Empretec Network: Impact and Success Stories
Empretec Network: Impact and Success Stories
Preface

This publication provides an overview of activities, events, and updates on facts and figures referring to the Empretec Global Network. The publication features highlights and success stories of some of the thousands of entrepreneurs supported by the centres (empretecos and empretecas). Each story tells about entrepreneurs’ (empretecos) passion and pride for their business. It shows how Empretec contributed to changing their lives, through creating and improving their business opportunities.

All information contained in this publication has been provided by individual Empretec National Centres, under their own responsibility, and has not been verified or certified by UNCTAD.

Acknowledgements

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About Empretec

Empretec is UNCTAD’s flagship capacity-building programme coordinated from Geneva, Switzerland, by the Enterprise Branch of the Division of Investment and Enterprise.

The programme aims to promote entrepreneurship and to enhance the productive capacity and international competitiveness of small- and medium-sized enterprises (SMEs) in developing countries and economies in transition.

The Empretec Programme is implemented through its National Centres, established in 39 countries. Since its inception in 1988, Empretec has successfully trained 422,000 people, helping them to found or expand businesses, creating thousands of jobs in the process.

Empretec’s core product, the Entrepreneurship Training Workshop (ETW), promotes a methodology of behavioural change that helps entrepreneurs put their ideas into action and aids fledgling businesses to grow. The workshop’s experience is very enriching, building an emotional bond among the participants and the network. The examples featured in this publication also show how empretecos and empretecas around the world valued the Empretec training and how it made a difference in their business growth.

The Empretec National Centres also assist entrepreneurs in the preparation of business plans and in obtaining finance for their business ventures, help to arrange mutually beneficial connections with larger national and foreign companies, and build long lasting bonds and networks.
This year in review:

**Highlights**

- The **Global Empretec Summit III** took place in Medellín, Colombia, during the Global Entrepreneurship Congress (GEC) in March 2016. The Summit provided a platform for participants at the GEC 2016 to learn about the outstanding benefits and impact of UNCTAD's Empretec Programme worldwide. It offered attendees the opportunity to exchange entrepreneurship experiences, establish cross-border business links and explore new market prospects. During the event, the Empretec Mobile Networking platform was made available. The platform consisted of a powerful tool, which allowed participants to explore B2B links and facilitated the networking potential of the event. Over 100 participants registered in the application, allowing them to exchange contact details and arrange meetings.

- The **2016 Global Entrepreneurship Congress (GEC)** was attended by more than 7,500 entrepreneurs and gathered start-up champions from around the world. Entrepreneurs, government officials, investors, researchers, leaders and policymakers discussed the changing role of government in the global entrepreneurship ecosystem. Policymakers sat at the table with entrepreneurs, accelerators and researchers and welcomed people from start-up communities into their ranks. Since the establishment of Start-up Nations, a group of start-up-savvy policy advisors, examining how policy and entrepreneurship interact, has been an important part of the Global Entrepreneurship Network and the GEC.

- The **Global Entrepreneurship Ministerial**, which took place in Colombia on 15 March 2016 was led by the U.S. Small Business Administration (SBA). Fifteen nations and several international bodies were represented at the ministerial featuring agency leaders and other senior officials responsible for small business and entrepreneurship policy. This year's dialogue focused on four key pillars: creating jobs, building international collaboration, facilitating trade and promoting gender equity. Ms. Contreras-Sweet, head of the SBA, highlighted the fundamental role of entrepreneurship as an economic strategy, but also as a security strategy, as it gives people alternatives to extremism and crime. During multi-stakeholder dialogues UNCTAD provided key insights on holistic approaches for building enabling entrepreneurship strategies and implementation plans, as well as on the importance of building consensus based on its recent experiences implementing UNCTAD’s Entrepreneurship Policy Framework in Ghana, Ecuador and the Dominican Republic.

- **UNCTAD’s Multi-Year Expert Meeting** on Investment, Innovation and Entrepreneurship for Productive Capacity-building and Sustainable Development (Geneva, March 2016), provided an update on entrepreneurship policies and their relation to the achievement of the Sustainable Development Goals (SDGs). The Minister of Small and Medium-Sized Enterprises, Social Economy and Handicraft of Cameroon highlighted the importance of an appropriate institutional and legal infrastructure supporting the sustainable development of the private sector. The Minister of Trade and Productivity of Ecuador noted that economic diversification and social inclusiveness depended on the development of small and medium sized enterprises (SMEs). Experts from the private sector and civil society stated that only through a robust entrepreneurial ecosystem can societies experience rapid and sustained growth of SMEs, the bedrock of any healthy economy. Experts concluded that entrepreneurship policy, because of its potential to enhance productive capacity, is to be considered complementary to investment policy. Indeed, entrepreneurship policy maximizes the benefits of Foreign Direct Investment (FDI).
• The Youth Forum was one of the most interactive events of the UNCTAD XIV conference, held in July 2016 in Nairobi, Kenya. Under the theme of “Shaping the world we want”, the forum convened 250 students and young professionals of 18–30 years of age from over 70 countries. Participants discussed education and job opportunities, topics of great concern to the Millennials’ generation. The Pitch Your Start-up! session gave six entrepreneurs selected from the Empretec, Youth Business International and Child & Youth Finance International networks an opportunity to channel their energy, enthusiasm and ideas into a business pitch. Experts and impact investors then provided feedback and reflections on promoting sustainable and inclusive business.

• Ms. Tran Thi Viet, a woman entrepreneur from Viet Nam received the gold award at the Empretec Women in Business Awards (E-WBA) 2016 ceremony in July 2016, in recognition of her business success, one of 100 women nominated for the awards. Ms. Tran runs Viet Trang Handicraft, which specializes in basket-woven goods using seagrass, jute, water hyacinth, corn leaves, banana leaves, and bamboo. From a small start, the company now exports crafts to the European Union and employs 250 weavers preserving the traditional weaving culture of Ms. Tran’s region. UNCTAD Secretary-General Mukhisa Kituyi and International Trade Centre Executive Director Arancha Gonzalez, presented the award at the ceremony, which marked the close of the 2016 World Investment Forum. Other women entrepreneurs were awarded the following prizes:

  – Green Prize, won by Mariana Andrea Nallim, CEO and Founder of RECICLARG from Argentina for her outstandingly innovative approach to recycling and upcycling, with a focus on producing zero waste and pollution.
  – Social Prize, awarded to Fatou Saine Gaye, CEO and Founder of Gaye Njorro Hair Plus (Foundation for The Empowerment of Youth) from The Gambia for her valuable intervention training young people to increase their employability. Her mission is to “get young people off the streets” and 80% of her clients have found jobs.
  – Public Vote, won by Gladys Ileana Ramos de Orellana, Managing Director of Bhoga, the first company in Guatemala to produce 100% natural cosmetics, using cereals, sea salt, dried herbs and pure vegetable oils. This was the first time that a public vote award was made as part of the Women in Business Awards.

