partial fulfillment of the requirement for MBA degree. The Results of this questionnaire will be used for academic purposes only. The questionnaire is anonymous and does not require any personal details to be submitted.

Your participation in answering the questionnaire is highly appreciated to achieve the objectives of this research.

Thank You for your Cooperation

Researcher: Nahedd T. Al Kayyali

Please indicate your answer by putting the sign × in the appropriate place

First: Personal Information		
No.	**Item**	
1.	**Gender**	☐ **Male** ☐ **Female**
2.	**Age**	☐ **Less than 22** ☐ **22 -25** ☐ **26-30** ☐ **31 and more**
3.	**Field of Work**	☐ **Web Development** ☐ **Mobile Development** ☐ **Graphic Design & Multimedia** ☐ **Marketing & E-commerce** ☐ **Other. Specify: ……..**
4.	**Qualification**	☐ **Under graduation** ☐ **Diploma** ☐ **Bachelor** ☐ **Master and more**
5.	**No. of Team members**	**Specify: …….**
6.	**Position**	☐ **Startup Cofounder/Owner** ☐ **Startup Partner** ☐ **Startup Member**
7.	**Role**	☐ **Admin** ☐ **Technical**
8.	**Years of Experience**	☐ **Less than 1 year** ☐ **1 - less than 3 years** ☐ **3 years and more**
9.	**Business support program benefited from**	☐ **TeamStart** ☐ **Gaza Sky Geeks** ☐ **Both**
10.	**Did you get any Training/incubation before participating in mercy corps programs (TeamStart/ Gaza Sky Geeks) ?**	☐ **Yes** ☐ **No**
	If "Yes" : what did you get?	☐ **Training only** ☐ **Incubation only** ☐ **Both**
11.	**Did you prepare a business plan before participating in the business support programs (TeamStart/Gaza Sky Geeks)?**	☐ **Yes** ☐ **No**

Choose the number that reflects your answer (1= Strongly Disagree, 10= Strongly Agree)

Second: Business Support Programs (TeamStart/Gaza Sky Geeks)		
1- Training, Mentoring & Coaching		
No.	**Statement**	**Response (1-10)**
1.	Business Support Programs provide qualified Trainers/Mentors/Coaches with high experiences.	
2.	Business Support Programs provide continuous follow up by trainers/mentors/coaches	
3.	Business Support Programs provide Trainers/Mentors/Coaches with international experience.	
4.	There is an Integration between the roles played by Trainers, Mentors, & Coaches	
5.	Training Programs Cover important Topics that any entrepreneur needs.	
6.	.Training Provided enriches the knowledge of startups owners about startup Entrepreneurship	
7.	Training and mentoring programs focus on supporting startups as individuals rather than teams	
8.	Training, Mentoring, & Coaching Programs provide enough hours for every startup project	
9.	Business Support Programs provide administrative and technical guidance to prepare realistic feasibility studies and business plans.	

2- Motivation		
No.	**Statement**	**Response (1-10)**
1.	All the Team members in my startup are motivated enough to improve their skills and enhance the startup success	
2.	The Head of my startup appreciates the efforts and Achievements the members provide.	

3.	The Head of my Startup motivates every team member in order to increase the performance level.	
4.	The business support program staff provides support and motivation required in increasing the entrepreneur performance level	
5.	The Training & Mentoring Team provide entrepreneurs with the support and motivation required to enhance their performance in their startups	
6.	Business entrepreneurs get support and motivation from their families and friends	
7.	Local Community appreciates Business Entrpreneurs and provides them with support and motivation.	

3- Working Space

No.	Statement	Response (1-10)
1.	Business Support Programs provide a suitable working space for business entrepreneurs and startups	
2.	Working Space is well equipped with required electricity and internet connection	
3.	Business Support programs provide the equipment required by business startups such as Technical ones during the training and accelerating period	
4.	Working Space provides entrepreneurs with the opportunity to network with skilled members they look for to join their team.	
5.	Working Space provides entrepreneurs with the opportunity to experience exchanging	

4- Seed Investment

No.	Statement	Response (1-10)
1.	Business Support Programs Provide the opportunity of meeting prospective investors	

2.	Business Support Programs Facilitate the process of getting seed investment for business startups	
3.	Business Support Programs Play an intermediate role between interested investors and business entrepreneurs and startups.	
4.	Investors are more interested in Business startups that use ICT Techniques.	
5.	.Business Support Programs play a Fundamental role in attracting foreign investments	
6.	The Business Support Program helps my business startup to get seed investment	
7.	Business Support Program plays a fundamental role in the financial management of the investment that a business startup gets	
8.	Business Support Program plays an important role in providing financial guarantees during the investment process	

