The Empretec Annual Report 2012 presents an overview of activities carried out by the Empretec Global Network in 2012, emphasizing increased South-South collaboration and the impact of Empretec training in building innovative and productive enterprises.

The report contains examples of activities carried out by Empretec centres for the purpose of sharing best practices and replicable experiences. In addition, the report describes illustrative success stories, selected among the many entrepreneurs supported by the centres, which aim at showing the impact of the programme on entrepreneurs who have been able to maximize their business skills, becoming role models in their own countries. By sharing what participants in the training workshops have achieved, thanks to the improvement of their own entrepreneurial competencies, this report highlights cases of successful entrepreneurs who identified creative and innovative ways to sustain their business growth even during the global economic slow-down.

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

This report was prepared by Fulvia Farinelli, Till Alexander Leopold, Jason Munyan, Mohammed Shoushi and Lorenzo Tosini, under the overall supervision of Fiorina Mugione. UNCTAD is grateful to all the Empretec National Centres for their inputs to this report.
Contents

p. 2 Preface
p. 3 Acknowledgements

Part 1: Introduction
p. 8 Introduction to the Empretec Programme
p. 12 EMPRETEC in Numbers
p. 17 2012 EMPRETEC Women in Business Award
p. 20 Entrepreneurship policies

Part 2: Country presentations
p. 24 Argentina
p. 26 Benin
p. 28 Botswana
p. 30 Brazil
p. 32 Chile
p. 34 Colombia
p. 36 Dominican Republic
p. 38 Ecuador
p. 40 El Salvador
p. 42 Ethiopia
p. 44 Ghana
p. 46 Guatemala
p. 48 Guyana
p. 50 Jordan
p. 52 Mauritius
p. 54 Mozambique
p. 56 Nigeria
p. 58 Panama
p. 60 Peru
p. 62 Romania
p. 64 South Africa
p. 66 United Republic of Tanzania
p. 68 Uganda
p. 70 Uruguay
p. 72 Venezuela (Bolivarian Republic of)

Part 3: Empretec Centres
p. 82 List of Empretec Centers (alphabetical order)

p. 83 Empretec – Requests for new installations
PART 1: INTRODUCTION
Introduction to the Empretec Programme

This report presents activities of the Empretec programme of the United Nations Conference on Trade and Development (UNCTAD) during 2012. This year it also features examples of contributions of entrepreneurs to sustainable development and creative industries.

Empretec – Inspiring entrepreneurship across the world

Empretec is a capacity-building programme of UNCTAD, coordinated from Geneva, Switzerland, by the Enterprise Development Branch of the Division on Investment and Enterprise. It was launched in Argentina in 1988 and since then has expanded to 34 countries across the developing world with additional requests from 27 countries pending availability of financial resources. In cooperation with local counterparts, the programme has assisted more than 300,000 entrepreneurs through local market-driven Empretec centres. The main beneficiaries are aspiring entrepreneurs, women entrepreneurs, small and micro-businesses (including local small suppliers), young people and employees of large public and private companies. During its existence, the programme has benefited from the support of many different donors, including the Inter-American Development Bank in Latin and Central America; the North-East Development Bank and Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae) in Brazil; the United Nations Development Programme; and the Governments of Finland, Germany, Italy, Romania, Spain and Sweden, as well as in-kind contributions from local counterparts and hosting institutions.

The programme has four main offerings: Entrepreneurship Training Workshops (ETW), Business Development Services (BDS), Empretec networks and national institutional facilities.

- **ETW** is a core product of Empretec. It aims at coaching entrepreneurial behaviours and attitudes by focusing on 10 key personal entrepreneurial competencies of successful entrepreneurs. The workshops foster motivation and self-confidence of participants and build trust that facilitates partnerships. It is supplemented by training-of-trainers workshops to develop local trainers. Training is delivered locally in Arabic, English, French, Portuguese, Romanian, Spanish and Swahili.

- The **BDS** component provides access to follow-up consulting services to participating entrepreneurs to help them maintain, grow and expand their businesses. Over the years, Empretec centres have built up portfolios of such follow-up services tailored to local needs. These include specialized courses in business planning, marketing, accounting, access to financing and other technical courses.

- **Empretec networks** represent another key product of the programme. These are at local, national, regional and global levels. Local networks are created by participants to share experience and information and facilitate their business opportunities. Local networks evolve into national networks that, with the support of UNCTAD, are integrated into regional forums and the global Empretec network.

- The programme also builds **national institutional facilities**, each led by a national Empretec Director and assisted by an Advisory Board consisting of major national players and stakeholders from the public and private sectors in the area of entrepreneurship to ensure coordination of Empretec activities with relevant national policies.
The year in review: Highlights

- There was a substantial increase in Empretec capacity-building in 2012. Empretec centres delivered 1,104 ETWs, an increase of 35 per cent over the previous year, resulting in the training of 33,182 entrepreneurs trained (an increase of 85 per cent).

- The First Empretec Latin American Forum and a regional workshop for trainers took place in Panama City.

- In close cooperation with established centres, the Empretec programme strengthened its outreach in a few countries where operations started recently, such as Zambia and South Africa (respectively supported by Empretec Zimbabwe and Enterprise Botswana). It also developed activities in the Russian Federation and India, both assisted by Brazilian International Master Trainers. Following an official request from the Government of Oman, Empretec Jordan and UNCTAD organized a pilot workshop in the capital city of Muscat.
Box 1. Empretecos actively engaged in the creative economy

The “creative economy” describes the interaction among creativity, innovation and economics. Creative industries, which include the arts, culture, media and technology, are among the most dynamic sectors in the global economy, providing new opportunities for countries to grow and develop.

Many Empretecs Centres encourage and support creative enterprises and, throughout the world, Empretecos are leading creative enterprises. We are pleased to feature a number of examples of successful creative businesses in this annual report:

- **Argentina:** Hugo Palos runs a company that produces mobile dinosaurs, robots and animatronics for theme parks, entertainment, advertising, museums and events.
- **Chile:** Ramy Oxman’s Factor Creativo provides design and construction solutions for niche technology, image and accessories stores.
- **Ecuador:** Digital Productora designs and produces audiovisual content for television stations.
- **El Salvador:** María Antonia Paniagua’s business, Creaciones Mágicas, designs and develops a range of handicrafts.
- **Jordan:** Sitat Byoot enables women to generate money from handmade accessories, learn new skills and make friends within the female handicrafts community in the Middle East. Also in Jordan, Little Community provides entertainment and diverse training and activities for children from 6 to 12 years old.
- **Mozambique:** Margarida Luis Sultane’s Bazar Malhangalene manufactures clothing.
- **Peru:** Raquel Luyo Saravia applies her education in design in her company, Ralusa Gifts, which designs a range of customized, “personalized” items, from wine and pisco bottles to mugs, puzzles and other items.
- **Venezuela (Bolivarian Republic of):** Irma Pineda makes wooden educational toys and handicrafts.

Box 2. Annual Empretec Directors’ meeting

The annual Empretec Directors’ meeting took place in Geneva, Switzerland, on 27–28 November 2012. Seventeen Directors of Empretec Centres in Africa, Latin America, and the Middle East attended the event. A representative of the Government of Kenya, which in 2012 officially requested to establish an Empretec Centre, also attended.

Key issues discussed included:
- Quality of materials and trainers involved in training;
- Sustainability and indicators;
- Partnerships;
- Chairpersons’ reports on Empretec regional forums.

A training session led by Mr. Raphel Cohen, a Professor at the University of Geneva, described how to develop proposals for investors and was very useful for the centres. Directors explored other ways to expand business development services in a joint session with Geneva-based United Nations agencies, including the International Labour Organization, the World Intellectual Property Organization and the International Trade Centre.
EMPRETEC in Numbers

310,917
Number of entrepreneurs trained since inception

1,104
Empretec training workshops conducted in 2012

34
Countries with Empretec centres

25
Years of entrepreneurship promotion
## Selected Impact Indicators

<table>
<thead>
<tr>
<th>Country</th>
<th>Time from ETW</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>
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<td>Argentina</td>
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<td>+10%</td>
<td>+15%</td>
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<td>+9%</td>
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<td>Colombia</td>
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<tr>
<td>Nigeria</td>
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<td>+9%</td>
<td>+14%</td>
<td>positive impact</td>
<td>+5%</td>
<td>+15%</td>
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<td>60% started new businesses</td>
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<td>South Africa</td>
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**Source:** Empretec centres.
Brazil

According to a survey conducted by an independent company on behalf of Sebrae, the Brazilian Empretec centre, including 1,445 empretecos \(^1\) in 12 different Brazilian states:

- **54 per cent** of participants feel **more confident in decision-making**, after attending the ETW
- The **business survival rate** among empretecos is **93 per cent**, compared to an average of 54 per cent among entrepreneurs who have not attended the ETW
- **62 per cent** of businesses **employ more people than before the workshop**, with an average employment growth of 48 per cent over three years (16 per cent per annum)
- The overall **business growth** of companies run by empretecos was **29 per cent**, with **salaries up 32 per cent**
- Empretecos’ **income grew 58 per cent** after the workshop
- **Taxes** paid by empreteco-owned companies **rose by 52 per cent** after the workshop, contributing to revenue generation for their local communities

Source: Instituto Ver, on behalf of Sebrae.

United Republic of Tanzania and Zambia

An independent consulting company conducted an external evaluation of UNCTAD’s Empretec programme to measure results in the United Republic of Tanzania and Zambia.

- In both countries, **turnover increased** for **93 per cent** of businesses surveyed
- In businesses surveyed, **employment grew** by **14 per cent** in the United Republic of Tanzania and by **38 per cent** in Zambia
- Empretecos in the United Republic of Tanzania showed a median **100 per cent turnover increase**
- All entrepreneurs interviewed reported an **increase in the number of fixed clients**, after receiving training in the Empretec workshop.

Source: Dr. Achim Engelhardt (Lotus M&E Group), on behalf of UNCTAD.

Peru

An assessment conducted by the Instituto Peruano de Acción Empresarial (IPAE), the Empretec centre in Peru, showed that:

- **33 per cent** of participants felt the Empretec workshop helped them **explore and enter new markets**, both in terms of developing new products/services and of reaching out to new customers
- **20 per cent** recognized that the workshop strongly **influenced their decision to turn their business ideas into reality** or to **formalize** their existing business
- **13 per cent** of participants registered immediate cost reductions and increased turnover

Source: IPAE.
**Box 3. Empretec starts in the Russian Federation and India**

Between December 2011 and December 2012, six workshops were organized in the Russian Federation and two workshops were organized in India for entrepreneurs. The two countries joined the Empretec network in 2012 and developed workplans to move at a steady pace in 2013. Two Senior International Master Trainers from Brazil, Mr. Roberto Gandara and Mr. Renato Santos, are coaching local trainers and supporting the national counterparts.

*The first group of Russian empretecos*

*The first group of Indian empretecos in Geneva, Switzerland, during the initial ETW*
Special initiatives in 2012

2012 EMPRETEC Women in Business Award

Melissa De León, founder of Panama Gourmet, a company which produces gluten-free foods, won the 2012 edition of UNCTAD’s prestigious Empretec Women in Business Award, which honours exceptional businesswomen who have become role models in their communities. The award ceremony took place at a high-level gala dinner in April during UNCTAD’s thirteenth quadrennial Conference and the UNCTAD World Investment Forum in Doha. Ms. De León received the prize from His Excellency, Mr. Hamad bin Abdulaziz Al-Kawari, Minister of Culture, Arts and Heritage of the State of Qatar.

Melissa distinguished herself through her company’s commitment to supporting local producers and her innovative techniques which have allowed her products to compete both nationally and internationally. She devised a flour-making use of the entire tuber of locally grown crops, enabling her supplying farmers to sell their crops with no waste and earn steady incomes. And her goods have a shelf life of up to 12 months, without the use of additives or preservatives. Melissa’s prize was her participation in an intensive course called “All About Baking” as part of a study tour at the American Institute of Baking in Manhattan, Kansas, United States of America. The study tour was offered by UNCTAD.

Since winning the Award, Melissa has appeared extensively in the local media. She continues to actively support the Empretec programme and has started exciting new projects. Most recently, she was a judge for the finale of the television reality show contest, “Super Chef – Panamá”. She is also a regular host of a daily cooking show broadcast across Latin America, which features women chefs from across the region and focuses on traditional Latin American desserts.
Second place went to Patricia Paz Silva Giordani from Brazil, whose idea for her innovative company, Solucoes Ambientais, initially came from being able to find an opportunity in a crisis, a lesson with which she credits UNCTAD’s Empretec training programme. Her company is based in one of the poorest states in Brazil and focuses on the environmentally safe collection, transport, and final treatment of dangerous goods such as industrial and medical waste. Patricia Paz Silva Giordani (Brazil)

Ms. Silva Giordani received her prize from Her Excellency, Ms. Tarja Kaarina Halonen, former President of Finland and currently Co-Chair of the United Nations Secretary-General’s High-Level Panel on Global Sustainability.

“When I finished Empretec, I had a firm will to start a new business that would be innovative and enterprising.” (Patricia Paz Silva Giordani)

The third prize was awarded to Rahda Kurdi of Jordan. Her company, Advanced Pharmaceutical Services, focuses on providing economies of scale to small pharmaceutical businesses, so that they may compete with the large chains in the sector. This includes a range of business solutions from bulk purchasing to joint recruitment and training services, among others. The company also provides small pharmacies with sophisticated pharmacy management software, accounting and tax services, joint recruitment and training services, and the management of insurance claims. She received her prize from Ms. Aisha Alfaradn, Vice-Chair of the Qatari Business Women’s Association and Personal Adviser to the Chair of Al Faradn Group Holding. Ms. Alfaradn is also head of the Qatar hub of the Middle East and North Businesswomen Association. Raghda Kurdi (Jordan)

“I benefited a lot. Although I had experience, I was very reluctant to start something on my own. After the (Empretec) course, I devised my business plan.” (Raghda Kurdi)

2012 Special Recognition to Micro-Entrepreneurs and Start-Ups

During the Annual Empretec Directors’ Meeting, held in November 2012, UNCTAD’s Secretary-General, Mr. Supachai Panitchpakdi, awarded Ms. Ileana Lacabanne of Argentina a special recognition for the best microenterprise for her company, Chunchino eco-bébé, which produces clothing and accessories for babies in an eco-friendly way. Secretary-General Panitchpakdi also recognized Ms. Judith Ineku of Uganda as best start-up for her real estate company IJB, a low-cost housing enterprise based in Kampala.