• The increasing movement of people is a challenge that the international community and its member states, the private sector and civil society need to respond to. UNCTAD answered the call and organized two panel discussions, in collaboration with UNDP, OIM, WIPO and the United States Permanent Mission to the United Nations in Geneva, on the topic of Entrepreneurship and Migration in November, during the 2016 Global Entrepreneurship Week (GEW) – http://gew.co/. Economic policies of home and host countries need to take into account the imposing economic and social forces represented by migration. This event enabled experts, academics and policy makers to discuss the way in which economic policies can unlock the opportunities offered by migration to trigger economic development and innovation, and to reduce inequality and social tension.
• The XXIII Empretec Directors’ Meeting gave Empretec directors and UNCTAD an opportunity to update vital information, share best practice and discuss challenges ahead. Directors of fourteen centres gathered in Geneva in December 2016. UNCTAD presented the progress made in the area of entrepreneurship policy and invited the directors to participate in the Trade and Development Board session on business linkages. Expanding business linkage cooperation is of great relevance to UNCTAD and the Empretec Centres. Activities conducted over the past year in Latin America and Africa provided new opportunities to reflect on the harmonization of Empretec training material. Further progress in measuring the impact of the Empretec programme was made through the presentation of two recent assessment exercises; one study completed in Saudi Arabia, and a second collaborative research project in Panama conducted by Empretec Panama and researchers from the Politecnico di Milano, Italy.

• Zambia – Facilitating MSME access to markets and creating business linkages

UNCTAD is one of the five partner agencies under the ‘OneUN Zambia Green Jobs’ programme, whose objective it is to promote inclusive green growth, climate change adaptation and mitigation among MSMEs in the construction, energy and waste management sectors, in order for them to grow and create green jobs.

Through its business linkages programme, UNCTAD and its national implementing partner the Zambia Development Agency (ZDA) have reached 440 MSMEs through entrepreneurial and business management skills training.

Empretec training was focused on supporting women-owned businesses to enhance their entrepreneurial competencies and encourage them to move along the business growth trajectory. Training sessions were conducted in collaboration with the Zambia Women in Construction association and WECREATE, a women-focused entrepreneurship support programme.

Ms. Omba Lacey, an empreteca who was among the twelve finalists of the Empretec Women in Business Awards 2016, is one of the beneficiaries of the Green Jobs programme. She built several structures, including two shops, five residential flats in Solwezi and a government clinic in Lumwana using green materials and technologies.

According to her experience, the cost of building a house using green materials and technologies can be slashed by up to 70 per cent, which also makes houses more affordable for everyone. She has recently secured a contract for a project to build 5,000 green houses, a hospital, an airstrip and a school near Solwezi. Once the project is completed, it will house and provide employment to 3,500 people.
Opening opportunities for Tanzanian food products and skills

UNCTAD has been delivering technical assistance interventions, under the United Nations Trade Cluster programme, to establish and consolidate business linkages between agricultural producers, large processors and the tourism industry in Tanzania. This included working along the same value chain as other partner agencies by complementing each other’s action.

Entrepreneurship and skills development training activities helped 565 farmers in various agricultural value chains. A key tool in instilling an entrepreneurial spirit in farmers was the Farming-as-a-Business (FaaB) workshop. The FaaB training material was made available in Swahili and customized to fit the specific needs of farmers growing different crops. To date, customized exercises and scenarios have been developed for coffee, tomato and milk producers.

For instance, 126 milk suppliers to Tanga Fresh Ltd. (Tanga) were evaluated on their business acumen. A performance assessment carried out on this sample showed that farmers, as a result of the training, were able to reduce the fluctuation in production volumes between dry and rainy seasons, and became more attentive to quality control protocols. Consequently, the gap in the delivery of milk volumes between dry and rainy seasons has been narrowed by 42 per cent.

The following table provides the results of an impact assessment exercise conducted on the different groups of farmers, showing a remarkable positive impact on the volumes of milk supplied in the short to medium term.

<table>
<thead>
<tr>
<th>Group of milk suppliers</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Farmers who received both Empretec &amp; FaaB training</td>
<td>+8%</td>
<td>+35%</td>
<td>+110%</td>
</tr>
<tr>
<td>2. Farmers who received Empretec training only</td>
<td>+9.3%</td>
<td>+39%</td>
<td>+50%</td>
</tr>
<tr>
<td>3. Farmers who received FaaB training only</td>
<td>+5%</td>
<td>+39%</td>
<td>+49%</td>
</tr>
<tr>
<td>4. Farmers observing good practices from neighbours</td>
<td>+4%</td>
<td>+25%</td>
<td>+30%</td>
</tr>
<tr>
<td>5. Control group</td>
<td>+6%</td>
<td>+10%</td>
<td>+14%</td>
</tr>
</tbody>
</table>
Empretec in numbers

422,000 Number of entrepreneurs trained since the inception of the programme

868 Empretec training workshops conducted in 2016

21,100 Entrepreneurs trained in 2016

29 Years of entrepreneurship promotion through the Empretec programme

Figure 1 - Entrepreneurs trained by the Empretec Global Network
Empretec country programmes on the world map

Figure 2 – The Empretec programme has been installed in 39 countries (shaded in yellow), since 1988

Selected Impact Indicators

Table 1 - Selected indicators of impact from Empretec centres

<table>
<thead>
<tr>
<th>Country</th>
<th>Sales 3 mth</th>
<th>Sales 12 mth</th>
<th>Employment 3 mth</th>
<th>Employment 12 mth</th>
<th>Profitability 3 mth</th>
<th>Profitability 12 mth</th>
<th>New Businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>+26%</td>
<td>+24%</td>
<td>+40%</td>
<td>+110%</td>
<td>+18%</td>
<td>+40%</td>
<td>+180%</td>
</tr>
<tr>
<td>Benin</td>
<td>+15%</td>
<td>+30% - +60%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Cameroon</td>
<td>+5%</td>
<td>+10%</td>
<td>+1%</td>
<td>+3%</td>
<td>+5%</td>
<td>+10%</td>
<td>+2%</td>
</tr>
<tr>
<td>Gambia</td>
<td>+30%</td>
<td>-</td>
<td>+1 to 2 jobs per business</td>
<td>+20%</td>
<td>+25%</td>
<td>5 new businesses</td>
<td>12 new businesses</td>
</tr>
<tr>
<td>Mauritius</td>
<td>+29%</td>
<td>+61%</td>
<td>+10%</td>
<td>+19%</td>
<td>+24%</td>
<td>+69%</td>
<td>+37%</td>
</tr>
<tr>
<td>Venezuela</td>
<td>+15%</td>
<td>+40%</td>
<td>+20%</td>
<td>+30%</td>
<td>+25%</td>
<td>+35%</td>
<td>+3%</td>
</tr>
<tr>
<td>Zambia</td>
<td>+2%</td>
<td>+8%</td>
<td>0%</td>
<td>+5%</td>
<td>+2%</td>
<td>+10%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Source: Empretec centres
The impact of Empretec training in selected centres