5- Networking		
No.	**Statement**	**Response (1-10)**
1.	The Business Support Program provides networking with prospective investors	
2.	The Business Support Program provides networking with prospective customers	
3.	Networking sessions increase the opportunity of getting the required investment	
4.	Networking Sessions help in the marketing process of my business startup	
5.	The Business Support Program provides networking sessions with Successful business startups (Success stories) from the local and global market	
6.	Networking Sessions increase the opportunity of attracting seed investment	

Third: Empowering Entrepreneurs and Business Startups		
No.	**Statement**	**Response (1-10)**
1.	The Business Support Program helped in preparing applicable and realistic business plans	
2.	The Business Support Program helped prepare applicable and realistic financial plans suitable with the instability situation of the local market	
3.	The Business Support Program contributed in raising the standards followed by the startup to be more competitive in the global market.	
4.	The Business Support Program helped in identifying the determinants of the targeted market (Customers, Competitors, Price,…, etc..)	
5.	The Business Support Program offered me with the presentation and marketing skills needed to present the services/products of my startup successfully	
6.	The Business Support Program provided startups with the chance of penetrating new markets regarding to the instability of the local grocery store	
7.	Networking Sessions increase the motivation degree to reach the desired goals	
8.	There is an integration between the services provided by the business support program	
9.	The Business Support Program helped Business Entrepreneurs in transforming their ideas into marketable products/services	

Appendix D: SPSS outputs

Correlations

	ma1		
	Pearson Correlation	Sig. (1-tailed)	N
a1	.753**	.000	97
a2	.733**	.000	97
a3	.739**	.000	97
a4	.806**	.000	97
a5	.713**	.000	97
a6	.651**	.000	97
a8	.757**	.000	97
a9	.708**	.000	97

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

	mb2		
	Pearson Correlation	Sig. (1-tailed)	N
B1	.585**	.000	93
B2	.673**	.000	93
B3	.746**	.000	93
B4	.819**	.000	93
B5	.750**	.000	93
B6	.699**	.000	93
B7	.593**	.000	93

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

	mc3		
	Pearson Correlation	Sig. (1-tailed)	N
C1	.857**	.000	90
C2	.801**	.000	90
C3	.816**	.000	90
C4	.871**	.000	90
C5	.783**	.000	90

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

	md4		
	Pearson Correlation	Sig. (1-tailed)	N
D1	.853**	.000	87
D2	.905**	.000	87
D3	.895**	.000	87
D4	.672**	.000	87
D5	.751**	.000	87
D6	.687**	.000	87
D7	.855**	.000	87
D8	.805**	.000	87

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

	me5		
	Pearson Correlation	Sig. (1-tailed)	N
E1	.878**	.000	85
E2	.865**	.000	85
E3	.893**	.000	85
E4	.905**	.000	85
E5	.894**	.000	85
E6	.819**	.000	85

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

	mh		
	Pearson Correlation	Sig. (1-tailed)	N
H1	.831**	.000	83
H2	.879**	.000	83
H3	.864**	.000	83
H4	.831**	.000	83
H5	.845**	.000	83
H6	.865**	.000	83
H7	.852**	.000	83
H8	.795**	.000	83
H9	.879**	.000	83

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

	mabcde		
	Pearson Correlation	Sig. (1-tailed)	N
ma1	.807**	.000	97
mb2	.789**	.000	93
mc3	.914**	.000	90
md4	.914**	.000	87
me5	.888**	.000	85

**. Correlation is significant at the 0.01 level (1-tailed).

Correlations

	mall		
	Pearson Correlation	Sig. (1-tailed)	N
mabcde	.992**	.000	97
mh	.918**	.000	83