Ms. Ileana Lacabanne (Argentina) and Ms. Judith Ineku (Uganda)
UNCTAD, in collaboration with other United Nations agencies (including the International Labour Organization, International Trade Centre, World Intellectual Property Organization, United Nations Institute for Training and Research and United Nations Development Programme) has been an active organizer of the Global Entrepreneurship Week (GEW) in Geneva, Switzerland, since 2009. From 12 to 18 November 2012, 130 countries celebrated the Global Entrepreneurship Week through a variety of events, activities and competitions aimed at getting more of their citizens to take the next step in their entrepreneurial journey. New start-ups emerged from Start-up Weekend events in more than 130 cities.

In 2011, Switzerland became an official country host of the GEW. Thanks to the involvement of the Swiss Agency for Economic Promotion of the Canton of Geneva and of the University of Geneva, the GEW has increased visibility, participation, and momentum. To complement the intense week of activities hosted by the University of Geneva, the United Nations community organized a special event devoted to women’s entrepreneurship on Wednesday, 14 November, at the Palais des Nations, entitled “Women’s Empowerment through Entrepreneurship”.

The Ambassadors of the United States of America and Mexico opened the event; and Ms. Susan Joekes, Deputy Director of the Donors Committee for Enterprise Development, moderated a debate. All panelists, including outstanding women entrepreneurs from Ethiopia, Mexico, Switzerland and the United States of America, effectively conveyed how women’s entrepreneurship needs to be fostered in all sectors, both urban and rural environments, and in a cross-cutting and holistic manner. Better inter-agency coordination is also required to tackle remaining obstacles, particularly limited access to financial services, discrimination and lack of training and education. Panellists shared best practices on how to start a business and how to simplify government requirements as well as the benefits of public–private partnerships. The Organization for Economic Cooperation and Development also took part in the debate and the Ambassador of Ireland delivered concluding remarks.

2 See http://www.unige.ch/unitec/actualite/evenement.html for more information
Entrepreneurship policies

Empretec centres organized national policy workshops with representatives of relevant institutions (such as ministries, development agencies and business associations) to present UNCTAD’s Entrepreneurship Policy Framework (EPF) and Implementation Guidance.

Panama

The Nigerian policy on microenterprises, small, and medium enterprises (MSMEs) dates back to 2007. After five years of implementation, the Government of Nigeria decided to revise it, taking into account feedback and lessons learned and updating it based on current challenges. The revised MSME policy and entrepreneurship strategy extensively integrated UNCTAD’s EPF recommendations. A thorough review process, led by the Federal Ministry of Trade and Investment, included several peer review workshops in six geo-political zones. The revised policy proposed an institutional framework for policy implementation and monitoring, with the Small Enterprise Development Agency (SMEDAN) as the lead institution and the establishment of the National Council on SMEs as the apex organ for MSME development. It also included an action plan and the institutional framework for implementation, capitalizing on UNCTAD’s EPF in a coherent and complementary way.

Panama

The Minister of AMPYME, H.E. Ms. Giselle Burillo, opened a forum entitled “Entrepreneurial Panama: The role of public policy and innovation”, which gathered more than 300 participants from the entrepreneurial ecosystem of Panama. The Forum, organized by UNCTAD in collaboration with CAF, Ciudad del Saber and Empretec Panama in May 2012, resulted in 11 actionable recommendations for entrepreneurship policy covering three identified key areas. Each recommendation includes a description of the situation in Panama, justification for the need for policy intervention in the area, references to good practices in the region and clear objectives accompanied by an action plan with assigned responsibilities, a time frame and estimated funding required for implementation. These recommendations were presented to H.E. President Martinelli on 23 May 2012, on the occasion of the inauguration of AMPYME’s new Entrepreneurship Centre in Panama City.

H.E. Giselle Burillo and President Ricardo Martinelli at the inauguration of the Entrepreneurship Centre

3 Autoridad de la Micro, Pequeña y Mediana Empresa (Panama’s authority for MSMEs)
With the support of Endeavor Brazil and Sebrae, the Federal Government has conducted six workshops with stakeholders around the country to review challenges to entrepreneurial development. Stakeholders have identified specific objectives to pursue through the promotion of entrepreneurship using the World Café methodology\(^5\) to stimulate brainstorming and interaction. The workshops highlighted 11 areas for intervention including:

- Economic environment
- Regulatory framework
- Governance
- Infrastructure
- Education
- Training and dissemination
- Technology and innovation
- Taxation and business facilitation
- Entrepreneurship for special target population

Furthermore, on June 2012, the Minister of Development, Industry and Foreign Trade (MDIC) convened an International Seminar on the national entrepreneurship policy. Other stakeholders involved included the University of Brasilia, Endeavor Brazil, the European Union, the Technological Development Support Centre, and the National Confederation of Trade, Goods and Services and Tourism. The Seminar discussed best practices in formulating an entrepreneurship strategy. UNCTAD presented the EPF and engaged in a debate with stakeholders. A draft national public policy is under review adapting UNCTAD’s EPF as a guideline.

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In Zimbabwe, about 100 stakeholders convened by UNCTAD and Empretec Zimbabwe, representing large businesses, banks, and entrepreneurs, had the opportunity to share their experiences on entrepreneurship policy with government representatives. Participants stressed that there is need to have a clear definition of entrepreneurship and to tackle identified constraints, including:

- The priorities and type of entrepreneurship that the country wants to encourage and focus on are not clear
- The desire to favour start-ups and SMEs exists and some initiatives such as contract farming and indigenization have been undertaken but are fragmented
- Although activities such as subcontracting, contract farming, tourism initiatives have been undertaken at the firm level to encourage the transition to the formal business sector, the informal sector still represents 57 per cent of Zimbabwe’s total economy
- Entrepreneurship policy statements are embedded in sectoral policies but Zimbabwe lacks a holistic national strategy
- Various ministries such as the Ministries of Economic Planning and Investment Promotion, of SME, of Youth, Gender and Women Affairs and of Tourism champion policies within their own purviews but there is no single ministry that is specifically tasked with coordination of the strategy

Participants called upon the Ministry of Economic Planning and Investment Promotion to champion the development of a national entrepreneurship policy with UNCTAD and Empretec’s assistance and support from the funding partners. For continuity, the workshop participants have formed a high-level Zimbabwe Panel of Entrepreneurship Development and they gave themselves one year to develop and launch the entrepreneurship policy.

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\(^5\) See also www.theworldcafe.com.
PART 2: COUNTRY PRESENTATIONS
Name of the Centre: Fundacion Empretec Argentina
Name of the Director: Ricardo Finkelsztein
Email-address: ricardofinkel@Empretec.org.ar
Website: www.Empretec.org.ar
Year of Inception: 1988
Number of entrepreneurs trained since inception: 4,500
Number of Empretec workshops since inception: 189

Products and Services

- Delivery of the ETW in cooperation with counterpart institutions at the national level
- Establishment of the “Innovative Enterprises” competition together with Banco de la Nación Argentina aiming at the creation and development of dynamic and innovative enterprises with the long-term goal of creating growth potential
- Participation in seminars and conferences related to the promotion of entrepreneurship
- Adaptation and implementation of the Business Linkages Programme for strategically important sectors of the Argentine economy, e.g., the technology industry

Highlights of 2012

Impact
In 2012, Empretec Argentina surveyed its participants 12 months after taking an Empretec training workshop and found that 40 per cent go on to establish new businesses. The enterprises have also increased employment by 35 per cent. In terms of sales, income and profitability, enterprises who participated in the training experience an increase in all categories: 15 per cent, 12 per cent and 12 per cent, respectively.

National Outreach
In 2012, Fundación Empretec conducted 29 workshops in different locations around the country. These workshops were organized in collaboration with national and regional institutions in both the public and private sectors, successfully reaching around 700 entrepreneurs in 16 provinces. Moreover, in partnership with Banco de la Nación, the centre organized conferences focusing on family enterprises, which drew more than 500 participants in Mendoza, Catamarca, Villa Carlos Paz, Neuquén, San Juan, Paraná, Mar del Plata and Tucumán.

Business Linkages Programme
Fundación Empretec, in collaboration with UNCTAD, the Federal Investment Council (Consejo Federal de Inversiones) and the Secretary of Economic and Fiscal Development of Tierra del Fuego, developed a strategy for strengthening the competitiveness of local small and medium enterprise (SME) suppliers of electronic components, including the facilitation of technology transfer and product upgrades. Although Tierra del Fuego is one of Argentina’s most vibrant manufacturing hubs, most electronic components are still sourced from abroad, excluding local SMEs from the value chain. Therefore an opportunity exists for creating business linkages to help SME suppliers improve and upgrade their products to meet the standards of large transnational buyers. This programme is financed by the Federal Investment Council.
Success Stories

PRODUCCIÓN DE DINOSAURIOS Y ROBOTS MÓVILES Y ANIMATRÓNICOS Hugo Pailos

Hugo Pailos created his production company of mobile dinosaurs, robots and animatronics inspired by a dream he had had since he was 14 years old. Hugo has extensive experience in electronics as a trained electrical engineer, professor of Control System II and Director of the Animatronic Laboratory at the National University of Cordoba. With a dynamic team, Hugo produces robots for advertisement, events, marketing, museums, thematic parks and entertainment. The Empretec workshop was essential for Hugo and his enterprise. “It contributed to put[ting] our knowledge in order through providing a theoretical and practical foundation to develop my [entrepreneurial] behaviour in different situations with different kinds of people.”

CAROUSEL EDUCATIONAL GAMES (CARRUSEL JUEGOS DIDÁCTICOS) Lorena Beatriz Ruggieri

Six years ago, with the birth of her children, Lorena Beatriz Ruggieri felt the need to find a job that would allow her to be with them throughout their childhood. She created Carousel Educational Games, a company that provides toys for targeted markets in her hometown of Mendoza, a province located in the western region of Argentina. Lorena wanted to meet not only the needs of mothers, but also teachers, therapists, psychologists, educational psychologists and paediatricians, who all deal with children in their day-to-day activities. With great effort, Lorena’s company has become a regular supplier of garden toys for infants, as well as toys for medical and psychological clinics in Mendoza. Lorena recommend’s the Empretec workshop for everyone who wants to be an entrepreneur. “It’s excellent… After my participation, the changes I’ve experienced were significant.”

Innovative Entrepreneurship Contest

For the fourth consecutive year, Fundación Empretec and Banco de la Nación organized the Innovative Entrepreneurship Contest in December 2012. The competition aims at supporting entrepreneurs with the most innovative businesses and cutting-edge ideas. More than 170 projects were evaluated based on their technological innovations, capacity to substitute imports, overall competitiveness and potential for job creation. The total awards given to winning entrepreneurs amounted to 50,000 United States dollars.
Name of the Centre: CePEPE Centre Empretec

Name of the Director: Théophile CAPO-CHICHI

Email-address: theocap50@yahoo.fr

Website: www.cepepe.org

Year of Inception: 2000

Staff Members: 4

Number of entrepreneurs trained since inception 4,405

Number of Empretec workshops since inception 150

Products and Services

- Feasibility studies and elaboration of bankable business plans to promote projects for the creation of enterprises and the development of existing enterprises
- Entrepreneurial behaviour training
- Training for the establishment and management of enterprises – TRIE methodology (find your business idea); CREE (establish your business); and ILO’s GERME methodology (improve your business)
- Research on project financing aiming at the establishment and development of enterprises
- Support (advisory and follow-up) for the projects financed by banks and other financial institutions
- Support in realizing studies and research aiming at the promotion of the private sector and in particular SMEs
- Assistance in improving the human resources management of enterprises
- Technical assistance for construction companies

Highlights of 2012

- CePEPE continued collaboration in the West Africa region with Burkina Faso and Togo to develop regional Empretec training capacity
- CePEPE implemented a technical assistance project funded by the International Finance Corporation, DANIDA and the Netherlands in the areas of agriculture development, irrigation, export development and access to credit
ZIKORA
Mêmounatou ZACARI

ZIKORA is a sole proprietorship located in Parak which was established in 2003 and officially registered in 2009. ZIKORA’s primary business activities are processing shea nuts into butter and manufacturing and commercializing shea butter soap and creams. ZIKORA has a range of clients including shea butter traders and exporters, individuals, households and hair salons. These various clients are spread over local, national, regional and international markets. The company produces five tons of butter per year for a turnover of 4,800,000 CFA francs. The company works with 10 processing groups who have been trained on improved techniques for modern shea butter processing. For large orders, ZIKORA outsources and supervises external producers.

Established in 2003
Empretec workshop attended in: 2010
Name of the Centre: Enterprise Botswana

Name of the Director: Dennis Maswabi

Email-address: maswabid@hotmail.com

Year of Inception: 1997

Staff Members: 14

Number of entrepreneurs trained since inception: more than 2,000

Number of Empretec workshops since inception: 110

Products and Services

- Training
- Consultancy
- Business counselling and mentoring
- Business linkages
- Project Management

Highlights of 2012

Entrepreneurship Policy
In partnership with MARKETWX, Enterprise Botswana won a tender to develop the Botswana National Entrepreneurship Policy and Implementation Strategy. The project started in June 2012 and ended in March 2013. UNCTAD provided a solid reference because of the recently launched Entrepreneurship Policy Framework. Enterprise Botswana received positive feedback for having close ties with UNCTAD and stakeholders valued the tool and its input into the policy development and implementation strategy.

Regional Cooperation
Enterprise Botswana assisted the Small Enterprise Development Agency (SEDA) of South Africa in rolling out the Empretec programme to all nine provinces in South Africa, under the supervision of UNCTAD. Enterprise Botswana is also providing SEDA with assistance and advice on post training follow-ups and documenting success stories.
Kay Gee Holdings (Pty) Limited is a meat processing company which was established in 2000. It mainly specializes in the production of biltong (dry meat) and sausages. The company supplies retailers, such as convenience stores, supermarkets, takeaways, restaurants, liquor stores and coffee shops. Kay Gee staff grew from three to nine over the past few years. Product branding and its consistency in quality and customer service have cemented the company’s relationship with its loyal customers.

All this was born of the commitment, drive and perseverance of the owner, Banabotlhe Malapa, the only woman in a male-dominated industry. Her product is unique in Botswana as Malapa was the first to brand and bar-code it and she always strives to maintain consistent quality, despite all odds. Malapa strongly believes the intensive Empretec workshop she attended gave her a test to see if she had what it took to be in business. It gave her the opportunity to know her competencies and provided the tools to work on her weaknesses and maintain her strengths. Her philosophy is to always see opportunities in every problem encountered. Malapa also had to find a work-life balance as she was raising young children. However, she never stopped looking for new opportunities. She came across a biltong snack from South Africa that she liked and always bought at her gym kiosk. Later the shop ran out of it for some time and she could not even find it at other shops. One weekend, she happened to find that biltong in one of the petrol station shops; she bought it, checked the details on the packaging and immediately decided to call the company the following day. She managed to convince the owner that she was the right person to make a mark with his product across Botswana. She went to South Africa and clinched a deal to be their agent. A year later, there was an outbreak of foot and mouth disease in South Africa and she could not import the product any longer. Because she believed in seeing opportunities in challenges, she decided to start her own biltong production with Botswana beef, known to be the best in Africa. She attended a course on meat processing and hygiene and went to Enterprise Botswana for the Empretec workshop just before starting her business. After the workshop, she continued to access Enterprise Botswana’s business development services: she took several courses, covering all areas of business (including finance and marketing). That helped her to easily approach and win potential customers.