The impact of Empretec training activities in each country is carried out by the national centres through regular surveys administered to groups of empretecos, after some time – at least 12 months – they completed the workshop. Though the methodology used to collect data varies across centres, some business performance indicators, such as jobs created and trends in monthly/yearly turnover, are commonly monitored. Below follows a compilation of results emerging from surveys conducted by selected centres.

1 - Brazil

The Brazilian Empretec centre, SEBRAE, was established in 1993, and since inception has trained 245,557 empretecos. SEBRAE continued to administer its impact assessment methodology based on a standardized questionnaire with both open- and close-ended questions. This allows the centre to keep track of trends, fluctuations and the emerging needs of programme participants.

1,820 entrepreneurs, selected among those who attended the Empretec workshop, confirmed that the training programme had a positive impact on their behaviours and business performance.

In the years following the introduction of the impact assessment methodology, the results have been consistently positive. Below are the main findings of the survey carried out in 2016.

- Most entrepreneurs reported increased monthly turnover after attending the Empretec workshop. Despite the difficult economic conditions that the country has been experiencing, only 1 out of 15 saw a reduction in monthly turnover.
- 1 out of 7 participants who were not entrepreneurs before the workshop started a business in the following 12 months.
- 19% of participants fully apply what they learned during the Empretec workshop, while 53% of them use the learning only in part.
- The overall appreciation of the Empretec training is very high at 9.1/10. 74% of participants rated the workshop between 9 and 10 on a scale of 10 points.
- The Net Promoter Score (NPS)\(^1\) for the Empretec programme in Brazil is above 87, i.e. most of those who attend the workshop make positive referrals to other potential customers (they are called Promoters).

\(^1\) The NPS is a management tool that can be used to gauge the loyalty of a firm’s customer relationships. It serves as an alternative to traditional customer satisfaction research and claims to be correlated with revenue growth.

2 - Jordan

The Empretec centre in Jordan, Business Development Center (BDC), was established in 2002, and since inception has trained 1,683 empretecos.

In 2016, the Empretec centre in Jordan BDC – Business Development Centre – conducted a survey on 213 participants to the Empretec workshop, half of whom were already business owners before attending the workshop.

- 72% of participants who did not own a business before attending Empretec started one within the following 8 months.
- The number of jobs created by empretecos who participated in the survey is on average 2.6 jobs per business within 8 months after the workshop.

<table>
<thead>
<tr>
<th>Figure 3 - Jobs created by Jordanian empretecos in a “before/after Empretec” comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td>before</td>
</tr>
<tr>
<td>Total No. of jobs</td>
</tr>
<tr>
<td>No. of jobs per entrepreneur</td>
</tr>
</tbody>
</table>

\[11\]
The impact of Empretec training in selected centres

3 - Colombia

The Empretec programme in Colombia started in 1996 and was moved under the direction of Cafam in 2007. Since its inception, the programme has trained 3,089 empretecos.

A survey conducted in 2016 by Cafam showed a positive impact on the way empretecos viewed their businesses after attending the workshop. Three benefits most of the surveyed entrepreneurs attributed to their involvement in the Empretec programme were an improvement in the quality of their work, the more effective use of technology, information and contacts, and the development of new processes, products and services.

In terms of competencies developed during the workshop, information seeking, goal setting, and self-confidence & independence were the areas in which participants reported the most benefit.

4 - Ethiopia

Since the start of the national entrepreneurship programme in 2013, the Entrepreneurship Development Centre (EDC) has trained over 16,600 entrepreneurs with the Empretec methodology and 8,000 enterprises have received assistance with different types of business development services (BDS). The national programme is supported by the Government of Ethiopia, in collaboration with UNDP.

A programme evaluation was conducted by the Empretec Ethiopia centre to understand the impact of the Empretec training methodology on entrepreneurs through growth indicators such as job creation, new enterprise start-up and the expansion of already established businesses.

The evaluation included a desk review of relevant documents, interview with stakeholders, visits to regional offices and clients, as well as an extensive survey to a statistically significant number of entrepreneurs (400 empretecos). Overall, the results showed that the centre is internationally competitive – based on a comparative analysis of various impact indicators in relation to entrepreneurship training programmes in other countries – and has high prospects of being sustained as a public initiative led by the Ethiopian government. Entrepreneurship training and BDS components were deemed highly relevant by participants and central to the strengthening of entrepreneurial capacity and output.

The top three competencies that Ethiopian empretecos felt were improved the most by their workshop participation were: systematic planning, independence and self-confidence, and opportunity-seeking and initiative.

The findings also showed that the combination of Empretec and BDS had a positive impact, particularly on quality of products sold, customer relations and overall profitability.

5 - Saudi Arabia

The Empretec programme in Saudi Arabia started in 2014 and, since its inception, it has trained 307 empretecos.

A study was conducted by UNCTAD and the Empretec centre in Saudi Arabia to assess the impact of Empretec’s Entrepreneurship Training Workshops on empretecos and empretecas, who participated in the programme between 2014 and 2016.

Through a quantitative questionnaire, 165 participants provided feedback about their training experience and its impact on their desire to start a business or on the business they were already running before the workshop. The main findings of the survey conducted in 2016 were:

- The majority of the empretecos are currently business owners (74.5%). This represents a 17.5% absolute and 30.7% relative increase in comparison with the data collected before the workshop.
- Half of the companies owned and managed by the empretecos have already passed the newborn stage. Although they might still be called start-ups, these companies are already beyond the sixth month of operations and capable of generating returns to owners and partners.
- The overall appreciation for the Empretec workshop among all participants was 8.85 on a scale of 10. The large majority of the empretecas considered it to be better than other training workshops they have attended.
- The trend in number of jobs generated within the companies managed by Saudi empretecos was remarkable at a 24.59% increase per year.
Empretec Network: Impact and Success Stories

The Empretec programme in Russian Federation started in 2011 and, since its inception, it has trained 300 empretecos.