**. Correlation is significant at the 0.01 level (1-tailed).

Reliability Statistics

Cronbach's Alpha	N of Items
.875	8

Reliability Statistics

Cronbach's Alpha	N of Items
.818	7

Reliability Statistics

Cronbach's Alpha	N of Items
.883	5

Reliability Statistics

Cronbach's Alpha	N of Items
.920	8

Reliability Statistics

Cronbach's Alpha	N of Items
.939	6

Reliability Statistics

Cronbach's Alpha	N of Items
.963	34

Reliability Statistics

Cronbach's Alpha	N of Items
.952	9

Reliability Statistics

Cronbach's Alpha	N of Items
.974	43

One-Sample Kolmogorov-Smirnov Test

	N	Normal Parameters[a,b]		Most Extreme Differences		
		Mean	Std. Deviation	Absolute	Positive	Negative
ma1	97	7.0966	1.54306	.073	.040	-.073
mb2	93	6.8633	1.51609	.127	.058	-.127
mc3	90	6.9533	1.79714	.120	.095	-.120
md4	87	6.1307	2.09251	.131	.056	-.131
me5	85	6.5647	2.07245	.120	.061	-.120
mabcde	97	6.7232	1.52718	.083	.051	-.083
mh	83	6.7256	2.01667	.145	.065	-.145
mall	97	6.7188	1.57365	.105	.047	-.105

One-Sample Kolmogorov-Smirnov Test

	Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
ma1	.719	.680
mb2	1.228	.098
mc3	1.142	.147
md4	1.223	.101
me5	1.108	.172
mabcde	.814	.521
mh	1.324	.060
mall	1.034	.235

a. Test distribution is Normal.

b. Calculated from data.

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
a1	97	7.54	1.969	.200
a2	97	6.77	2.378	.241
a3	97	7.52	2.087	.212
a4	97	6.76	1.946	.198
a5	97	7.36	1.937	.197
a6	97	7.44	2.111	.214
a8	97	6.53	2.250	.228
a9	97	6.86	2.189	.222
B1	93	7.38	1.899	.197
B2	93	7.68	2.039	.211
B3	93	7.56	1.975	.205
B4	93	6.95	2.184	.226
B5	93	7.03	2.219	.230
B6	93	6.13	2.477	.257
B7	93	5.32	2.477	.257
C1	90	6.73	2.140	.226
C2	90	7.43	2.249	.237
C3	90	6.63	2.251	.237
C4	90	6.79	2.206	.232
C5	90	7.18	2.031	.214
D1	87	6.17	2.611	.280
D2	87	6.02	2.552	.274
D3	87	6.21	2.393	.257
D4	87	7.28	2.438	.261
D5	87	6.83	2.511	.269
D6	87	4.86	2.914	.312
D7	87	6.00	2.681	.287
D8	87	5.68	2.785	.299
E1	85	6.39	2.371	.257
E2	85	6.27	2.422	.263
E3	85	6.66	2.358	.256
E4	85	6.91	2.255	.245
E5	85	6.64	2.483	.269
E6	85	6.53	2.312	.251
H1	83	6.69	2.424	.266
H2	83	6.55	2.375	.261
H3	83	6.45	2.323	.255
H4	83	6.64	2.330	.256
H5	83	7.00	2.252	.247
H6	83	6.52	2.496	.274
H7	83	6.93	2.373	.260
H8	83	6.78	2.338	.257
H9	83	6.98	2.459	.270
ma1	97	7.0966	1.54306	.15667
mb2	93	6.8633	1.51609	.15721
mc3	90	6.9533	1.79714	.18944
md4	87	6.1307	2.09251	.22434
me5	85	6.5647	2.07245	.22479
mabcde	97	6.7232	1.52718	.15506
mh	83	6.7256	2.01667	.22136
mall	97	6.7188	1.57365	.15978