Malapa is always looking for new business opportunities. To cope with drought and possible outbreaks of foot and mouth disease, she opened a guest house, which allows her to see the company through tough times. She is also preparing to get certification in international standards that will allow her to reach profitable export markets, such as South Africa.
Name of the Centre: Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae)

Name of the Director: Carlos Alberto dos Santos

Email-address: carlos.alberto@sebrae.com.br

Website: http://www.sebrae.com.br

Year of Inception: 1993

Staff Members: 6,000

Number of entrepreneurs trained since inception: 185,445

Number of Empretec workshops since inception: 7,699

Products and Services

- Information on different economic sectors for small enterprises, e.g., surveys, articles, publications, news, etc.
- Consultancy services for business analyses in several regions of Brazil
- More than 40 courses and lectures, including distance-learning courses, carried out by trainers all over Brazil; topics range from basic entrepreneurship principles to management of a business and are tailored to customers’ needs
- Publications on entrepreneurship-related topics and sectors, thereby facilitating market research for entrepreneurs
- Assisting corporations in the promotion of innovation in their processes and products, thereby increasing the competitiveness of small businesses
- Facilitating access to markets through the promotion of fairs, business rounds and exhibitions
- Awards to disseminate Sebrae’s entrepreneurial vision across Brazil, thereby encouraging entrepreneurship and the growth of small businesses

Highlights of 2012

Impact
Sebrae conducted an impact evaluation of Empretec training with a sample of 1,871 participants. The “Istituto Ver” carried out direct interviews with programme beneficiaries and a control group. This confirmed that half of the participants who attended Empretec training with no previous business experience became entrepreneurs. Of the beneficiaries interviewed, 73 per cent of entrepreneurs that had already established businesses experienced expanded sales. The beneficiaries interviewed also demonstrated a 79 per cent improvement in profits and 62 per cent of participants employed more people than before the workshop, with an average increase in employment of 48 per cent over the past three years.

Entrepreneurship Training Workshops in Brazil
In 2012, the centre conducted hundreds of Entrepreneurship Training Workshops. Participants included many new start-ups and people with no previous business experience. To increase training capacity, Sebrae also conducted three training of trainers workshops for 23 managers, 17 trainers and 13 interviewers.

Regional Activities
In 2012, Sebrae Empretec Master trainer, Mr. Gilmar Claret, participated in a regional training workshop for trainers in Latin America, presenting the manuals and the methodology for the six-day delivery of Empretec training. Ms. Alessandra Cunha, coordinator of Empretec in Brazil, also participated in the Empretec Regional Forum, presenting Sebrae’s experience in applying the six-day training and reporting on several Empretec Multilateral Training events that took place in border States including entrepreneurs from Argentina, Bolivia (Plurinational State of), Brazil, Paraguay and Uruguay.

New Training Material
In collaboration with UNCTAD, Sebrae upgraded the Empretec training manual, including enhanced modules on innovation.
**Success Stories**

**Auto Tintas**  
**Jeová de Jesus Costa**  
Still a student in accounting, Jeová took the Empretec course as a first step towards realizing his dream — becoming an entrepreneur. Jeová’s dream came true and he is having success. After having been established for only a few months, his firm, Auto Tintas, sells paint for the construction industry. Auto Tintas is located in Nova Imperatriz area — an up-and-coming neighbourhood in the city of Imperatriz in the state of Maranhão. Thanks to the Empretec training, Jeová and his partner Carlos have set goals, monitored the firm’s performance and generated profits that allow the business to scale up.

**ARTE DOS PÉS**  
**Rachel Farias**  
Rachel decided to attend an Empretec workshop in Teresina, in the State of Piauí, in order to improve her planning and goal-setting for her recently established firm, Arte dos Pés. Rachel related: “Despite still being in the middle of completing the construction of my store, I resolved to participate in the Empretec course because I needed ideas to scale up my business. After the six-day intensive course, I realized that I made a good investment. I enjoyed the training challenges and I have also found new business solutions. As I was still in the start-up phase, the training has enabled me to engage in medium- and long-term planning. The training was also useful to improve all aspects of my business.”
Products and Services

• Technical assistance for entrepreneurs
• Supporting the improvement of SME management: emphasis on financial management
• Implementation of quality standards
• Supporting innovation and entrepreneurship
• Specialized capacity-building programmes
• Access to government resources for entrepreneurship programmes, seed capital and focal points for the EMT

Highlights of 2012

National Outreach
In 2012, Empretec Chile trained three medium enterprises and two large enterprises in metropolitan regions and provided ISO 9001 consulting, implementation and certification.

Business Linkages Programme
In January 2012, Empretec Chile signed a contract with the Industrial and Mining Training Centre (Centro de Entrenamiento Industrial y Minero, CEIM) to develop and implement the UNCTAD Business Linkages Programme. The target of this programme is the value chain of the copper mining industry in northern Chile. The industry has over 4,000 suppliers, of which 84 per cent (3,360) are Chilean companies. However, these suppliers are small and are not able to export their services. Therefore this project is part of an industry effort to promote not only the value chain, but also support the internationalization of companies that have the capacity and potential to do so. Such an effort requires a collaborative relationship between clients and suppliers in which higher added value is created through the supplier shifting from production management and technology adaptation to new innovation generation.

The strategy for creating the required business linkages focuses on supplier development through improving enterprise management, enterprise networks, and entrepreneurial capacities. The first stage of the programme was a business assessment of 98 companies based on five dimensions developed by The National Centre for Productivity and Quality, ChileCalidad (a project partner). These dimensions are leadership, commerce, people, finance and corporate social responsibility. This process facilitated the creation of productivity indicators for the industry. The second stage, implementation, entailed the development of an improvement plan for suppliers based on the gaps observed from a business assessment. Accordingly, 35 selected companies attended Empretec workshops that addressed the behavioural dimension of enterprise development, along with activities aimed at strengthening the development of networks.
Success Stories

<table>
<thead>
<tr>
<th>FACTOR CREATIVO</th>
<th>Established in 2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ramy Oxman</td>
<td>Empretec workshop attended in: 2008</td>
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Ramy is an architect by profession and has worked in audiovisual advertising as a Director of Art and Production Design. He always had a dream of creating a design company in the areas of marketing, advertising and commercial architecture. After much effort, Ramy created Factor Creativo in 2005. The enterprise focuses on providing design and construction solutions for niche technology, image and accessories stores. By specializing in this area, Ramy was able to make his business grow and remain in force despite all the problems he has encountered such as lack of capital, lack of business experience and the difficulty of finding new customers. The enterprise reached annual revenue of 600,000 United States dollars. It now has a team of 10 workers and has been able to build a good customer base, as well as retain a large network of suppliers that meet its quality requirements. Participating in the Empretec workshop was a turning point for Ramy.

“This experience gave me the tools to refocus my business. It also pushed me to be more consistent and orderly in planning the growth of my company.”
Products and Services

- Technical assistance in using information technologies, team support for business calculations, accounting and financial support, support for tariffs and human resources, purchasing and inventory management and sales
- Entrepreneurship programme: Empretec, Agrotec, basic entrepreneurship, business planning support
- Management programme for enterprises operating in the goods and services sector
- Modular programmes in business administration and skills: basic accounting and inventory management

Highlights of 2012

Impact
A survey conducted in 2012 showed that overall sales of assisted enterprises registered an average growth of 30 per cent after three months and 50 per cent after 12 months. Employment also grew by an average 10 per cent (three months after the centre’s assistance) to 18 per cent (after 12 months).

Partnerships
The Empretec centre in Colombia (Cafam) pursued the establishment of regional centres to expand the coverage of the programme to other areas of the country through inter-agency agreements. In 2012, Cafam finalized two agreements with sister organizations in Costa Caribe Cartagena and Antioquia. The centre also secured collaboration with the Special Administrative Unit of Solidarity, the Ministry of National Education and the Cafam University Foundation.

New training material
Cafam developed curriculum for training on drafting and implementing a business plan. It further enriched its portfolio of products and services and developed an advertising campaign for the Empretec centre.
**Success Stories**

**LP SOLUCIONES**

**Lorena Pinzón Rodríguez**

Lorena, 31, the mother of three children and head of her household, used to work as a receptionist for a construction company until May 2011. Then she decided to quit and become her own employer by offering assistance to handle social security, pension, compensation and payroll matters for one of her former employer’s contractors. She contacted other contractors and engineers and started to sell her services. The first months were difficult as she had to handle all the functions herself but she saw it was possible. As her business started to grow, she realized she could not handle everything alone, so she decided to recruit people, giving priority to young parents like her. When she started her business, she approached Cafam for a loan but also reviewed training options. Lorena chose Empretec. The course strengthened her motivation both at the personal and entrepreneurial level. It helped her to adopt the behaviours which can develop long-lasting business relations with her customers and contribute to the growth of her company. She learned how to set clear goals, be self-confident, fulfil her commitments and expand business opportunities.

"Thanks to Cafam for offering these training workshops [that are] so important to our community."

**NANOFOODS**

**Evalo Enrique Bernal Vásquez**

After attending the Empretec workshop, Evalo had the opportunity to take stock of his life as an entrepreneur and as an employee. The training gave him a different point of view. He was able to understand why he was good at some things and failed at others. Thanks to the programme, he learned that he could tap new business opportunities. Provided with such a positive mindset, Evalo has his own company producing natural juices (from oranges and other fruits). Juices can help prevent diseases like cancer, obesity and premature aging. His company has now created 10 direct and 8 indirect jobs.

"Empretec taught me to believe in myself, to be fearless against the threats in the world and to seek business opportunities, especially those based on innovation and creativity."
Name of the Centre:
Centro Empretec RD/Instituto Tecnológico de las Américas (ITLA)

Name of the Director:
José Frank Cuello

Email-address:
josefhals@yahoo.com;
jcuello@itla.edu.do

Website:
www.Empretec.org.do

Year of Inception:
2007

Staff Members:
4

Number of Entrepreneurs Trained since Inception:
386

Number of Empretec workshops since inception:
18

01 Products and Services

- Training:
  - ETW
  - ITW (Intrapreneurship Workshop)
  - Training for Micro-entrepreneurs
  - Women Entrepreneurship
  - Youth Entrepreneurship
    (to be implemented in 2012)

- Access to short training courses and events

- Information services

02 Highlights of 2012

Training
Enterprise Acceleration Project for Export
The Empretec centre collaborated in the pilot Enterprise Acceleration Project, implemented by the Investment and Export Centre (Centro de Exportación e Inversión de la República Dominicana, CEI-RD) together with the International Cooperation Agency of Japan (JICA). Empretec Dominican Republic offered the Empretec course for micro-entrepreneurs to members of Mama Tingó, a cooperative of pepper growers. The training took place in the province of Hato Viejo, Yamasá, where the cooperative farmers grow peppers. Thanks to the favourable results of this pilot, the training programme has been incorporated into the project, which will expand to other productive sectors and communities in the country.

Training for micro-entrepreneurs
A collaboration initiated with the Office of the First Lady Office in 2011 included the organization and delivery of two additional training workshops for micro-entrepreneurs. This training involved members of Community Technology Centres of the programme Progresando and the Ibero-American University Foundation (FUNIBER) and the Entrepreneurship and Innovation Centre at ITLA. A related video is available on YouTube at http://youtu.be/DX8syh8X7o.

Global Entrepreneurship Week
Within the framework of the Global Entrepreneurship Week, the centre organized a training activity for entrepreneurs, “In the Digital Age”. In partnership with the Ibero-American University Foundation (FUNIBER) and the Entrepreneurship and Innovation Centre at ITLA, the Empretec centre set up a panel of prominent national and international entrepreneurs. The main topic covered the impact of information and communication technologies in selecting business models.
HA EMPRENDER
Aurys Cruz Jáquez

Aurys attended the Empretec workshop when she was just 21. It marked the beginning of her professional and entrepreneurial career. Thanks to the workshop, she was able to learn from the experience of others, leverage on the strengths of all participants to achieve a common goal, define personal goals in the short-, medium- and long-term and develop her self-confidence. She also understood the importance of entrepreneurship and the need to develop an entrepreneurial culture. Her business concept, HA Emprender, is a company dedicated to supporting others to develop their own firms, providing updated quality information, including through the use of web resources, sharing experiences, success stories, contests, articles, surveys, expert interviews and tips. The company also provides training courses on finance, marketing, intellectual property rights protection, business plans and business models and e-marketing. Since its inception, the company has promoted entrepreneurship in schools: so far, more than 3,000 students in the cities of Santo Domingo and San Cristóbal have attended entrepreneurship seminars. “Empretec was, is and will be, without any doubt, the meeting point of my dreams and the ability to achieve them.”

Empretec workshop attended in: 2008

TU EXPORTA
Deysi Concepción

Tu Exporta is a company dedicated to export services. It is an intermediary between producers and end consumers. Before attending the Empretec workshop, Deysi Concepción took all her decisions without thoroughly calculating the risks. With Empretec, she learned to visualize the risks in every step before taking a decision. The Empretec training had also an impact on her sales – they doubled in just one year. Deysi also decided to develop her own products. In 2011, she developed and commercialized handmade soaps, a new product for which she will develop a brand.
Name of the Centre: CONQUITO

Name of the Director: Sergio Ochoa

Email-address: sochoa@conquito.org.ec

Website: www.conquito.org.ec

Year of Inception: 2010

Staff Members: 60

Number of Entrepreneurs Trained since Inception: 217

No. of Empretec workshops since inception: 8

01 Products and Services

- Empretec entrepreneurial behaviour training
- Technical and management assistance in the development of new business projects or companies, advice on areas identified for the successful consolidation of companies, business planning, marketing, finance, tax and legal aspects
- Infrastructure for entrepreneurs: desks including basic telephone service and Internet access; reception and administrative security for the accommodation of social entrepreneurs; spaces for common activities such as meeting rooms, classrooms, etc.
- Monitoring and control: development of legal documents, accounting and finance, production processes, quality management, sales and marketing and contract compliance
- Website: network of contacts

02 Highlights of 2012

Launching Employment Initiatives
CONQUITO launched the employment initiative “Bolsa Metropolitana de Empleo” (metropolitan job market) to encourage the municipality to select local contractors for gardening, painting and other services related to the maintenance of all parks, gardens and other green areas in the city.