A survey was conducted on 26 participants to an Empretec workshop in Samara, organized in November 2016. Half of the participants were already entrepreneurs at the time they attended the workshop, the other half was considering the possibility of starting a business.

Reflecting the survey findings recorded in other countries, the overall appreciation rate of the Empretec workshop was high (9.26/10) whilst the perception that the workshop outperformed other business training was shared by the whole group of interviewees.

Among the three competencies that participants found most useful were:

- Goal setting
- Systematic planning and monitoring
- Fulfilling commitments.

The workshop also had a positive impact on job creation; the share of empretecos with 50 employees or less increased from 48%, before the workshop, to 68%, after the workshop.

Most of the empretecos recognized that the workshop was instrumental in:

- Increasing their monthly income
- Raising their chances of finding a job
- Strengthening their motivation to start a new business.

20.1% of the interviewees started new businesses after the workshop. This figure includes both those who were not entrepreneurs before the workshop and those who started an additional business after the workshop.

63% of the companies included in the survey reported sales growth after the workshop. 94.4% of the empretecos were confident their sales would increase over the following year.

6 - Russian Federation

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7 - Geneva Master Class – Switzerland

UNCTAD’s first Empretec master class for Swiss entrepreneurs took place in November 2016 at the Palais des Nations, in Geneva (Switzerland), bringing together 18 entrepreneurs from different Cantons of Switzerland. All participants graduated from leading European universities and top-rated business schools with Masters and/or Bachelor degrees. Most of them had previous experience of launching start-ups, running their own businesses or working with local start-up accelerators and incubators.

The objective of this master class was to expand the Empretec network towards developed countries’ SMEs thus facilitating cross-border business-to-business links not only between developing countries’ entrepreneurs but also with counterparts from developed economies. Another objective was to test the Empretec methodology with a highly educated and affluent audience.

The results of the workshop exceeded expectations and underscored the broad applicability of the Empretec methodology to different cultural, educational, social and economic contexts. As a result of the workshop, two innovation prize winners planned to register their innovation as a patent, and several participants were planning to continue developing businesses started during the workshop. Other participants were reconsidering the business models of their existing companies.

Below are selected feedback from participants to the Empretec master class:

“This programme is smart, pragmatic, efficient and... surprising. I was looking at my career development through the keyhole of a door, and the Empretec programme opened the door for me. I can definitely recommend this programme to those who dare to become entrepreneurs, or to those who want to make a real change in their professional lives.”

“One of the best programs I’ve ever been. It was an eye-opening experience for me because I realized what I have to do more to become successful (or more successful) in my business.”

“Very useful as it focused on me as a person. It forced me to take a hard and honest look at myself and the way I do things and defined precisely strong and weak points.”
Entrepreneurship policies

Entrepreneurship is a key driver of competitiveness, growth and progress of nations. Entrepreneurship policies need to be holistic and embrace a wide spectrum of policy areas that are crucial to enhance local productive capacities.

Creating a dynamic and supportive ecosystem for entrepreneurship and especially youth entrepreneurship has become a priority for all equitable societies. The United Nations (UN) has formally recognized entrepreneurship as a key ingredient in development through the General Assembly Resolution A/RES/71/221 on Entrepreneurship for Sustainable Development of 16 December 2016. Two of the UN’s Sustainable Development Goals (SDGs) relate directly to entrepreneurship. These are Goal 4.4 (increased number of youth and adults who have appropriate employability and entrepreneurship skills) and Goal 8.3 (promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro, small and medium-sized enterprises including through access to financial services).

In 2016, UNCTAD continued to provide assistance on entrepreneurship policies in African and Latin American countries.

**Cameroon**

UNCTAD has worked closely with the Government of Cameroon, assisting the Ministry of SMEs, Social Economy and Handicraft in the identification of key barriers to entrepreneurship development to start a review of the policies currently in place. A mapping of the stakeholders and an assessment of the current ecosystem was conducted by the Ministry and UNCTAD. National stakeholders’ workshops will be conducted in 2017.

**Ecuador**

In May 2016, UNCTAD organized a national workshop specifically devoted to the simplification of the regulatory system and the introduction of e-regulation mechanisms. All stakeholders of the national public-private alliance took part in the formulation and implementation of the Action Plan 2015-2020, generating synergies among the different entities and mobilizing additional local actors. In November 2016, a public award was presented to recognize the efforts of both public and private sector stakeholders in the implementation of the entrepreneurship action plan in Ecuador. The winner of the award was invited to take part in the regional seminar on entrepreneurship policies held in Argentina at the end of November – beginning of December, and to share the lessons learned from good practices.

**Dominican Republic**

Five different working groups finalized the country’s Action Plan to implement the National Entrepreneurship Strategy. The groups, organized by policy areas, created a lobby and pressure groups for reform, and constituted in a National Network for Entrepreneurship advocating a new Entrepreneurship Law to be put in place. Subsequently, the Vice-Ministry of Industry, Commerce and SMEs (MIC) validated the Action Plan, and started its implementation with the active involvement of the private sector and academia. UNCTAD also provided further assistance in the simplification of the regulatory system and in the consolidation of a public-private sector alliance for entrepreneurship. A new Entrepreneurship Law – integrating inputs from the stakeholders’ network – was approved in December 2016.
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Mauritius

The Ministry of Business, Enterprise and Cooperatives organised a validation workshop on a 10-year Master plan for the development of globally competitive Small and Medium Enterprises (SMEs). The workshop encouraged discussions on the constraints, challenges, strategies, action plans and methodologies related to the setting up and the implementation of the Master Plan. It consists of five main objectives, which are to improve SME competitiveness, foster high growth potential SMEs, upgrade skills and job opportunities, improve value addition and increase market share.

The Master Plan, developed by Empretec Mauritius, provides recommendations to achieve targets including: raising SMEs’ contribution to GDP from 40 to 52% by 2026; raising SMEs’ share of national employment from 55 to 64%; increasing current exports from less than 3 to about 18%; increasing the value addition from MUR 175 billion to 388 billion.

The Gambia

Two national workshops, organized in collaboration with the Ministry of Trade, Industry, Regional Integration and Employment (MOTIE) and the Gambia Investment and Export Promotion Agency (GIEPA), brought together different stakeholders to examine the existing ecosystem for entrepreneurship in the country, in order to formulate and validate a national policy. The workshops also allowed coordination among focus groups to complete and update the country’s National Entrepreneurship Promotion Strategy 2014-2018. The strategy was validated by all stakeholders in October 2016, whose main actions would then be integrated into a policy document to be delivered to the MOTIE in 2017.