One-Sample Test

	Test Value = 6					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
a1	7.684	96	.000	1.536	1.14	1.93
a2	3.202	96	.002	.773	.29	1.25
a3	7.151	96	.000	1.515	1.09	1.94
a4	3.861	96	.000	.763	.37	1.16
a5	6.917	96	.000	1.361	.97	1.75
a6	6.733	96	.000	1.443	1.02	1.87
a8	2.301	96	.024	.526	.07	.98
a9	3.850	96	.000	.856	.41	1.30
B1	6.989	92	.000	1.376	.99	1.77
B2	7.935	92	.000	1.677	1.26	2.10
B3	7.612	92	.000	1.559	1.15	1.97
B4	4.179	92	.000	.946	.50	1.40
B5	4.487	92	.000	1.032	.58	1.49
B6	.502	92	.617	.129	-.38	.64
B7	-2.638	92	.010	-.677	-1.19	-.17
C1	3.251	89	.002	.733	.29	1.18
C2	6.047	89	.000	1.433	.96	1.90
C3	2.669	89	.009	.633	.16	1.10
C4	3.393	89	.001	.789	.33	1.25
C5	5.501	89	.000	1.178	.75	1.60
D1	.616	86	.540	.172	-.38	.73
D2	.084	86	.933	.023	-.52	.57
D3	.807	86	.422	.207	-.30	.72
D4	4.880	86	.000	1.276	.76	1.80
D5	3.074	86	.003	.828	.29	1.36
D6	-3.642	86	.000	-1.138	-1.76	-.52
D7	.000	86	1.000	.000	-.57	.57
D8	-1.078	86	.284	-.322	-.92	.27
E1	1.510	84	.135	.388	-.12	.90
E2	1.030	84	.306	.271	-.25	.79
E3	2.576	84	.012	.659	.15	1.17
E4	3.703	84	.000	.906	.42	1.39
E5	2.359	84	.021	.635	.10	1.17
E6	2.111	84	.038	.529	.03	1.03
H1	2.581	82	.012	.687	.16	1.22
H2	2.126	82	.037	.554	.04	1.07
H3	1.748	82	.084	.446	-.06	.95
H4	2.497	82	.015	.639	.13	1.15
H5	4.045	82	.000	1.000	.51	1.49
H6	1.891	82	.062	.518	-.03	1.06
H7	3.562	82	.001	.928	.41	1.45
H8	3.052	82	.003	.783	.27	1.29
H9	3.615	82	.001	.976	.44	1.51
ma1	7.000	96	.000	1.09665	.7857	1.4076
mb2	5.491	92	.000	.86329	.5511	1.1755
mc3	5.033	89	.000	.95333	.5769	1.3297
md4	.583	86	.562	.13075	-.3152	.5767
me5	2.512	84	.014	.56471	.1177	1.0117
mabcde	4.664	96	.000	.72318	.4154	1.0310
mh	3.278	82	.002	.72557	.2852	1.1659
mall	4.499	96	.000	.71884	.4017	1.0360

Correlations

	mh		
	Pearson Correlation	Sig. (1-tailed)	N
ma1	.674**	.000	83
mb2	.595**	.000	83
mc3	.733**	.000	83
md4	.828**	.000	83
me5	.815**	.000	83
mabcde	.854**	.000	83

**. Correlation is significant at the 0.01 level (1-tailed).

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	md4	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	me5	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	ma1	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: mh

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.828[a]	.685	.681	1.13918
2	.854[b]	.730	.723	1.06087
3	.873[c]	.762	.753	1.00276

a. Predictors: (Constant), md4

b. Predictors: (Constant), md4, me5

c. Predictors: (Constant), md4, me5, ma1

ANOVA[d]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	228.374	1	228.374	175.979	.000[a]
	Residual	105.116	81	1.298		
	Total	333.490	82			
2	Regression	243.454	2	121.727	108.159	.000[b]
	Residual	90.036	80	1.125		
	Total	333.490	82			
3	Regression	254.053	3	84.684	84.219	.000[c]
	Residual	79.437	79	1.006		
	Total	333.490	82			

a. Predictors: (Constant), md4

b. Predictors: (Constant), md4, me5

c. Predictors: (Constant), md4, me5, ma1

d. Dependent Variable: mh

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.543	.410		3.760	.000
	md4	.828	.062	.828	13.266	.000
2	(Constant)	1.142	.397		2.874	.005
	md4	.487	.110	.486	4.431	.000
	me5	.386	.106	.402	3.661	.000
3	(Constant)	-.033	.522		-.063	.950
	md4	.373	.110	.372	3.395	.001
	me5	.353	.100	.367	3.515	.001
	ma1	.297	.092	.230	3.247	.002

a. Dependent Variable: mh

Excluded Variables[d]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	ma1	.256[a]	3.397	.001	.355	.607
	mb2	.156[a]	2.049	.044	.223	.644
	mc3	.218[a]	2.223	.029	.241	.385
	me5	.402[a]	3.661	.000	.379	.280
2	ma1	.230[b]	3.247	.002	.343	.601
	mb2	.073[b]	.945	.348	.106	.566
	mc3	.123[b]	1.249	.215	.139	.347
3	mb2	.032[c]	.435	.665	.049	.548
	mc3	-.088[c]	-.755	.453	-.085	.225

a. Predictors in the Model: (Constant), md4

b. Predictors in the Model: (Constant), md4, me5

c. Predictors in the Model: (Constant), md4, me5, ma1

d. Dependent Variable: mh