CONQUITO also assisted groups of women in social entrepreneurship by providing training in accounting, literacy in information and communications technologies, and other specialized skills.

CONQUITO offered incubating facilities to selected small firms and provided tailor-made business development coaching for a young firm, Soft Teratronic. Four youths own and manage the firm, which is the first Ecuadorian firm specialized in robotics. The firm beat 89 other contenders from all over the world to win the Golden Award of the International Quality Crown – the annual contest of the Business Initiative Direction based in London. The award selection criteria included leadership, decision-making, quality, prestige and branding, innovation and vision.

Entrepreneurship Training Workshop
The delivery of Empretec training in different municipalities has been discussed with several partners; however in 2012, no training took place pending the finalization of official agreements.
### DIGITAL PRODUCTORA IND.
**Tania G. Villacrés M.**

Digital Productora designs and produces documentaries on the needs of small and medium enterprises, non-governmental organizations, institutions, artists and individuals. The owner, Tania Villacrés, tailors her Digital Productora’s offers to potential clients after carefully analysing their needs. The firm has experience in the production of documentaries in health, education and entrepreneurship. With the Empretec training, Tania has improved her abilities in negotiations, networking and taking calculated risks. For example, she developed a proposal with several delivery options for a cooperative in Cuenca and personally negotiated the contract by visiting the site and presenting the advantages of each option. Then Digital Productora produced a high-quality video which received praise and appreciation from the customer.

**Established in 2008**

**Empretec workshop attended in: 2011**
Name of the Centre: FUNDEMAS

Name of the Director: Haydée de Trigueros

Email-address: direccionejecutiva@fundemas.org  
gilmamolina@fundemas.org

Website: www.fundemas.org

Year of Inception: 2000

Staff Members: 4

Number of Entrepreneurs Trained since Inception: 3,013

Number of Empretec workshops since inception: 149

Products and Services

- ETWs: intrapreneurs, SMEs, young entrepreneurs, microenterprises
- Women in business
- Sustainability projects
- CSR training
- Mentoring Training Workshops
- Entrepreneurship talks at universities

Highlights of 2012

Fundemas is engaged in several projects dealing with corporate social responsibility (CSR) and entrepreneurship:

Sustainable Communities: entrepreneurship and job creation
The Sustainable Communities project aims to contribute to job creation under a framework of gender equality. By promoting employment opportunities and enhancing local companies’ competitiveness, the initiative supports microenterprises, small and medium-sized enterprises (MSMEs) within nine communities in the area of La Escalón. It aims to strengthen entrepreneurial behaviours of participants and generate employment opportunities, by creating and strengthening competitive small firms and promoting linkages between established businesses in the area and entrepreneurs in the communities’ MSMEs. Based on strategic public–private partnerships, the project adopts a “win-win” approach in which all sectors are positively impacted including decreased violence and improvement of all social aspects in the communities.

Clean Up El Salvador
Clean Up El Salvador is an environmental education programme with 54 partners including central government institutions, municipalities, universities, unions, non-governmental organizations and private companies. Its goal is to create a culture of environmental protection in El Salvador which will contribute to a better quality of life for residents and positively impact health, the economy and the ecosystem.

CSR in value chains
Fundemas seeks to engage large companies and provide small and medium-sized enterprises (SMEs) with market opportunities through the adoption of responsible practices in Central America. The purpose is to promote the implementation of CSR practices in SMEs, especially those that are a part of large companies’ value chains. Fundemas is part of a regional movement that promotes the adoption of CSR practices as a business culture. The programme will include 114 MSMEs in Central America (40 in El Salvador) across 17 value chains.
CREACIONES MÁGICAS
María Antonia Paniagua

As therapy against a disease, María Antonia Paniagua decided to make handicrafts. Creaciones Mágicas, which she founded in 2009, designs and develops handicrafts for different events and needs: invitation cards, greeting cards, event brochures, jewellery making and several different objects made with foamy rubber. In 2011, María Antonia attended the Empretec workshops. Overcoming her initial resistance, the workshop made María Antonia recognize her full potential to succeed as an entrepreneur. After the workshop, her motivation had a real impact on sales and product innovation. Fundemas also provided María Antonia with coaching and mentoring sessions. She undertook a business health-check and implemented a weekly monitoring system to measure her progress against weekly goals.

LETRAS CAFÉ
Ana Cecilia Aquino

Ana Cecilia Aquino, owner of Letras Café, decided to market “My Secret Sauce,” which she initially only sold to a few customers. She recounts how at first, she was afraid of the unknown: “When I attended the Empretec workshop, I realized that my fears were normal and that I had to look for opportunities to market my product. Empretec was a springboard that has helped me to work more efficiently.

I looked for opportunities and I found them.” As a result, sales of her “My Secret Sauce” increased by 30 per cent, which allowed her to become a supplier of Wal-Mart El Salvador. She is now seizing opportunities to distribute her sauce in other regions of her country. Cecilia is grateful to Fundemas for the support received and to the Empretec workshop trainers in particular.
Name of the Centre: Enterprise Center Ethiopia
Name of the Director: Solomon Wole Desta
Email-address: solomon.wole@yahoo.com
Year of Inception: 2010
Staff Members: 10
Number of Entrepreneurs Trained since Inception: over 10,000

Products and Services

- Training: Empretec ETWs, Kaizen, financial management, marketing management, micro-business identification, business counselling, entrepreneurship, production control and management, INCOTERMS, export management and training of trainers courses
- Consultancy: institutionalization of the Kaizen-based performance improvement system, strategic business planning, business process re-engineering, production management and time study
- Research: e.g. the role of private sector on women’s economic empowerment, microenterprise and small enterprise development constraints and policies in Ethiopia, application of Kaizen methodology in the Ethiopian metalworking and engineering industry sector

Highlights of 2012

Training
Enterprise Centre Ethiopia (ECE) conducted five Entrepreneurship Training Workshops in 2012 and trained 200 entrepreneurs. The centre also developed a guide on the delivery of business development services for micro-finance institutions.

Entrepreneurship Policy
ECE participated in a regional workshop held in Addis Ababa in November 2011, entitled “Capacity-Building to Support the Development of SMEs, SME Networks, and Business Linkages.” The workshop brought together experts from Empretec Uganda and Zambia, along with African development banks, business associations, and several large companies to review a series of policy recommendations aimed at increasing the impact of small and medium enterprise business networks in Africa.
Success Stories

ANSHA AND BELAYNESH LAUNDRY SERVICE
Ansha Nuru and Belaynesh Kassa

Ansha Nuru, 25, a married mother of two children, lived on insufficient resources at home. Likewise, Ansha’s business partner, Belaynesh Kassa, 28 and unmarried, used to live on a very low income from washing laundry. Both Ansha and Belaynesh are living with HIV. The Centre encouraged them to join a self-help savings group of about 20 women in similar situations. They received customized training based on their needs. The two women were close friends long before they joined the savings group, but after participating in training on identifying micro-business opportunities, they decided to become partners to establish a laundrette. They obtained a loan from their group to buy a laundry machine. Within less than six months, they returned the money they borrowed. In addition to offering the women with different training programmes like entrepreneurship for microenterprises, financial literacy, marketing and basic business administration skills, the Centre provided them with coaching and business development services. Before accessing other micro-financing, the two women joined 30 other women in their town, which is located some 700 km east of Addis Ababa, for an Empretec workshop to upgrade their skills and expand their opportunities.

BISRAT GENERAL CONSTRUCTION
Bisrat Debebe Negesse

Bisrat Debebe Negesse founded Bisrat General Construction in 2008 after taking an Empretec workshop in Ethiopia. At the time, she was running a kindergarten and a hotel owned by her family, but she saw an opportunity in the field of construction, which was expanding rapidly as the Ethiopian economy grew. Bisrat recalls: “The training in the concepts of planning and financial management made me develop confidence and drop my extreme fear of risk.” Bisrat saw that there was a competitive advantage to be gained by operating efficiently, as many small and mid-sized Ethiopian construction firms did not plan carefully, wasted materials, did not keep accurate records, used informal accounting and often delivered projects late and over budget. To plan and schedule efficiently, Bisrat decided to keep the company’s permanent staff small and hire temporary labour for carefully planned construction projects and to outsource work when appropriate to individual professionals or small firms on a piece-rate basis. This approach has made the company appealing to customers such as small businesses and residential home buyers who cannot afford the long construction times and wide profit margins that prevail in Ethiopia’s construction sector. Bisrat’s costs are lower and her company completes projects relatively rapidly. The company uses environmentally friendly construction materials, disposes of waste appropriately and plants trees at its construction sites. Revenues have grown from 60,000 United States dollars in 2008 to 500,000 United States dollars in 2011. The firm now has a permanent staff of five people and provides frequent income to local labourers, small businesses and subcontractors. Only one permanent employee is a woman but in occasional labour, the number of female workers is often more than 30 per cent. Bisrat says a major challenge, especially as a woman in a male-dominated industry, was to attract initial financing. She lacked the collateral required to obtain bank loans but was able to fund her first few projects by obtaining advance payment for private work she performed for people who knew and trusted her. That helped the firm to establish a reputation. The goal now is to expand in size and win contracts in the public sector. Bisrat’s strategy is to begin by working as a subcontractor with larger construction firms engaged in more extensive developments. Bisrat comments: “This is a common practice and will help me to gain experience and develop confidence to venture into larger projects.” She adds that she is already “confidently and effectively competing in a male-dominated business”. In recognition of her achievements, Bisrat was nominated as a finalist for the 2012 Women in Business Award.
Name of the Centre: EMPRETEC Ghana Foundation

Name of the Director: Nana Tweneboa-Boateng

Email-address: Empretec2006@yahoo.co.uk

Website: N/A

Year of Inception: 1990

Staff Members: 34

Number of Entrepreneurs Trained since Inception: 30,000

Number of Empretec workshops since inception: more than 100

Products and Services

- Provision of Entrepreneurship Training Workshop
- Provision of management training programmes
- Market research
- Business plans
- Application of ICTs in management of enterprises
- Specialized capacity-building programmes geared towards exporting for the garment industry
- Specialized management programmes in oil and gas risk assessment and management for the insurance industry
- Entrepreneurship training for women micro-entrepreneurs and small-scale entrepreneurs
- Project management for donor agencies

Highlights of 2012

Training and Business Development Services
In 2012, Empretec Ghana developed a programme to train 600 entrepreneurs sponsored by the Millennium Challenge Account. Empretec Ghana provided business development services to each entrepreneur four times within the year. The Millennium Challenge Authority carried out an evaluation and reported that the majority of the entrepreneurs had improved their sales and profitability.

Export Development
Empretec Ghana has coached two out of three enterprises that won the annual 2012 Export Awards in Ghana:

- Ebenut Ltd., founded by Mrs. Pauly Apeah-Kubi, who was a nominee for the first Empretec Women in Business Award in 2008. Recently, Empretec Ghana assisted Pauly to review Ebenut’s packaging and to participate in external fairs.

- Excel Industries Ltd., founded by Mrs. Margaret Tweneboa-Boateng. Empretec Ghana provided Excel Industries with a monthly review of accounting, production and marketing practices and performance. In 2012, it also helped negotiate a Collective Bargaining Agreement with the Local Union. For two consecutive years, Excel has won the Woman Exporter of the Year Award (2011–2012).

Regional cooperation

Ethiopia: In collaboration with the Federal Government of Ethiopia and the United Nations Development Programme, Empretec Ghana prepared a project document to establish an Entrepreneurship Development Programme in Ethiopia. Subsequently, the Ministry of Urban Development and Construction signed an agreement with Empretec Ghana to develop entrepreneurial skills for microenterprises and small enterprises in Ethiopia.


South Sudan: In collaboration with the South Sudan office of UN-Women, Empretec Ghana will provide 40 women with entrepreneurial skills training as well as mentorship and business advisory services over a one-year period.
When Mrs. Pauly Apeah-Kubi visited pineapple and mango farms in Ghana in the mid-1990s, she was appalled at the waste that she saw. “Farmers grew so much, but the export market was limited. Huge quantities were left over. There were no storage facilities, so the fruit just rotted. Farmers left it in piles, hoping someone would come by and take it.” That experience led Mrs. Apeah-Kubi to found a company in 1995 to dry, preserve and package this leftover fruit and sell it as snack food. Her company is named “Ebenut,” which is a modification of the Ghanaian word for ‘coconut.’ Mrs. Apeah-Kubi began with one worker producing 25 kilograms per month. In 1996, she took the Empretec course and the firm began to prosper. Now Ebenut has 15 full-time and 20 part-time workers, occupies two buildings in Ghana’s capital city of Accra and produces four tons per month of bite-sized pineapple, coconut, mango, banana and papaya snacks, along with similar dried-vegetable products. The food has been certified as organic by the European Union and 85 percent of it is exported to Switzerland and Germany. Much of the rest goes to Senegal, where in 2006 Ebenut won a government award for the best packaged agro-business product in Africa. Ebenut not only provides urban jobs but also supplies reliable income to 15 mango farmers, 10 pineapple farmers, 10 papaya farmers and two banana plantations.

“Most of them nearly gave up a few years ago,” Mrs. Apeah-Kubi says. “Because I buy in large quantities from them, they kept their farms. They didn’t move to the city. Some of their children even came back from Accra.”

Ebenut’s organic products are an example of another hopeful trend. African farmers, who often have small plots and cannot afford chemicals and pesticides, have experience in growing food naturally. With some training, they can produce food that is certified as organic and sells for premium prices in European and North American markets. In West Africa, Mrs. Apeah-Kubi benefits greatly from her European Union organic certification. Ebenut now also exports two traditional Ghanaian dishes – Jollof rice and cassava-and-vegetables – as convenience foods to the United States of America. The 2012 Export Award recognized her achievement in accessing and developing export markets.
Name of the Centre: **ASOCIACION DE GERENTES DE GUATEMALA -AGG-**

Name of the Director: **Alvaro Urruela Aycinena**

Email-address: cede@agg.org.gt
hgarrido@agg.org.gt

Website: www.agg.org.gt

Year of Inception: **2001**

Staff Members: **3**

Number of Entrepreneurs Trained since Inception: **3,714**

Number of Empretec workshops since inception: **183**

**Products and Services**

- Business planning for entrepreneurs, business leaders, NGOs, women, young graduates
- Financial training courses for NGOs
- Accounting for entrepreneurs, business leaders and NGOs
- Financing projects for entrepreneurs, business leaders, NGOs
- Wealth management and financial planning for entrepreneurs, business leaders, NGOs and women
- Entrepreneurial advisory services for entrepreneurs, business leaders, NGOs and women
- Financial training courses for NGOs
- Accounting for entrepreneurs, business leaders and NGOs
- Entrepreneurial advisory services for entrepreneurs, business leaders, NGOs and women
- Financial training courses for NGOs
- Accounting for entrepreneurs, business leaders and NGOs
- Entrepreneurial advisory services for entrepreneurs, business leaders, NGOs and women

**Highlights of 2012**

**Training**

In cooperation with the Vice-Ministry of Micro, Small and Medium Enterprises of Guatemala, the Empretec centre organized its first entrepreneurship training and business plan workshops for 15 entrepreneurs in the capital city. This was the result of an agreement signed in 2012 with the Vice-Ministry, with the aim of assessing the outcome of the training and evaluating the opportunity to implement a permanent training programme for micro-entrepreneurs and small entrepreneurs selected by the government department in 2013.