United Republic of Tanzania

In May 2016, a two-day regional capacity-building workshop on the development of national youth entrepreneurship frameworks was organized in collaboration with ILO and the Commonwealth Secretariat. The workshop, which attracted 60 participants from 8 Commonwealth East African countries, reviewed and analysed the current state of youth entrepreneurship in the region. The dialogue and interactive discussions, which took place during the various sessions, provided insights for a thorough assessment of the entrepreneurial ecosystem in Tanzania. The resulting assessment report was the basis for the development and implementation of a national entrepreneurship strategy and action plan, planned for the first half of 2017, under the overall coordination of the National Economic Empowerment Council of Tanzania.

Picture 8 - A working group discussing at a regional workshop on youth entrepreneurship policies in Tanzania (May 2016)
Over 50 senior representatives from the ministries of labour, youth development, trade and industry of 10 African countries participated in a three-day policy workshop on youth entrepreneurship in South Africa in November 2016. The workshop was organized by UNCTAD and the Commonwealth Secretariat, and hosted by the Government of South Africa. It was also attended by members of the Commonwealth Alliance of Young Entrepreneurs (CAYE) for southern and western Africa, as well as experts from NGOs, universities and enterprise development incubators. Countries represented included Sierra Leone, Ghana, Nigeria, Cameroon, Malawi, Mozambique, Botswana, Lesotho, South Africa and Swaziland. Participants identified the key challenges that young entrepreneurs currently face in African countries, shared examples of good practice and successful policy interventions in the region, and produced country-specific action plans that will enable member governments and young entrepreneurs to capitalise on the opportunities created by regional and global trade flows.

The Regional Workshop on Entrepreneurship Policies Implementation is a new platform for discussion, facilitating the sharing of best practice on entrepreneurship policy at the regional level. UNCTAD contributed to the development of entrepreneurship policies in the Dominican Republic and Ecuador and subsequently organized a regional workshop for Latin America and the Caribbean. It was held in Buenos Aires, Argentina in November-December 2016 and was organized in collaboration with the Empretec Argentina Foundation, the Ministry of Production of Argentina and Promdem Argentina.

During the workshop, fifteen sessions were held with 45 speakers from a range of Latin American countries with representatives attending from regional organizations. Close to 200 delegates exchanged experiences and perspectives on the status of entrepreneurship on the continent and stressed the importance of addressing the issue of entrepreneurship from a regional perspective to ensure public policies keep pace with the dynamism of the global economy.

Participants suggested several priority initiatives to be undertaken at the regional level such as the simplification of administrative procedures to create new regional enterprises (e.g. the creation of a single visa for entrepreneurs), more support for the creation of start-ups with environmental/social impact and the formation of mentor networks to promote entrepreneurship for women.
Voices from the network: entrepreneurs’ testimonies

Argentina

Ms. Miriam Iconicoff attended the Empretec workshop in the city of Corrientes in July 2016. Her business started as a personal need, after travelling through Asia. Her decision to stop eating meat was not based on religion, ethical issues or activism, but rather on a desire to better understand what she was eating.

This is how Carne Vegetal - her business was born. The process was long but rewarding. The business’ core product – milanesas de carne vegetal – was tested and refined in consultation with a broad and diverse sample of consumers – a process chosen to foster innovation and market responsiveness. This versatility is actively reflected in the product itself which may be consumed either cold or warm, with a side, alone, in a sandwich, etc.

The production of Carne Vegetal proudly utilizes locally-sourced rice and vegetables which remain extremely popular in Corrientes. Speaking on the provenance of her product’s healthy ingredients, Miriam declares “My product is 100% natural, with no preservatives, colorants, and is also made in a gluten-free version for celiac”. Queried on the primary inspiration driving her business success, Miriam emphasizes the impact of the Empretec workshop, which helped build her confidence, encouraged her to take the initiative to seize opportunities and how to respond effectively to challenging situations.

After the workshop, Miriam realized she had the power in her hands; she could focus on specific and clear goals and now had the knowledge and skills to make them a reality: She has got a brand-new project too: producing yerba mate candies.

Securing 4 food certifications for her Carne Vegetal product, Miriam successfully joined the Unión Industrial de Corrientes and is currently working on a new range of Yerba Mate candies. On her experience with the Empretec programme, Miriam stated “I recommend the workshop, it has an easy language, it permeates and transforms you. It was a very valuable experience to me”.

Benin

Ms. Edrowé Alofa is the Director of Freedom Alohouin, an agro-processing company specializing in the production and marketing of fruit juices and syrups. She attended an Empretec workshop in November 2016.

The workshop enabled her to understand that an entrepreneur must get out of her comfort zone. Practically applying what she learned during the one-week training, Edrowé introduced many changes to the way she was running her business. Furthermore, the ability to take the initiative in proactively responding to events, to seek out information and exhibit unwavering commitment to work contracts have become fundamental characteristics of her new management style.

Her plan for the near future is to diversify her business and start a production line for vegetable fuel made from banana leaves, a technique she was trained on in Kenya recently.
Brazil

Ms. Francielli Scharnovski Gonçalves, 32, is the owner of the franchise network “Eu Magro” - Personalized weight loss programme. Having grappled with her own weight loss challenges, Francielli drew upon her personal experiences as well as strategies learned during her undergraduate studies in Psychology to develop a business concept for a multi-faceted weight loss network.

Many people find it difficult to lose weight and eventually give up, mostly because they do not have the time to commit to a regime that requires extra effort. Francielli conceived the business idea to bring a multi-disciplinary weight-loss team under one roof. Looking to kick-start her entrepreneurial knowledge and skillset, Francielli took a course offered by SEBRAE (Empretec Brazil) and in June 2013, her business idea for an integrated weight loss clinic took shape.

Today, her multi-disciplinary team includes professionals trained in psychology, physical education, nutrition and beauty/wellness offering a suite of services for customers under one roof. Employing over 22 staff across two sites, Francielli’s business has continued to grow, adding new facilities and services – including a gym in 2014 – whilst expanding its customer base, which now includes 1,500 customers.

After completing the Empretec programme, she planned for the growth of her “Eu Magro” brand. At the end of 2016, with a business covering a total area of 1,000 m² Francielli became a franchisor with the goal of supporting a distribution network with partner suppliers, to become the largest wellness franchise in Brazil.

For 2017, Francielli set an ambitious goal to start 10 franchise contracts and open new premises in the cities of Pato Branco, Toledo and Francisco Beltrão.

“Empretec has changed my life! Today, I work with clear goals and objectives. My revenue has increased and my company has tripled in size”, she declares.

Recalling a significant moment during the Empretec workshop, Francielli describes how her business idea got the nod from 80 percent of her fellow participants. Such positive feedback gave her more courage and determination to move forward with her business. Empretec helped her cement a unique opportunity.

Ethiopia

Mirt Bakery makes bread and cookies that can be found on the shelves of most of the supermarkets in the town of Hawassa.

Hamelmal, founded her business in 2013 when she was a government employee working in remote areas of Gurage zone in central Ethiopia. She saved 10,000 Ethiopian Birrs (425 USD) to enrol in post-graduate studies in Hawassa but she changed her mind and decided to invest that money in her bakery business idea.

She bought baking equipment and started to make bread with the help of three employees. After attending the Empretec six-day workshop and receiving business development support, Hamelmal completed her business plan and expanded her market. She developed strong linkages with local supermarkets in Hawassa, improved her financial management system and record-keeping and was able to move from a micro to a small business, with her current capital exceeding 1.5 million Ethiopian Birrs (64,000 USD). She currently employs 10 people and is looking to expand her business by securing a contract to provide lunch catering services to a newly opened company in Hawassa.

The Gambia

Mr. Sering Kebbeh is a 30-year old Gambian living in Nyanga Bantang, Central River Region, in the Northern part of the Gambia. Sering is a young farmer with experience in different farming methods, both traditional and new. He grows different varieties of cash crop all year round and he recently started a soap-making business, which has significantly increased his income.

Before attending the Empretec workshop, farming was Sering’s only economic activity. His focus was mainly on cash crops, such as groundnut and Coos – both local staples. He used to sell 70% of the crop and keep the rest for his family. He could only work on crop production for three months a year.
After attending the Empretec workshop, Sering started to pay attention to prospective customers’ needs in the local area, thus trying to find a way to generate additional steady income for him and his family.

Sering secured an opportunity for skills training from “MY-Farm” and over a period of one month, received continued support from a technical advisor on how to make soap and to properly package and label it.

Following the completion of his training, Sering started his soap-making business sourcing local raw materials whilst keeping a close eye on production costs. His commitment and persistence are now paying off with the realization of an all-year-round business, which has boosted his income by 300% annually.

2 MY-Farm is a programme run by Africa Startup Gambia, a Norwegian headquartered charitable foundation, whose goal is to develop and enhance occupations in The Gambia through private enterprise, use of better agricultural techniques and environmental conservation.

**Guyana**

**Ms. Candace Wickham** participated in the first national Empretec workshop for women entrepreneurs held in 2015. At that time, she was employed by the Government of Guyana and shortly after attending the workshop, she took the decision to venture fully into starting her own business.

Her company, ProCare Diagnostics and Therapeutic Services, is celebrating its second anniversary by giving back to those in need. ProCare offers speech, language, physical and massage therapy to both children and adults. It also has a special education unit and provides family counselling.

The idea of ProCare came about after observing there was a lack of these services and intervention for special needs individuals in Guyana. In-house facilities include a children’s classroom which has 25 children being taken care of by dedicated staff. After two years of operation, ProCare has outgrown its current space and Candace aspires to secure another larger location to assist more people.

**Jordan**

Working as a nutritionist, **Ms. Amina Abu Hamdeh** noticed that many people suffer from a lack of vitamins and minerals, such as iron, calcium, vitamin B12, etc.

With her professional knowledge and background, Amina started testing out a variety of mixed herbs — including wheatgrass — to produce a balanced additive-free juice of all-natural eco-friendly supplements, containing a large number of vitamins, minerals and enzymes.

Growing wheatgrass with a hydroponics planting methodology, she extracts and processes its juices, and bottles them up using standard packaging. Wanting to integrate green solutions in every step of her supply chain, Amina then ventured into developing an eco-friendly package that is biodegradable, distinct and innovative.

Believing in her idea and its potential in Jordanian, regional and global markets, she took part in BDC’s Green Entrepreneurship programme. She was among the 45 entrepreneurs — out of 1,600 coming from several countries in the Mediterranean area — to move to the incubation stage, an 8-month period that includes business implementation, evaluation and improvement.

A true entrepreneur in every sense, Amina is fuelled by her ambition to make a difference in the Jordanian market, providing people with safe and natural alternatives for their health and wellbeing through a sustainable business model.

3 Business Development Center (BDC) is the Empretec centre in Jordan
Mauritius

Ms. Thania Chinasamy has been an *empreteca* since 2013. She left full-time university studies after one year to join the family business, *Thysville Drycleaners Ltd*.

She developed the passion and drive to take over the family business over the years, helping her family while pursuing her studies.

In 2013, in her early 20's, she was thought too young to lead a male-dominated market and she fought her way up to the top. She competed with established businesses in the sector and showed that innovation can be achieved at any age.

Following the workshop, she has since developed new services and moved into ecological services. The company is now affiliated to the “Green Earth Cleaning” initiative with a commitment to using non-toxic chemicals in its operations.

It is at present the only Green-Earth Dry cleaner in Mauritius. Since 2013, Thania has aspired to take the family business to new heights and four years down the line she is playing a key role in driving her business towards more sustainable and environmentally-friendly solutions.

Mozambique

Ms. Angelina do Rosário Guita was among the first batch of entrepreneurs who have participated in the Empretec workshop in Beira, Sofala Province, when Enterprise Mozambique Foundation (FEM) decided to expand to other Provinces outside Maputo.

Today, she is one of the most successful entrepreneurs to have received assistance from the Mozambique Empretec centre. Empretec boosted her confidence and potential to improve the way she was managing her small business, a restaurant and take-away.

Soon after the workshop, she expanded her areas of activities introducing new services, more effectively marketing her services to attract more customers, including through supplying to companies, and organizing events and weddings.

Thanks to improved financial acumen, she managed to expand to other places in the Northwest Province of Niassa, where she established a hotel and restaurant, about 800 km from Beira, where she had started her first business.

Uganda

Ms. Alice Karugaba started Nina Interiors in July 1991 and has been in continual operation over the last 26 years. She was inspired by the desire to build a better life for her family amid considerable financial hardship. “I had to fend for my family for food and school fees for the children and this encouraged me to start up the company”, she recalls.

The beginning was humble with limited capital. Before she started Nina Interiors, Alice used to sell baked rolls. “It started in my house as this is where I used to do the baking work from and would sell to my colleagues at East African Development Bank where I worked as a secretary. That is how I was able to supplement my small salary as a secretary”, says Alice.

Nina Interiors deals in home and office furniture, custom-made curtains and blinds, home décor accessories, carpets, lighting, and garden/outdoor furniture.

Alice first attended Enterprise Uganda’s training programme Expand Your Business and thereafter participated in various training, including sessions on financial literacy, operations management, business planning and quality management.