In addition to delivery of the workshop, follow-up meetings with participants have been planned in the first months of 2013 with the objective of assessing, analysing and discussing their feedback, concerns and suggestions after they have had an opportunity to reflect upon returning to their businesses.

Later on, in 2013, as the third phase of the training, targeted visits to each of the entrepreneurs will be carried out to enhance their skills and answer any further questions or concerns that may have arisen.

**Regional cooperation**

AGG and Mr. Juan Carlos Velasquez, the Assistant Vice-Minister of Micro, Small and Medium Enterprises of Guatemala, attended the Empretec Latin American Forum and regional workshop. The Assistant Vice-Minister shared how Guatemala’s handicrafts have gained recognition in export markets thanks to special promotion and branding.
Success Story

TITO PLATANINAS
Leticia Hernández

Leticia Hernández, the founder of Tito Plataninas, produces plataninas, which are fruits with high nutritional value. This produce is distributed in Wal-Marts in Central American countries.

"The Empretec workshop was an important step in my personal growth and for the development of my business. It has been a wise decision to attend it. The Empretec methodology encourages exchange of ideas, views and experiences and teaches the right way of taking sensible decisions both at the entrepreneurial and business levels. It provides a new generation of entrepreneurs with innovative ideas, which are essential in the development of today’s society. I wish to recognize the key learnings that I had the chance to fully understand and, above all, the quality of the people I met along the way in this important step of my life." (Leticia Hernández)

Established in 2009
Empretec workshop attended in: 2012
EMPRETEC ANNUAL REPORT 2012

Name of the Centre: Empretec Guyana
Name of the Director: Judy Semple - Joseph
Email-address: business_adviser@yahoo.com
Website: www.Empretecguyana.org
Year of Inception: 2003
Staff Members: 3
Number of Entrepreneurs Trained since Inception: 273
Number of Empretec workshops since inception: 11

Products and Services

- Entrepreneurship Training Workshop
- Supply Chain Management Programme (ITC)
- Venture Out! programme for women
- Technical capacity-building for agro-processors
- Business advisory services

Highlights of 2012

Women Entrepreneurship

Republic Bank Guyana Ltd. has renewed its support for Empretec’s Venture Out For Women 2013. It will provide a total of 1 million United States dollars in collateral-free loan prizes to the three programme participants with the best business proposals. Empretec’s Venture Out programme has benefited from this sponsorship since 2010 and, to date, a total of 300 women from around the country have participated in the programme. In 2013, the centre will conduct an evaluation of how successful participants have been in their businesses after completing the Venture Out programme over the past two years. The evaluation will also focus on highlighting new business strategies that were implemented or modified to improve operations and business profitability.

Partnerships

In 2011, Empretec Guyana formally launched the Modular Learning System in Supply Chain Management (MLS-SCM) Programme under license from the International Trade Centre (ITC). A total of 19 candidates have been registered for MLS-SCM and 10 have been awarded certification. The MLS-SCM comprises 12 core modules and six supplementary modules which cover areas such as: analysing supply markets, appraising and short-listing suppliers, negotiating, managing contract and supplier relationships, managing supply chain logistics, measuring and evaluating performance, e-procurement, customer relationship management and operations management. Women entrepreneurs also participated in the Women Export Forum organized by ITC in Los Cabos, Mexico.

Additionally, two empretecas participated in the Caribbean Women in the Economy Forum held in March 2012 in Washington, D.C. The State Department’s Office of Global Women’s Issues hosted this forum as part of a Caribbean-wide initiative to connect women entrepreneurs with support mechanisms and determine the next steps to form a Caribbean-wide women’s entrepreneurship network. Back home, these entrepreneurs have launched various initiatives in support of the development of women entrepreneurs in Guyana.
Success Story

PANDAMA RETREAT AND WINERY
Tracy and Warren Douglas

Pandama is a retreat and winery named after a green and yellow palm tree that grows throughout the 17 acres of land owned by entrepreneurs Warren and Tracy Douglas. Pandama also produces soap, arts and crafts. The Pandama retreat offers accommodation (cabins, hammocks and bunks), food and activities that cultivate healthy and balanced living. Since attending the Entrepreneurship Training Workshop in 2010, the couple has gradually been integrating all the Personal Entrepreneurial Competencies into their business. Production has increased by 100 per cent, which resulted in a significant increase in cash flow. Among all their products, Pandama has had a great response to their artisanal, high quality wines. In fact, sales have expanded beyond Guyana to markets in the United States of America and the United Kingdom of Great Britain and Northern Ireland. Their present focus is on international marketing, securing finance for expansion and sourcing bottles and jars for wine and future products. They are currently pursuing the export certifications necessary for attaining these goals.

Established in 2009
Empretec workshop attended in: 2010/2011
01 | Products and Services

- Provision of technical and marketing assistance
- Product and process development
- Market outreach linkages and backward linkages
- Export development and international buyers’ missions
- Specialized capacity-building programmes
- Get access to the worldwide equity market consisting of experienced angel investors and SME funds
- Improving the financial management of SMES

02 | Highlights of 2012

Impact
Empretec Jordan successfully conducted seven training workshops in 2012. The participants were 129 entrepreneurs from start-ups to business owners. Out of the 921 entrepreneurs trained since the inception of the programme, 68 per cent established their own business and have witnessed an average growth of 32 per cent in revenue and the creation of four jobs within 8 to 10 months from completion of training.

Regional Cooperation
Empretec has also expanded its business to the Gulf Region, with a workshop conducted in Oman and potential cooperation with Saudi Arabian public and private institutions in the pipeline.

Global Entrepreneurship Week
The Business Development Centre (BDC) was announced as the best partner for the 2012 Global Entrepreneurship Week for spreading awareness on entrepreneurship among youth in Jordan. BDC organized 28 sessions that were attended by 1,000 youth and business owners from all over the country. Moreover, BDC has implemented 16 workshops at various Jordanian universities.
Sitat Byoot is a community-based business focusing on empowering women by giving them the tools to generate money through handmade accessories. Since its launch, Sitat Byoot has trained more than 1,000 women through 20 different handcraft production courses. Moreover, the enterprise has sold more than 21,000 Jordanian dinars’ worth of handmade products and helped more than 350 women to develop small businesses around the Middle East. The concept for Sitat Byoot came from a desire to help women who cannot leave their children at home or have difficulties working due to certain restrictions. Therefore Sitat Byoot (which means “housewives” in Arabic) is not only a community portal for women who want to increase their income, but also a venue for learning new skills and making friends within the female handcrafts community in the Middle East.

After attending an Empretec workshop, Ms. Al-Tal was encouraged to tackle the challenges that are typical for projects in the start-up phase. Her project, officially launched in December 2011, evolved from an idea to create a positive impact on children through helping them find their path in life. For Ms. Al-Tal, Little Community is not just an entertainment centre but also a provider of diverse training in different fields in which children can gain life skills that have lifelong benefits. Little Community works with children from 6 to 12 years old. The activities at the centre are catered towards helping them to develop skills in a range of areas including journalism, craftsmanship, clay modelling, painting, critical reading and self-discovery. These activities give the children a chance to improve their skills and discover their talents and preferences.
Name of the Centre: Empretec Mauritius

Name of the Director: Sanjay G. Mungur

Email-address: smu@empretecmauritius.org

Website: www.EmpretecMauritius.org

Year of Inception: 2000

Staff Members: 12 full-time and 45 part-time

Number of Entrepreneurs Trained since Inception: 12,820 (including via ETWs and other forms of training)

Number of Empretec workshops since inception: 54

**Products and Services**

- Capacity-building and training: ETW, women empowerment, business leadership
- Technical assistance: business process re-engineering, marketing, surveys, studies
- Project management: CFP and implementation, support to intermediary organizations
- Business development and value added services: company incorporation, industrial strategies, supply chain integration, transfer of technology
- Trade, investment facilitation and regional integration: business facilitation, B2B, export and market development, business linkages, partnerships development, investments, policies
- ICT support: communications, supports to BPO
- CSR and social integration: CSR plans, linkages with the vulnerable, poverty alleviation
- Environmental and sustainable development: EMS best practices, renewable energy
- SME support: business development, access to finance, clustering, franchising

**Highlights of 2012**

**Microenterprise Development**

Through corporate social responsibility initiatives, in 2011 and 2012, the centre conducted free trainings for 118 micro-entrepreneurs (including women, youth and vulnerable groups from poor areas) in various fields. Free mentoring and follow-up have also been provided to include participants in mainstream social and economic development.

**Regional Cooperation**

Empretec Mauritius provided capacity-building and business facilitation support to Mauritian entrepreneurs for developing business linkages and partnerships in the region to improve intra-African trade. Potential investment opportunities and incentives were identified in six East African countries: Ethiopia, Madagascar, Mozambique, Seychelles, the United Republic of Tanzania and Zimbabwe. Institutional linkages were reinforced in each country for improved policy dialogues on business facilitation – a network of some 55 intermediary organizations supporting small and medium-sized enterprises and entrepreneurs was established. Six country reports were produced for the use of the business community and six capacity-building workshops (on regional trade, investment planning and other topics) were conducted. One regional partnership meeting was organized in Addis Ababa for a delegation of 12 successful Mauritian entrepreneurs. One-on-one meetings were also prearranged for some 130 Ethiopian entrepreneurs.

**Global Entrepreneurship Week**

Empretec Mauritius is the Country Host Partner for Mauritius for the Global Entrepreneurship Week (GEW), which is an international campaign under the aegis of the Kauffman Foundation and Enterprise UK. The GEW is a growing network of leaders and entrepreneurs, inspiring millions of young people around the world to drive innovation by unleashing their entrepreneurial ideas.
Following his participation in the Entrepreneurship Training Workshop programme in 2010, Amar Deerpalsing was motivated to launch a new business in property development. He is the owner-manager of Home Centre Ltd., which prior to the training primarily manufactured home furniture. Home Centre Ltd. was a small family business which Mr. Deerpalsing took over in 1998 upon completing his university degree. Over the years, Mr. Deerpalsing developed and expanded the business to offer a wide range of modern furniture for bedrooms, kitchens, living rooms, terraces, etc. He has now contracted several assignments with building contractors for the furnishing of hotels and residential villas. Mr. Deerpalsing currently employs 45 workers and staff and his company produces annual turnover of 120 million Mauritian rupees. Mr. Deerpalsing has also become the spokesperson for matters related to small and medium enterprises in Mauritius. As the President of the Small and Medium Enterprise Federation in Mauritius (made up of 47 associations in the manufacturing and service sectors), Mr. Deerpalsing is often asked to comment or advise on measures to support entrepreneurs. He recommends Entrepreneurship Training Workshops for all existing and potential entrepreneurs.
Products and Services

- Entrepreneurship Training Workshops (ETW), Corporate ETW and Marketing Assistance
- Specialized capacity-building programmes and advisory services
- Agribusiness, business linkages programmes and backward linkages services
- Women and youth entrepreneurship development and advisory services
- Corporate performance improvement programmes and Improving Financial Management for SMEs
- Marketing outreach programmes and assistance in trade fairs

01

Highlights of 2010/2011

Empretec Training Workshops
Enterprise Mozambique Foundation (EMF) conducted three Entrepreneurship Training Workshops and trained 68 entrepreneurs in 2012. These workshops focused on team-building and corporate governance.

Women Entrepreneurship
EMF successfully established collaboration with a Women Entrepreneurship Development project financed by ILO. Women Entrepreneurship Development aims to promote women’s entrepreneurship and support women entrepreneurs to create decent employment, achieve women’s empowerment and gender equality and reduce poverty.

Business Linkages Programme
EMF is one of the main counterparts of UNCTAD’s Business Linkages Programme launched in 2008. A pilot project has been implemented in the agribusiness sector, in cooperation with CDM Breweries (a subsidiary of SAB Miller of South Africa), which has a significant investment in Maputo, manufacturing a range of beers for the domestic market. The majority of beers for local sale are manufactured using barley as the base ingredient, but all of the barley was imported (mostly from Europe). More than 100 farmers participated in the pilot project. They learned how to diversify their sources of income and develop certain entrepreneurial skills necessary for their small businesses. The pilot resulted in an increase in their income from an average of 300 United States dollars to 700 United States dollars. In 2012, in order to expand and improve the 2009–2011 campaigns, EMF organized a series of coordination meetings with local authorities, as well as two technical workshops, to evaluate the performance of the pilot project, assess its replicability and mobilize funding needed to further expand the project activities.
Success Stories

FARMÁCIA POLANA CANIÇO
Bachira Ussumane Hassane Rongunate Mussagy

Farmácia Polana Caniço is a pharmaceutical business owned by Bachira Mussagy, a dynamic woman entrepreneur. The business is located in the outskirts of Maputo, Mozambique. Ms. Mussagy started the business in 1999 with only two staff members, generating an annual income of 30,000 United States dollars. The business was also renting its facility. Today the business has its own premises and generates around 300,000 United States dollars a year, with a team of 11 staff members. Ms. Mussagy participated in an Entrepreneurship Training Workshop in 2001 and since then she has applied skills she acquired in the training, including monitoring and coaching, financial services and bookkeeping and human resources. She sees the value of such training and its contribution to the growth of Farmácia Polana Caniço.