Many of her staff are currently attending customer service training provided by Empretec Uganda. Alice has had the opportunity to be invited as a guest speaker to various business events like the Global Entrepreneurship Week (GEW) Conference organized by Enterprise Uganda. She chose to attend Enterprise Uganda programmes to improve on her entrepreneurial skills and knowledge. Alice wanted to use the acquired skills, knowledge and competences to grow her business and become more competitive.

From the training sessions and interaction with Enterprise Uganda, Alice managed to get ISO Certification for her company. She has been able to expand her business beyond Uganda to Rwanda. “We strive to provide quality products, Nina is all about quality. Our products are handpicked directly from the manufacturers with whom we have built strong relationships. We also have very
dedicated hardworking and honest staff who are well informed about what
Nina stands for. We educate the buyers so that they can tell the difference
between the products that belong to Nina interiors quality from the rest”,
she proudly points out.

Alice’s future plans include retiring from actively managing the business
entrusting her managers to maintain her standards of excellence to
continue making it the best place to work and shop. She is working on
issues of succession planning and being a family business, is already
mentoring her daughter to take over from her.

“We would like to start manufacturing and reduce on the importation. We
also intend to widen our product range and make Nina a one-stop centre
for all office and home furniture and furnishing accessories. We are also
looking at expanding our presence in the region. We already have an outlet
in Rwanda”, says Alice.

Mr. Fabián Arocena attended the Business Administration workshop at Empretec
Uruguay in 2014, during which he worked on
the elaboration of his business plan.

Fabián is an electrical engineer and had
the idea of substantially improving road
signalling. He thought of designing beacons
to be used in road works which, if achieved,
would allow him to enter the market with an
innovative and competitive product.

His idea enticed Esteban Vidal, an accountant
with a strong entrepreneurial profile, and
together they created a partnership to
establish the company Tecnobalizas.

Once they completed the workshop, with
their business plan in hand, they asked for
Empretec’s support to bid for seed funding
that would help them to launch their
business project. They obtained funds from
the “Agencia Nacional de Investigación e
Innovación” (ANII), which, combined with
their own capital, allowed them to start the
business.

They executed the plan along one year as agreed including tasks such as design adjustments, technical performance trials to comply with regulations, suppliers research, patents and establishing key alliances. 6 months after beginning, the first batch of
200 beacons was ready for sale in the market.

They started by offering beacons on a free 1-month trial basis to the main companies in the road infrastructure business. This
allowed them to get to know them, but also to obtain feedback from prospective customers. They updated design details based
on this feedback until they reached a quality that their clients recognized as excellent.

Every company that tried their products eventually became their customer. They currently have more than 600 beacons in the
streets and are developing new related products, such as panels, signalling cones, etc., always designed around the same
concept: innovation, technology incorporation, performance optimization and cost reduction.

They also count the Government among their many customers and have even received purchase orders from their competitors.
Updates from the Empretec network

24 Ethiopian trainers certified

The Entrepreneurship Development Centre (EDC) continued with its ambitious plan to promote entrepreneurship skills through Empretec at the country level.

In January 2016, UNCTAD organized together with an international team of lead Empretec master trainers, a Training-of-Trainers (ToT) workshop for Ethiopian trainers. A team of 24 national trainers were certified after the ToT.

Ad hoc training sessions were also organized to validate and adjust UNCTAD’s “Empretec for Low Literacy People” methodology to the Ethiopian context. UNCTAD also delivered an Empretec Management Workshop for EDC, UNDP Ethiopia and representatives of Centers of Excellence of five universities to facilitate the promotion of the Empretec methodology.

EDC also developed Business Development Service training modules on: how to start a business, business operations and HR management, marketing, as well as finance and accounting for small businesses. The new training modules were developed in response to client demands for assistance after the Empretec workshop.

EDC hosted many awareness creation and networking events throughout the year across the country. The most significant events took place in May 2016 - which aimed to showcase the achievements of the centre - and November 2016 during Global Entrepreneurship Week (GEW). During the GEW, the centre hosted 35 events with over 2,400 participants and organized the Young Male and Young Female Entrepreneur of the Year awards programme to celebrate the achievements of young entrepreneurs.

Empretec Colombia tests a workshop for school-aged in rural areas

In July 2016, Cafam - Empretec Colombia, organized, together with Fundación para el desarrollo educativo de Caldas (FUNDECA), a pilot workshop for young people from schools in rural areas (Campamento de Emprendimiento Juvenil).

“It was a marvellous experience”, according to the words of young participants and the co-organizing institution. The experience allowed Cafam to evaluate how some adjustments in methodology, exercises, practices, teachers, and follow-up processes worked with such a particular target group. “What I liked the most was to believe in myself”, was one of most common lines of feedback from the young participants.
Enterprise Botswana signed an agreement with Botho University to facilitate mentorship activities at the Entrepreneurship Laboratory (e-Lab). The e-Lab is designed to incubate innovative businesses created by graduates with the aim of new product development, job creation, sustainable development and green jobs.

Among the incubatees assisted by Enterprise Botswana, NEXFEX Solar Tech have put together a mobile solar-power station. The prototype is being developed in collaboration with Botswana Institute for Technology Research and Innovation (BITRI), with which Enterprise Botswana is also collaborating through the provision of Empretec training workshops for 200 ICT and engineering graduates under their National Internship Programme.

Enterprise Botswana has also made strides in rolling out a Farming-as-a-Business Programme (FaaB). The programme commenced at the end of 2016 during the ploughing season. Main participants were farming cooperatives which had also been trained in value chain development, using the International Labour Organization (ILO) training package.

Youth, women and unemployed graduates from the Agricultural, Science and Food Processing Tech Centre took part in this pilot project and further collaboration was being pursued with the National Food Technology Research Centre (NAFTRC) to explore the feasibility of starting a business linkages project with retail markets in Botswana. The goal is to offer a total food security package based on a ‘From Farm to Fork’ concept.

UNCTAD and the National Association of Women Entrepreneurs in Malaysia (NAWEM) organized a pilot Empretec workshop in Kuala Lumpur for 26 participants, selected among the beneficiaries of NAWEM’s Entrepreneurship Enhancement Skills Programme for Indian Community programme (EMPhatic). EMPhatic is an initiative specifically designed to assist the Indian community to acquire entrepreneurial skills and competencies, and to enable them to venture into business.

A group of 26 people (10 women, 16 men) were identified and invited to attend the pilot Empretec workshop, after having gone through a two-week training programme on business planning provided by NAWEM. The Empretec workshop complemented the intervention provided by NAWEM and equipped participants with the right skills to successfully start/consolidate their businesses.