BAZAR MALHANGALENE
Margarida Luis Sultane

Bazar Malhangalene is a clothing manufacturing business owned by Ms. Margarida Luis Sultane. Given its location in Maputo, the business is situated in a highly competitive market. The business has grown a lot since its establishment in 1988. During that time, Ms. Sultane started the business from her garage at home with only one staff member. It was difficult to document financial records and business activities due to insufficient capacity. Today, the business generates around 150,000 United States dollars a year. Ms. Sultane now owns her business facility and employs five staff members. She has learned a great deal from the EMF training and the skills she has acquired were very helpful in her business.
Name of the Centre: Empretec Nigeria Foundation

Name of the Director: Owanari Bobmanuel Duke

Email-address: onariduke@yahoo.com

Website: www.Empretecnigeriafoundation.org

Year of Inception: 1999

Staff Members: 9

Number of Entrepreneurs Trained since Inception: 3,000 (including via ETWs and other forms of training)

Number of Empretec workshops since inception: 28

Products and Services
• Corporate governance workshop
• Productive organization culture
• Modular Learning System on Supply Chain Management (MLS-SCM)
• Specialized business management skill development courses
• Export management training programme
• Intrapreneurship training workshop
• Custom designed training programme

Highlights of 2012

Impact
Empretec Nigeria Foundation (ENF) developed new training materials for their Entrepreneurship Training Workshops, including topics on pre-retirement entrepreneurship, corporate finance, leadership and management, organizational behaviour and speech writing. ENF conducted two Entrepreneurship Training Workshops in early 2012 and trained 60 entrepreneurs, 80 per cent of whom have gone on to establish a new business within 12 months after the training.

Special Training Programmes
ENF has held special pre-retirement entrepreneurship training sessions for senior members of the Armed Forces in Kaduna, Port Harcourt, Abuja and Lagos. The training was a public-private-partnership programme approved by the Chief of Defence Staff, Air Chief Marshal Oluseyi Petinrin, to ensure that military personnel and staff lived a successful life after retirement. ENF organized a similar training for the Central Bank of Nigeria in June 2012. ENF also held Entrepreneurship Training Workshops for youth at the National Youth Service Corps in November 2012.
Ekpenyong Ewa Effiom and 29 of his colleagues attended the ENF’s Entrepreneurship Training Workshop in 2006. At that time, they had no jobs and needed to do something. They had an interest in the transportation business but did not know where to start, especially since they had no funding. The training helped Mr. Effiom and his colleagues to create and strengthen their business plan. They were also trained in networking skills and business planning and management. ENF assisted the entrepreneurs to obtain start-up loans from banks with a feasible payment plan. After seven years, membership of the National Union of Keke Owners/Riders Association of Nigeria grew from just 30 to 2,300 members today.
Products and Services

- Empretec workshop – six-day workshop (full day) or two weeks (half a day)
- Empretec workshops for micro-entrepreneurs in rural areas
- Empretec workshops for indigenous communities (Kuny Yala and Darién) in indigenous language
- Empretec intrapreneurship workshop
- Mentoring for women through NGO Vital Voices in alliance with Empretec
- Empretec two-day workshops on specific topics including team-building, associativity and leadership

Highlights of 2010/2011

Impact
In 2012, Empretec Panama provided technical assistance to 50 entrepreneurs, mostly women. Training results include:
- **New start-ups:** 31 per cent of people trained started an enterprise during the year;
- **Employment generation:** 56 per cent of enterprises added one to five new jobs. An additional 19 per cent of firms generated more than 10 new jobs;
- **Access to credit:** 60 per cent of people trained obtained loans of more than 25,000 United States dollars from different sources for business development.

Capacity-building
A team of four local trainers has been established. The trainers received coaching and special regional training sessions. In collaboration with international trainers, Empretec Panama also developed new training material for three short courses on negotiations, building associations and teamwork.

Entrepreneurship Policy Forum
Empretec Panama organized the first national Entrepreneurship Policy Forum in Panama City on 22 May 2012. The Forum, entitled “Entrepreneurial Panama: The role of public policies and innovation” was organized in collaboration with UNCTAD, the Latin American Development Bank CAF, Knowledge City and the Government of Panama. The outcome of the Forum included 11 policy recommendations in three key areas that affect entrepreneurial activity in the country. The Forum featured three round-table sessions on key policy areas: (a) enhancing entrepreneurial education and skills development; (b) facilitating technology exchange and innovation; and (c) improving access to finance. The Minister of Small and Medium Enterprises, Ms. Giselle Burillo, attended the Forum along with 100 stakeholders. Recommendations were presented to the President of the Republic of Panama, H.E. Ricardo Martinelli, at a special event to inaugurate the new Entrepreneurship Centre in Panama City on 2 May 2012.

Empretec Latin America Forum
Empretec Panama hosted the first official meeting of the Empretec Latin America Forum in early September, bringing together Empretec directors and trainers from Argentina, Brazil, Colombia, El Salvador, Guatemala, Panama, Peru, Uruguay and the Venezuela (Bolivarian Republic of) to share their experiences and discuss new developments related to entrepreneurship in the region. The highlight of the Forum was a visit to Coclé Province, where Empretec directors took part in a round-table on local economic development. The Governor of the province, who chaired the round table, reviewed the province’s infrastructure development plans linked to tourism and explained the importance of working hand-in-hand with the private sector. The Governor also shared their approach to rural tourism. Many entrepreneurs from the region, including a number of beneficiaries of the United Nations Joint Programme, also participated in the Forum. Participants discussed topics such as rural tourism, associative forms of entrepreneurship and local value chains and shared best practices.
Success Stories

TROPICAL PANAMA GOURMET
Melissa de León

Melissa de León is the founder of Tropical Panama Gourmet, which produces and markets food products based on flour made from locally grown tubers that are native to Panama and gluten free. Ms. De León devised a flour that used the entire tuber, enabling her supplying farmers to sell their crops with no waste and earn steady incomes. And her goods have a shelf life of up to 12 months, without the use of additives or preservatives. The intent of the firm is not only to expand sales but also to support Panamanian agribusiness, “which is underutilized,” and to help establish a national reputation for innovative and healthy products. Ms. De León states: “The Empretec programme allowed me to obtain intense and hands-on feedback about how to improve my business project and how to get the best out of my ability.” In 2012, she received the Empretec Women in Business Award at the World Investment Forum from His Excellency, Dr. Hamad bin Abdulaziz Al-Kawari, Minister of Culture, Arts and Heritage of the State of Qatar.

COOKIES HOUSE
Yaribel Baragán

During the Empretec training, Yaribel had the opportunity to start up a new business called Cookies House. Yaribel reports: “Through the Empretec Business Creation Exercise, I have learned to always explore business opportunities and to look for them at every moment. Having set clear goals, you can explore different alternatives that can help [in] reaching your target.” Following these principles, Yaribel started to produce and sell pastries and then decided to focus on healthy pastries to differentiate the product from what competitors already offered in the market.
EMPRETEC ANNUAL REPORT 2012

Peru

Name of the Centre:
EMPRETEC-IPAE Perú

Name of the Director:
Ava Alencastre Begazo

Email-address:
aalencastre@ipae.pe

Website:
http://Empretec.pe

Year of Inception:
2010

Staff Members:
4

Number of Entrepreneurs Trained since Inception:
250

Number of Empretec workshops since inception:
16

Products and Services

- Training: entrepreneurial behaviour workshop – Empretec business planning workshop, Business Tuesday on management topics, entrepreneurship night, management of small enterprises, management of hotels, management of restaurants, management of beauty salons and spas
- Advisory services: fiscal, accounting, finance and commercial advisory, business analyses, improvement plans
- Commercial activities for enterprises: business circle EMPRETEC-IPAE, participation in conferences (in accordance with the municipality of Lima)
- Financial activities for enterprises: enterprise guarantees programme in cooperation with the Ministry of Production, Citi award for micro-enterprises (Citi Foundation)
- Programmes: Young Entrepreneur Programme (Ministry of Labour): training and advisory for the creation of new businesses (ideas and business planning, business planning competition, advisory for the investment of seed capital); ILO programme: entrepreneurship training and advisory, Management and Business Administration Programme for Micro and Small Enterprises, capacity-building for administrative tasks, Empretec workshop
- EMPRENDER in private and public schools: training for teachers
- Entrepreneurship programme (USAID – International Youth Foundation IYF): training and advisory for young entrepreneurs
- National Business Planning and Ideas Competition (IPAE)
- Business Linkages (CAMPOSOL): training and advisory in cost calculation, best practices and EMPRETEC.

Highlights of 2010/2011

Business Round-table Forum
For the third consecutive year, Empretec Peru – IPAE organized a business round-table forum on 21 September 2012. The forum brought together more than 100 companies from various sectors around the country. The aim of the forum is to build a network of entrepreneurs, help firms promote their products and services and facilitate the creation of business linkages among them. Participating entrepreneurs also received advice in areas such as trade, procurement, services, supplier identification, strategic partnerships and key entrepreneurial skills necessary for their businesses.

Global Entrepreneurship Week
Empretec Peru – IPAE, in collaboration with the British Peruvian Chamber of Commerce, organized a Global Entrepreneurship Week event in November 2012. The event targeted businessmen and entrepreneurs in five regions of the country: Ica, Iquitos, Piura, Chiclayo and Lima. Several activities were organized as part of the event, including a talk on “Making Innovative Ventures” by two successful entrepreneurs (Gerardo Tuscan of Tuscan Cargo Express and Francisco Villalobos of Anonymous Customers), as well as a lecture on personal leadership by renowned psychologist and actor Javier Echevarría. The event also included a fair and exhibition called “EXPOEMPRENDE,” organized in partnership with the municipality of each region. This activity drew around 200 youth entrepreneurs that participated in training on areas such as effective negotiations and sales techniques.

Youth Entrepreneurship
As part of its Escuela de Empresarios (Entrepreneurs School) programme, the Empretec Peru – IPAE centre coordinated an event that brought together around 1,500 young entrepreneurs from around the country to promote the development of new viable and sustainable ventures. Participants presented their projects in different categories: business ideas, innovation and business plans. At the conclusion, IPAE supported 415 young entrepreneurs, including the 15 finalists, to travel to Lima and present their work to a jury of microfinance sector representatives (Capital Network and New Link Group and Caja Nuestra Gente) and government officials (from the Ministry of Production, Ministry of Labour and metropolitan municipality of Lima).
Gladys Dubois started her business with the desire to prove that one can achieve important career goals even with three children. After a few years of experience in cosmetology, working for one of the most famous salons in the country, Gladys decided to become independent. She obtained a small loan of 1,000 United States dollars and began her venture. Gladys started her salon in a 48 m² space with only one bed. Today, she has a chain of spas and salons and a training institute for young women who wish to start a career in the field. Her business franchise now generates average annual revenue of 250,000 United States dollars. Gladys appreciates the Entrepreneurship Training Workshop she attended in 2011, reporting: “The workshop helped me have more confidence in myself. I learned that if I wanted to grow, I had to lay out my goals and continue to do everything to achieve them, including through seeking alliances.”

The idea behind Raquel’s company started in their family business. In the 1990s, her father established a wine and pisco business that soon became well known, with its products in high demand. Raquel, who studied design, saw a marketing opportunity in customizing wine and pisco bottle designs for the business. At first, it took her several hours to design the company logo and think about the shape of the bottle and the packaging, but in the end her efforts paid off. She then started a career in the world of “personalized items,” promoting her design services to other companies and organizations and expanding her marketing outreach through social media. Today, Raquel has several lines of work beyond customizing wine and pisco bottles. She also designs mugs, puzzles and any other product that can be personalized based on customer requests. According to Raquel, the Entrepreneurship Training Workshop and the brainstorming sessions in particular, helped her realize new business opportunities. She says: “I saw that I could better promote my business through my knowledge of design… the lectures and networking opportunities led me to have a clear goal and decide to start diversifying the products of my business.”
Name of the Centre:
Agentiei pentru Implementarea Proiectelor si Programelor pentru Intreprinderi Mici si Mijlocii (AIPPIMM)

Name of the Director:
Alina Paraiala

Email-address:
cabinet.presedinte@aippimm.ro

Website:
www.aippimm.ro/categorie/centrul-Empretec.apar.biz

Year of Inception:
2003

Staff Members:
14

Number of Entrepreneurs Trained since Inception:
1500

Number of Empretec workshops since inception:
44

Products and Services

- ETW – The Empretec Entrepreneurial Workshop: English
- RETW – The Empretec Entrepreneurial Workshop: Romanian
- Support for business settling – youth and new start-ups
- Networking and access to entrepreneurial education services
- Support for access to grants and business financial aid
- Access and support for credit and bank support for business development

Highlights of 2012

Empretec Tenth Year Anniversary
Celebrations for the tenth anniversary of Empretec Romania took place on 16 October 2012 in Bucharest. With almost 2000 entrepreneurs assisted throughout the country, 150 participants attended the event. A team of Romanian certified and junior facilitators hosted the tenth anniversary event, which featured games related to some of the 10 Personal Entrepreneurial Competencies taught during the workshop. Participants were highly satisfied and the event was a success.

National Outreach
In 2012, Empretec Romania organized nine Empretec workshops in nine different cities and trained over 150 entrepreneurs.
Success Stories

Patisimo makes a variety of bread, bakery and pastry products. It started with a daily production capacity of around 100 kg and has expanded to current daily quantities of 130 tons of cookies and 153 tons of fresh baked goods and pastries, thanks to investments in new automated production equipment, strategic acquisitions such as a wafers facility acquired in 2008 and access to supermarket chains.

The company strengthened its position in the local market by expanding its distribution in nine counties in Romania and invested efforts and resources in obtaining ISO certifications, complying with the most stringent requirements in terms of quality, hygiene, occupational safety and health.

Long-term development was always in the mind of the founder of Patisimo, Ms. Luminita Ionescu, who has seen her company achieve remarkable and constant growth in recent years, with the number of employees increasing to 65 people, 90 per cent of whom are women.

Ms. Ionescu feels that the Empretec workshop gave her a golden opportunity to improve her entrepreneurial skills and, above all, provided a very positive and optimistic attitude towards the future. She realized that she had to change her mentality and try new ways of running the business. Building on integrity and strong principles, she learned how to be persistent and fully committed including under less favourable circumstances.

Most importantly, she understood that curiosity about innovation and progress played a key role in making her business take off.

Her plans for the future are very clear: continuous development, through a proper balance between tradition and innovation, and increased investment in research, technology and human resources.

Established in 1999
Empretec workshop attended in: 2008

SALON DENISE’S
DENISA GAL

Established in 1999
Empretec workshop attended in: 2008
Name of the Centre: 
Small Enterprise Development Agency (Seda)

Name of the Director: 
John Francis

Email-address: 
jfrancis@seda.org.za

Website: 
www.seda.org.za

Year of Inception: 
2010

Staff Members: 
300

Number of Entrepreneurs Trained since Inception: 
12

Products and Services

- Business start-up training
- Business planning
- Business registration
- Access to finance
- Access to markets
- Mentoring

Highlights of 2012

Impact

The work of the Small Enterprise Development Agency (Seda) has been gaining increasing importance and national attention, particularly in the context of the recently launched South Africa National Development Plan, which challenges the microenterprise, small and medium-sized enterprise (MSME) sector to create 90 per cent of the jobs expected in the country by 2030. The following figures are some of Seda’s main achievements in 2012:

- 97 per cent of Seda’s surveyed clients expressed satisfaction with the quality of Seda’s service
- 56 per cent of Seda’s clients reported growth in turnover
- 32 per cent of Seda’s surveyed clients showed an increase in the number of people they employ

Women’s Entrepreneurship

Seda received prestigious recognition as the public service organization that demonstrates the highest level of gender empowerment at the Top Women Awards 2012. Organized by Top Women and Topco Media, the Top Women Awards go to organizations that demonstrate the most success in empowering women in their respective sector. Sixty per cent of employees at Seda are women and women hold 48 per cent of management and senior management positions. At the end of the 2011–2012 fiscal year, Seda had achieved 50 per cent representation of women at the executive management level and six out of nine of its provincial operations were headed by women. However, empowerment was not only internal but also extended to the small businesses Seda works with: out of the 15,391 clients that Seda assisted in the 2011–2012 fiscal year, 49 per cent were owned by women.

Leadership in the International Small Business Congress

Seda has been appointed a permanent member of the International Small Business Congress (ISBC) Steering Committee in September 2012. Seda CEO, Ms. Hlonela Lupuwana, was also elected ISBC Vice-President for Africa during the thirty-seventh Congress event at the Sandton Convention Centre. Ms. Lupuwana is the first person to hold this newly created position. The ISBC gathers individuals from governments, small business support agencies, entrepreneurs, business membership organizations, academia, financial institutions, international development agencies and others with an interest in entrepreneurship and small business development around the world to discuss issues pertinent to the promotion of entrepreneurship and small business worldwide.
Mooihoek Boerdery is a 100 per cent woman-owned business established in 1999 by Madele Ferreira and located in Backhouse Hoek, Hankey. Madele identified a gap in the fresh produce market for fresh strawberries and was motivated by a need to contribute to the local community and supplement her household income. So she started a small-scale business with 15,000 strawberry plants. Strawberry jam and preserves were soon added to the business offering and initially sold to local supermarkets. In 2005, Mooihoek Boerdery added spinach to its product range, which is planted with the strawberries on a 20-hectare plot of farmland leased from the family trust. The packaging facility and office are located in a 300 m² building. However, the business started with limited capital and Madele had no farming experience and limited business acumen or knowledge of production processes. Farmers in the area assisted during the initial stages, but the need to improve the overall farming and processing methods soon became apparent. The business also needed systems to comply with the stringent quality requirements of Mooihoek’s main customers, the national chain store groups. Seda identified these gaps and helped the business to make production systems more modern and efficient. Seda also provided support and assistance in business management and marketing. Since then, Mooihoek Boerdery has increased its income from 256,000 South African rand in 2006 to over 6 million South African rand in 2012. They also secured 3.2 million South African rand in funding from the Industrial Development Corporation. The business passed the Food Safety Assessment High Risk Audit in 2008 and annually since then. It has also passed the Global Gap Audit and Q-Pro Audit, each with a score of 98 per cent, and recently achieved BBBEE Level 4 accreditation. Mooihoek Boerdery was also named a regional winner of the Business Women Association in 2012.

Villelo C and B Trading Enterprise originated as a supermarket in Clayville, Gauteng. Upon reading about Seda and its services in a newspaper advert, Constance Makwale decided to approach Seda to obtain advice and assistance to make her business grow. After conducting a business assessment, Seda recommended that Constance attend an Entrepreneurship Training Workshop. Since attending the workshop, Constance has rapidly expanded her business. Vilolo C and B Trading opened four more companies in different business sectors: mobile kitchens, liquor stores, construction and transport. The company grew and obtained more assets without borrowing any cash. It transferred skills to all its employees and increased sales to over 5 million South African rand over six months, expanded its workforce from 3 to 14 employees (excluding 13 casual workers) and raised the number of trucks from one to seven.
Name of the Centre: Small Industries Development Organization (SIDO) (Empretec programme) and Tanzania Investment Centre (TIC) (Business Linkages programme)

Name of the Director: Mike Laiser (SIDO) Raymond Mbilinyi (TIC)

Email-address: dg@sido.go.tz (SIDO) rmbilinyi@tic.co.tz (TIC)

Website: www.sido.go.tz www.tic.co.tz

Year of Inception: 2008 (Empretec) 2009 (Business Linkages)

Staff Members: 3 (SIDO) and 3 (TIC)

Number of Entrepreneurs Trained since Inception: 407

Number of Empretec workshops since inception: 15

Products and Services

- Enhancing technology sourcing, development, transfer and provision of technical services to SMEs
- Training (entrepreneurship, business management and technical skills), consultancy and extension services
- Marketing and information technology programmes
- Financial advisory and credit services

Highlights of 2012

Impact
An external evaluation was conducted in 2012 on both the Empretec and Business Linkages programmes in the United Republic of Tanzania. This evaluation highlighted the outstanding effectiveness of the training in surveyed entrepreneurs for changing their mindset from subsistence-oriented businesses to goal-focused, growth-oriented businesses. The programmes resulted in a general increase of 14 per cent in employment and over 100 per cent in turnover, as well as increases in contracts and clients.

Women Entrepreneurship
Two women entrepreneurs from the United Republic of Tanzania attended a Women Leadership Training in Zimbabwe, which gave them the opportunity to network with participants from other countries and explore new business opportunities.

National Outreach
The Small Industries Development Organization (SIDO) and the Tanzania Investment Centre (TIC) started to offer the training to other regions of the country to serve the needs of entrepreneurs in target sectors. For instance, a training organized in Arusha by SIDO gathered companies mainly active in the agribusiness, food production and engineering sectors. Another workshop organized by TIC in the southern area of Mbeya targeted suppliers to large companies operating in the construction and agribusiness sectors.
Ms. Joannes Edgar is the successful owner of Detox for Life, a medical service company based in Arusha. She provides services to her client base using the Acupoint Therapy Apparatus, a machine for check-up and treatment. As the breadwinner of her family, Ms. Edgar credits Empretec with helping her to turn her weaknesses into strengths. She is now proud to deliver a quality service to her clients on time. Ms. Edgar’s new entrepreneurial mindset soon brought her positive results: she more than doubled her client base in 2012, going from an average of 10 clients a day to an average of 23 a day, allowing her to generate 6,760,000 shillings per month. She is now saving money for the construction of new working premises that will allow her to fully separate her business activities from her domestic ones.
Name of the Centre:
Enterprise Uganda

Name of the Director:
Charles Ocici

Email-address:
charles.ocici@enterprise.co.ug

Website:
www.enterprise.co.ug

Year of Inception:
2001

Staff Members:
14

Number of Entrepreneurs Trained since Inception:
38,776 (including via ETWs and other forms of training)

Number of Empretec workshops since inception:
60

Products and Services

- Entrepreneurship Training Workshop
- Entrepreneurs to Access Credit
- Building a Corporate Relationship with a Bank
- Effective Customer Service
- Quality Management for SMEs
- Empowering Youths and Rural Communities to Create Jobs (BEST Programme)
- Growing Your Business with Your Banker
- Managing a Micro, Small Enterprise
- Leadership Skills for Community Groups and Associations
- Dual Career Programme for Working Employees
- Top 10 Killers of SMEs in Africa
- Improving Competitiveness of SMEs
- SMEs Appraisal by Banking Professionals
- Business Counselling for Counsellors
- Financial Management
- Marketing Management
- Financial Records and Bookkeeping
- Business Planning for Women
- Costing and Pricing
- Financial Literacy
- Farming as a Business
- Strategic Management
- Operations Management
- Gaining From Competition
- Human Resource Management
- Corporate Governance

Highlights of 2012

Empretec Training Workshops
Enterprise Uganda conducted three Entrepreneurship Training Workshops in 2012 and trained 70 entrepreneurs. During 2012, the centre developed new training materials catered particularly towards farmer entrepreneurs and youth. The centre also held 27 trainings in the United Republic of Tanzania.

Global Entrepreneurship Week
Enterprise Uganda was the official host of Global Entrepreneurship Week in Uganda. Some 25 partner organizations attended and participated in various activities and events. The centre also hosted a three-day workshop for more than 600 entrepreneurs from Kampala and the surrounding area. Uganda’s Minister of State for Trade and Industry opened the workshop, which discussed issues such as how to deal with business challenges, opportunities for youth in entrepreneurship, working with multinational corporations and opportunities and challenges faced by women entrepreneurs in East Africa. The workshop was partly sponsored by the European Union. The Ugandan Minister of State for Finance delivered the closing address and encouraged youth to start their businesses by tapping into existing abilities and opportunities. In parallel to the workshop, a fair was held in cooperation with Junior Achievement Uganda, providing an opportunity for young entrepreneurs to showcase their work, network and exchange ideas with other entrepreneurs.
KinderKare Pre-School has succeeded by turning day care into an effective and pleasant form of education for children aged from one-and-a-half to six. It now operates schools in three suburbs of Kampala – Kansanga, Bukoto, and Bugolobi – that are convenient for the capital city’s growing surrounding population of middle- and high-income families. Jane describes the schools’ approach as “semi-international,” meaning that children are later able to move on successfully to international schools in Uganda and elsewhere. Classes are small, classrooms are colourful and kept very clean, teachers are exceptionally well-trained and great emphasis is placed on books and reading. Each child keeps a diary, for example. Other effective teaching aids, including computer learning, are also employed. Frequent meetings are held between teachers and parents and children are encouraged to continue their learning activities at home in cooperation with their parents. The first pre-school opened in 2004, but a great deal of growth and success followed Jane’s attendance at a series of Empretec workshops beginning in 2008. She took the basic entrepreneurship course and then attended business development courses on branding, costing and pricing, market access, effective customer care, financial management and “keeping momentum.” Among the benefits she derived were greatly improved budgeting and planning, better communication and relations with parents and better training and cultivation of staff, thus solving a serious problem of frequent staff turnover. KinderKare began with five employees and now has 57 permanent staff and 10 temporary workers. Over 80 per cent of the staff is women and five women are in management roles. Enrolment grew from 219 children at the end of 2009 to 292 in 2011. Revenue increased by 61 per cent between 2009 and 2011. The school also holds parenting sessions and curriculum training for parents. Jane says a fourth pre-school should be opened within two years. Longer-term goals include expanding enrolment to 1,000 children and establishing partnerships with early childhood schools in other East African countries.
**Name of the Centre:**
Asociación Empretec Uruguay

**Name of the Director:**
Paola Albé

**Email-address:**
paola.albe@empretec.org.uy
info@empretec.org.uy

**Website:**
www.Empretec.org.uy

**Year of Inception:**
1989

**Staff Members:**
12

**Number of Entrepreneurs Trained since Inception:**
1,650

**Number of Empretec workshops since inception:**
100

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**Products and Services**

- ETW, Intrapreneurship Development Programme, Women Entrepreneur, Micro-Entrepreneur
- Team building, Negotiations, Leadership, Management Competencies
- Sales Techniques, Customer Care, Marketing
- Business Plan Development Workshop (based on the ETW competencies)
- Project management, Services management
- Effective organization, time management, efficiency and self-management
- Advisory:
  - Business plan development and implementation
  - Specialized consultancy (e.g. marketing, finances and human resources)

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**Special Training Programmes**

**In 2012,** Asociación Empretec Uruguay (AEU) organized four workshops on how to write a business plan for 120 students of the Universidad del Trabajo del Uruguay. A semi-public company, National Corporation for Development, financed the workshops through an agreement involving the Ministry of Industry. The programme will continue in 2013. Furthermore, the Ministry of Industry contracted AEU to develop a series of workshops to offer in small villages throughout the country, in addition to a new video-based training programme to be launched in March 2013. This project is in collaboration with the National Agency of Research and Innovation and the Ministry of Tourism.

The centre conducted a number of training workshops between January and April 2012. The workshops focused on business planning and business management. Each entrepreneur that participated developed a business plan with the assistance of a consultant from the centre. Business plans were then presented to an “Investment Projects Bidding Call” of the Banco de la República and four of the five projects presented were approved and received a total amount of 1 million United States dollars.

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**Tourism Entrepreneurship**

AEU continued working on a project of the Budget and Planning Office (BPO), an agency under the President’s Office, for the creation and development of tourism-based business in Rocha, which is on the Atlantic coast. The project ended in April 2012 with excellent results for all stakeholders, including entrepreneurs, the BPO and the local government. The project featured Empretec training, a workshop on business plans, a workshop on microenterprise management and individual assistance for the development and implementation of business plans and access to credit. From July to December 2012, AEU provided 60 entrepreneurs with workshops on micro-business management and assisted 24 companies with focused technical assistance. Thanks to the results achieved, the BPO decided to contract the Empretec centre in 2013 to provide a local business incubator with business development services in the same region (Rocha) and to develop and consolidate “incubates”. The Empretec centre also assisted the Ministry of Tourism and Sports with the creation of tourism-based enterprises in the western riviera and the thermal region in the north-west of the country. Collaboration with the Ministry of Tourism and Sports was extended to 2013.
Ms. Belkys Toscanini was born in the Paysandú Department, on the west coast of Uruguay, where she still lives today. Paysandú is an area with springs and natural spas with high potential for tourism that has not been exploited yet. Determined to start her business, Ms. Toscanini attended an Empretec workshop organized 100 km from her home, in the city of Salto, in January 2012. Enthusiastic about the programme, she sought further assistance offered by the Empretec centre. Ms. Toscanini participated in two workshops on how to write a business plan and on business management and she received customized technical assistance from a consultant assigned to her business idea. Together with the consultant, Ms. Toscanini prepared and submitted her project for financing by Banco de la República. Her project was selected among the best submitted and she received credit for 450,000 United States dollars for the construction of a first module of apart-hotels in the area. Today, the construction work is almost finished. Ms. Toscanini, 45, who has been employed all her life, is about to realize her dream of becoming an entrepreneur in the tourism sector.
Name of the Centre: Centro Nacional Empretec Venezuela

Name of the Director: Oscar De Jesús Murillo Ospina

Email-address: cnEmpretecvenezuela@gmail.com

Website: www.Empretec.org.ve

Year of Inception: 2008

Staff Members: 10

Number of Entrepreneurs Trained since Inception: 760 (including via ETWs and other forms of training)

Number of Empretec workshops since inception: 38

Products and Services

- Empretec Entrepreneurial Behaviour Workshop (six days)
- Business planning workshop for the Empretec Programme (four days)
- Strategic planning workshop for the Empretec Programme (three days)
- Workshop analysing the successful examples of the Empretec Programme
- Empretec study tour: planning of the next steps after three weeks, supervision after three months and supervision after six months

Highlights of 2012

Impact

An impact assessment survey conducted on a sample of entrepreneurs who attended Empretec training workshops showed that overall sales of assisted enterprises grew by 10 per cent after 3 months and 35 per cent after 12 months. Three months after the workshops, revenues increased by an average 15 per cent and 25 per cent after 12 months. A positive impact was also registered on employment generation: after one year surveyed businesses reported a greater than 30 per cent increase in employment.