The Human Resources Development Fund (HRDF), under the Malaysian Ministry of Human Resources, provided training funds for both training on business planning and Empretec, and a grant to all participants, who successfully completed the Empretec workshop and were certified.
Empretec Mauritius and Enterprise Uganda partnered in implementing the SWITCH Africa Green (SAG), an EU-funded programme implemented by the United Nations Environmental Programme (UNEP) in collaboration with the United Nations Development Programme (UNDP) and the United Nations Office for Project Services (UNOPS).

The multi-country programme was implanted in six pilot African countries: Burkina Faso, Ghana, Kenya, Mauritius, South Africa and Uganda. The objective of the programme is to support countries to achieve sustainable development by engaging towards an inclusive green economy with the potential to generate growth, create jobs and reduce poverty.

Enterprise Uganda has implemented a programme in Uganda, which was first developed by Empretec Mauritius. The project won accolades for Empretec Mauritius and is entitled “Empowering Business Development Agencies and National State Agencies to advocate for Sustainable Consumption and Production practices and support Eco Entrepreneurs in their development and transition towards green inclusive businesses”. One of the main activities under the programme consisted of empowering Business Development Agencies and National State Agencies to better serve their members and the community at large, and help the emergence of a new breed of green and environmentally sustainable, competitive and innovative MSMEs.

Through the Empretec workshops conducted, Enterprise Uganda helped to build the capacities of various eco-entrepreneurs in the country. The Eco-Entrepreneurship Training in particular aims to equip participants with the knowledge and tools to engage in inclusive green businesses. 34 eco-entrepreneurs took the training and two trainers were mentored to deliver eco entrepreneurship training. One of the areas emphasized under the training was sustainable consumption and production.
## Empretec centres’ summary table

### Main figures

<table>
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<tr>
<th>COUNTRY</th>
<th>DIRECTOR/COORDINATOR</th>
<th>YEAR OF INCEPTION</th>
<th>ETWs</th>
<th>PEOPLE TRAINED</th>
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**TOTAL**  
868  
21121  
13620  
422908  

(a)  With CaFam since 2007  
(b)  Under the Entrepreneurship Development Centre of Ethiopia  
* Overall data on people trained include also other types of behavioural training  

* The Empretec centres in the table are the ones in operation in 2016. Centres not listed in the table have not reported any activity for the past three years.
# Empretec centres’ summary table

## Main products and services

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5 The Empretec centres in the table are the ones in operation in 2016. Centres not listed in the table have not reported any activity for the past three years.
<table>
<thead>
<tr>
<th>Empretec Center</th>
<th>Host Institution/Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Empretec Angola</td>
<td>Host institution: in progress</td>
</tr>
<tr>
<td>Fundación Empretec Argentina</td>
<td>Host Institution: Banco de la Nación</td>
</tr>
<tr>
<td>CePEPE Centre Empretec (Benin)</td>
<td>Host institution: business association</td>
</tr>
<tr>
<td>Enterprise Botswana</td>
<td>Host institution: private firm</td>
</tr>
<tr>
<td>Servicio Brasileiro de Apoio às Micro e Pequenas Empresas (SEBRAE) (Brazil)</td>
<td>Host institution: Government SME development agency</td>
</tr>
<tr>
<td>Agence de Promotion des Petites et Moyennes Entreprises - APME (Cameroon)</td>
<td>Host institution: Government SME development agency</td>
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<td>Centro de Emprendimiento e Innovación Empresarial (Chile) (Foundation)</td>
<td>Host institution: in progress</td>
</tr>
<tr>
<td>Centro Empretec Cafam Colombia</td>
<td>Host institution: social security agency</td>
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<tr>
<td>Centro Empretec RD/Instituto Tecnológico de las Américas (ITLA) (Dominican Republic) (Programme)</td>
<td>Host institution: Centro de Exportación e Inversión de la República Dominicana</td>
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<td>Host institution: Agencia Metropolitana de Promoción Económica CONQUITO</td>
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<td>Fundemas (El Salvador) (Non-governmental organization)</td>
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<tr>
<td>Enterprise Centre Ethiopia (Programme Office transferred to the Development Sector Institute)</td>
<td>Host Institute: Government agency</td>
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<td>The Gambia Investment and Export Promotion Agency (GIEPA)</td>
<td>Host institution: Government Investment and Export Promotion agency</td>
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<td>Empretec Ghana Foundation (Company limited by guarantee)</td>
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<td>Asociación de Gerentes de Guatemala (Not-for-profit association)</td>
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<tr>
<td>Empretec Guyana</td>
<td>Host institution: non-governmental organization</td>
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<tr>
<td>UNCTAD-Empretec India</td>
<td>Host institution: IBF Group</td>
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<tr>
<td>Business Development Centre-Empretec Jordan</td>
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<td>Empretec Mexico</td>
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<tr>
<td>Programme Empretec Maroc (Morocco)</td>
<td>Host institution: in progress</td>
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<tr>
<td>Empretec Mozambique Foundation</td>
<td>Host organization created by the Government after the end of a United Nations Development program SME development project</td>
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<tr>
<td>Empretec Nigeria Foundation (Non-for-profit organization)</td>
<td>Host institution: non-governmental organization</td>
</tr>
<tr>
<td>Empretec Palestine Programme (International donor-funded programme hosted by a local institution)</td>
<td>Host institution: in progress</td>
</tr>
<tr>
<td>Centro Empretec de Desarrollo Emprendedor (Panama) (Non-governmental and non-for-profit organization)</td>
<td>Host institution: non-governmental organization</td>
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List of Empretec Centers (by country alphabetical order)

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<th>Website</th>
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<td>Angola (relaunch)</td>
<td>SIDA</td>
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</tbody>
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**EMPRETEC – REQUESTS FOR NEW INSTALLATIONS**

**AFRICA**
- Angola (relaunch)
- Burkina Faso
- Burundi
- Congo (Democratic Republic of)
- Egypt
- Guinea-Bissau
- Kenya
- Lesotho
- Liberia
- Madagascar
- Rwanda
- Sudan
- Togo
- Tunisia

**LATIN & CENTRAL AMERICA**
- Costa Rica
- Haiti
- Honduras
- Mexico (relaunch)
- Nicaragua

**ASIA**
- Indonesia
- Islamic Republic of Iran
- Malaysia
- Maldives
- Mongolia
- Myanmar
- Pakistan
- Sri Lanka
- Thailand

**EASTERN EUROPE & CIS COUNTRIES**
- Albania
- Republic of Moldova

**MIDDLE EAST**
- Oman
- State of Palestine (relaunch)
- Syrian Arab Republic
CONTACTS
Empretec Programme
UNCTAD
Palais des Nations
CH-1211 Geneva 10
Switzerland
Tel: (+41) 22 917 5507
Fax: (+41) 22 917 0122
empretec@unctad.org