National Outreach

The Empretec centre in the Bolivarian Republic of Venezuela has been very active in promoting the Empretec programme in universities and local institutions with a view of expanding its client base. Promotional activities also include its presence at the National Congress on Entrepreneurship and its full involvement in the Global Entrepreneurship Week 2012.
Carmen Partidas

Before attending the workshop, Irma had a business idea: to make wooden handicrafts and objects for everyday life. She decided to attend the Empretec workshop and five months later, she established her small enterprise which produces wooden educational toys and handicrafts.

IRMA PINEDA

Vilma Díaz

Established in 2012

Empretec workshop attended in: 2012

Empretec workshop attended in: 2012

Carmen used to make bread and flour-based sweets and biscuits at home, helped by her sons. Her participation in the Empretec workshop made her understand the power of setting goals and believing in her strengths. Seven months after the training workshop, the establishment of her own manufacturing plant to start large-scale biscuit production is near completion.
01  Products and Services

- Providing entrepreneurship training – Empretec Training Workshops (ETWs)
- Providing follow-up training workshops business planning, in collaboration with national bank
- Transferring micro-entrepreneurs training methodology and manual
- Implementing Business Linkages programme
- Collaborating with CBI export promotion training services

02  Highlights of 2012

Impact
In 2012, Vietrade organized three Empretec training workshops, through which 59 entrepreneurs were trained. Based on evaluations completed by entrepreneurs, the workshops resulted in high levels of improvement in management styles, including the completion of business plans. There was also a remarkably high number of new products and services introduced, resulting in improved profitability and the creation of new jobs.

National outreach
Three Empretec networking events were organized in Hanoi and in the provinces, focusing on marketing, business planning and financing issues of small and medium enterprises.

Total Quality Management
Twenty-two handicraft companies (out of which 18 were Empretecos) participated in the Total Quality Management training, which took place from 27 to 29 June 2012 at the Viet Nam Productivity Centre in Hanoi.
Motivated by her passion for fashion, Ms. Giang established her own small business in 2001, but transformed it into the fashion boutique Kana in 2010, with two showrooms located in the centre of Hanoi. In 2012, with the support of Vietrade, she took an Empretec course in which she was recognized with a Business Creation Exercise award. During the closing ceremony of the workshop, Ms. Giang said, “It is not easy to show my tears . . . but if I could have taken the Empretec training workshop earlier, I would not have lost so much!” According to Giang, the Empretec methodology improved her entrepreneurial behaviours and taught her how to apply her new skills to real business immediately. After joining Empretec, Giang decided to expand her market. She targeted local consumers and developed a variety of products for the local market as well. In addition, she focused on social networking (Facebook, Linkedin, etc.) in order to promote her products overseas. From a very small boutique with 2 employees, Kana has now created jobs for 20 permanent employees and 150 seasonal workers. At the end of 2012, Ms. Giang was very honoured to represent Viet Nam at ITC Woman Vendors Exhibition and Forum (WVEFII) in Mexico.

Thu learned how to make handicrafts when she was a girl in primary school. She used to sell all her products in the village market once a week, already wondering how she could sell them abroad and offer income opportunities to her siblings. In 2000, Thu founded SANDA, an enterprise that produces and exports handcrafted products, including bamboo and rattan baskets, grass brooms and hand-embroidered fabrics. The products have eye-catching designs and quality, are durable and are made of materials free from chemicals. Such has gained the business the necessary leverage to access not only more consumers in the domestic market, but also international ones such as China, Malaysia, the Russian Federation and Thailand. The firm has 10 permanent employees and some 700 part-time or sectional workers. Thu hires her workers from among poor ethnic minorities, out of which 80 per cent of these workers are women. SANDA has averaged revenue growth of 15 per cent per year, but saw sales decline during the 2008–2010 recession. Normal sales resumed in 2011 and now the company is aiming at reaching sales agreements with major developed-country chain stores such as IKEA and NITORI, as well as expanding employment in an impoverished rural region in Viet Nam. Thu says that, through the Empretec workshop, “I realized what studying is and what learning by doing is.”
Name of the Centre: Zambia Development Agency (ZDA)

Name of the Director: Gabriel Musentekwa

Email-address: gmusentekwa@zda.org.zm

Website: http://www.zda.org.zm

Year of Inception: 2009

Staff Members: 6

Number of Entrepreneurs Trained since Inception: 151

Number of Empretec workshops since inception: 8

Products and Services

- Empretec ETWs
- Pre-separation counselling sessions
- Business Plan Preparation Workshops
- Business Management Skills Training
- Business Linkage Programme
- National Business Incubator Programme

Highlights of 2012

Southern African Youth Entrepreneurs Expo
The centre facilitated the organization and hosting of the Southern African Youth Entrepreneurs Expo, held on 13–14 September 2012 at the New Government Complex in Lusaka. Twenty-six youth enterprises participated, representing the manufacturing, arts and crafts, information and communications technologies, agriculture and professional services sectors.

Entrepreneurship Training Workshop
In 2012, the centre conducted one Entrepreneurship Training Workshop, held from 5–10 November 2012, at Gemistar Lodge in Lusaka. Six women and five men successfully completed the workshop.

Business Linkages Programme
In 2012, the centre further strengthened its formal integration with the Zambia Development Agency’s highly successful Business Linkages Programme. The centre’s participation in a new linkage initiative for the building construction sector will see a significant scaling-up of its activities over the coming year.
EMPRETEC ANNUAL REPORT 2012

Success Stories

NKANA EAST SUPERMARKET
Christine K. Malichi

Nkana East Supermarket was born after the promoter left formal employment in 1998. It started and operated as a roadside food stall from 1999 to 2006 and was subsequently incorporated in 2010. The founder, Mrs. Christine K. Malichi, saw an opportunity for selling fresh vegetables and fruits in the community because she identified shortcomings of the local market in meeting the demands and expectations of customers that provided a market for her and other small-scale vegetable growers she was buying from.

Mrs. Malichi felt she lacked business and entrepreneurial skills and experience, despite being qualified in the technical, teaching and human resources fields. This led her to participate in many business skills development workshops. Comparing the business skills development workshops she attended before, she considers the Empretec course a unique experience, helping her to reflect on herself more closely as an entrepreneur and to realize she needed to learn more and change. After the course, she decided to rewrite her company business plan, set SMART goals and recommit to working on improving the business. The business has grown and operations have improved to the point that by July 2012, the business separated farming and retailing. Mrs. Malichi says: “The self-checks against the Personal Entrepreneurial Competencies are a mirror of one’s performance and an inspiration to improve all the time. It is not always about capital but one’s attitude, hard work, perseverance and commitment to work.”

Established in 1999
Empretec workshop attended in: 2011

BETA SUPPLIERS LIMITED
Anthony Mufumbwa

Beta Suppliers Limited is an importer and manufacturer of medical supplies, diagnostic kits, and laboratory equipment. Mr. Anthony Mufumbwa, the firm’s founding director, got established in business after getting exposure working for an international manufacturer of medical supplies such as lancets and pricks, subsequently importing these and other products to Zambia.

Mr. Mufumbwa says taking the Empretec course for him was “a total paradigm shift,” making him broaden his vision and realize that simply importing and trading medical equipment was no longer fulfilling for him. Instead, he decided to go into manufacturing and, as he puts it, “local value addition” as a first step by buying machinery for moulding plastic medical containers from South Africa, which previously had never been done locally in Zambia.

The firm now has ambitious plans for further expansion and diversification, including looking at recycling and waste management as sources for plastic raw materials and manufacturing high-hygiene-standard containers for other products, such as mango juice.

Established in 2010
Empretec workshop attended in: 2012
Name of the Centre: Empretec Zimbabwe

Name of the Director: Busi Bango

Email-address: busibango@yahoo.com
spb@empretec.co.zw
admin@empretec.co.zw

Website: www.Empretec.co.zw

Year of Inception: 1992

Staff Members: 12

Number of Entrepreneurs Trained since Inception: 15,000

Number of Empretec workshops since inception: 133

Products and Services

• Empretec Entrepreneurship Training Workshop (ETW)
• Corporate entrepreneurship training
• Microentrepreneurship training
• Youth entrepreneurship training
• Advisory and counselling services
• Customer care
• Financial management
• Research into the SME sector
• Information dissemination
• Project management
• Supply chain training
• Access to markets, inputs, funding and partners

Highlights of 2012

Impact
Empretec Zimbabwe conducted entrepreneurship and business management skills training for entrepreneurs based in rural areas. More than half of beneficiaries are microfirms, including a remarkable share of women and youth. The entrepreneurs were able to start over 400 enterprises according to the needs of their immediate communities and locally available resources. Enterprises created included agriculturally based projects, arts and crafts, bee keeping and poultry projects.

Women Entrepreneurship
Empretec worked with 100 women active in the arts and crafts sector. The women were trained in business management skills, marketing and trade agreements and participation in markets. Empretec assisted them in attending six local market fairs and two regional markets in Namibia and Zambia. Four of the women received regional orders for the Namibian and Tanzanian markets and international orders from India and Italy. These orders earned them around R14000.
Success Stories

AMAKHOSIKAZI EMVELO
Lucinah Sibanda

Amakhosikazi Emvelo is active in the poultry raising business. A group of four women runs the enterprise in the district of Matabeleland, in the province of Insiza. The women started with 50 chicks and now they raise up to 500 chicks at a time. The enterprise sells the chickens to local businesses and individuals. The women have set higher targets for 2013, planning to buy at least a cow for each of their members.

ZAMIMPILO ENTERPRISE
Getrude Ndebele

Zamimpiro Enterprise manufactures curved wooden products, painted wooden bowls, wall hangers and beadwork. Mrs. Getrude Ndebele, one of the founders of Zamimpiro Enterprise, plays a pivotal role in directing the vision and operations of the organization. After attending training, she received orders for curved wood, bowls and wooden walking sticks from India, Namibia and the United Republic of Tanzania. Zamimpiro Enterprise has contributed to raising the standard of living of the group members and it has given social and economic support to orphans and vulnerable children within their community, including victims of HIV/AIDS, human trafficking and abuse.
PART 3: EMPRETEC CENTRES
List of Empretec Centers (alphabetical order)

**Empretec Angola**
(Business association)
Host institution: in progress

**Fundación Empretec Argentina**
(Foundation)
Host institution: Banco de la Nación
http://www.empretec.org.ar/

**CePEPE Centre Empretec (Benin)**
(Association d’utilité publique)
Host institution: business association
http://www.cepepe.org/

**Enterprise Botswana**
(Private consultancy company)
Host institution: private firm

**Serviço Brasileiro de Apoio às Micro e Pequenas Empresas (Sebrae) (Brazil)**
(Private entity of public interest)
Host institution: Government SME development agency
http://www.sebrae.com.br/

**Centro de Emprendimiento e Innovación Empresarial (Chile)**
(Foundation)
Host institution: Universidad Mayor
http://www.empretec.cl/

**Centro Empretec Cafam Colombia**
(Not-for-profit private entity)
Host institution: social security agency
http://www.cafam.com

**Centro Empretec RD/Instituto Tecnológico de las Américas (ITLA) (Dominican Republic)**
(Programme)
Host institution: Centro de Exportación e Inversión de la República Dominicana
http://www.empretec.org.do/

**CONQUITO (Ecuador)**
Host institution: Agencia Metropolitana de Promoción Económica CONQUITO
http://www.conquito.org.ec

**Fundemas (El Salvador)**
(Non-governmental organization)
Host institution: Association
http://www.fundemas.org/

**Enterprise Centre Ethiopia**
(Programme Office transferred to the Development Sector Institute)
Host institution: Government agency

**Empretec Ghana Foundation**
(Company limited by guarantee)
Host institution: private firm

**Asociación de Gerentes de Guatemala**
(Not-for-profit association)
Host institution: business association
http://agg.org.gt/

**UNCTAD-Empretec India**
(Private entity)
Host institution: in progress

**Business Development Centre – Empretec Jordan**
(Programme implemented under the Business Development Centre, a not-for-profit company)
Host institution: non-governmental organization
http://www.empretecjordan.org/

**Programme Empretec Maroc (Morocco)**
(Programme)
Host institution: in progress

**Empretec Mauritius**
(Non-governmental organization)
Host institution: non-governmental organization
http://www.empretecmauritius.org/

**Empretec Mozambique Foundation**
(Private organization created by the Government after the end of a United Nations Development Programme SME development project)
Host institution: private firm

**Empretec Nigeria Foundation**
(Not-for-profit organization)
Host institution: non-governmental organization
http://empretecngfoundation.org/

**Empretec Palestine Programme**
(Internationally donor-funded programme hosted by a local institution)
Host institution: in progress

**Centro Empretec de Desarrollo Emprendedor (Panama)**
(Non-governmental and not-for-profit organization)
Host institution: non-governmental organization
http://www.empretecpanama.org

**Empretec-Instituto Peruano de Acción Empresarial (IPAE) Perú**
(Not-for-profit organization)
Host institution: non-governmental organization
http://empretec.pe/

**Agentiei pentru Implementarea Proiectelor si Programelor pentru Intreprinderi Mici si Mijlocii (AIPPIMM) (Romania)**
(Programme run by the National Agency for SMEs under the Ministry for SMEs, Trade, Tourism and Liberal Professions)
Host institution: Government programme
http://www.aippimm.ro/categorie/centrul-empretec/

**Empretec Russia**
(Development bank)
Host institution: in progress

**Centre de services de l’APROSI – Senegal**
(National agency department)
Host institution: Government programme
http://www.projectboole.net/government/APROSI.htm

**Small Enterprise Development Agency (SEDA) (South Africa)**
Host institution: Small Enterprise Development Agency (SEDA)
http://www.seda.org.za

**Small Industries Development Organization (SIDO) (United Republic of Tanzania)**
Host institution: Small Industries Development Organization (SIDO)
http://www.sido.go.tz

**Enterprise Uganda**
(Private institution. Funding for the initial project came from donors, through the United Nations Development Programme, to the Government.)
Host institution: private firm
http://www.enterprise.co.ug/
Empretec – Requests for new installations

Africa
Angola (relaunch)
Burkina Faso
Cameroon
Congo
Egypt
Gambia
Kenya
Liberia
Rwanda
Sudan
Togo

Latin & Central America
Costa Rica
Mexico (relaunch)
Nicaragua

Asia
Indonesia
Islamic Republic of Iran
Myanmar
Pakistan
Sri Lanka

Eastern Europe & CIS Countries
Republic of Moldova

Middle East
Oman
State of Palestine
Saudi Arabia
Syrian Arab Republic