Preface

The Empretec Annual Report 2015 provides an overview of activities and events, and updates on facts and figures referring to the Empretec Global Network.

The report features highlights and success stories of some of the thousands of entrepreneurs supported by the centres (empretecos and empretecas). Each story tells about entrepreneurs’ (empretecos) passion and pride for their business. It shows how Empretec contributed to changing their lives, creating and improving their business opportunities.

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 Lorenzo Tosini with the assistance of Chileshe Mwamba and the staff of the Entrepreneurship Section, under the supervision of Fiorina Mugione and the overall guidance of Tatiana Krylova and James Zhan. UNCTAD is grateful to all the Empretec National Centres for their inputs to this report.

PHOTO CREDIT p. 1, 2, 33 © Shutterstock
Empretec is UNCTAD’s flagship capacity-building programme coordinated from Geneva, Switzerland, by the Enterprise Branch of the Division of Investment and Enterprise.

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

The Empretec Programme is implemented through its National Centres, established in 39 countries. Since its inception in 1988, Empretec has successfully trained nearly 400,000 people, helping them to found or expand businesses, creating thousands of jobs in the process.

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

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

**Highlights**

- The second Empretec Global Summit took place in Milan, Italy, during the Global Entrepreneurship Congress (GEC) on 17-19 March 2015. The Summit provided Empretec directors and graduates visiting Milan as GEC participants with networking opportunities and allowed UNCTAD to explore opportunities to collaborate with the U.S. Small Business Administration, the Italian Trade Agency and Youth Business International. Over 3,000 people from 150 countries attended the congress, which hosted also a SME Ministerial meeting, illustrating the importance of new firm formation to national economic policies.

- Policy-makers, academics, impact investors, representatives from international and non-governmental organizations, business executives and notably women and young entrepreneurs from developing and developed countries gathered on the occasion of UNCTAD’s third session of the Multi-Year Expert Meeting on “Investment, Innovation and Entrepreneurship for Productive Capacity Building and Sustainable Development” in Geneva on 30-31 March 2015. Participants exchanged experiences and examples of policy interventions that allow opportunities for entrepreneurs — including those in rural communities — to participate in international production systems, encourage technology exchanges, upgrade skills and better integrate into the global economy. For example, H.E. Ada Margarita Romero, Minister of the Authority for Micro, Small and Medium-Sized Enterprises of Panama presented a development plan which adopted a regional approach to poverty reduction, encompassing initiatives aimed at encouraging formalization, promoting decent work, enhancing access to credit, and diffusing entrepreneurial education.

The two day meeting concluded with a positive outlook on entrepreneurship’s transformational impact in developing productive capacities. In this respect, experts highlighted that the adoption of the General Assembly resolution on “Entrepreneurship for Development” was to be seen as a positive step towards recognition of the role of entrepreneurship in the post-2015 development agenda and in the formulation of Sustainable Development Goals, and their implementation.

Box 1. Pitch Your Start-up Event

UNCTAD in partnership with Child and Youth Finance and the Business Schools for Impact Network, invited young entrepreneurs from across the globe to channel their energy, enthusiasm and ideas into a business pitch addressing policymakers, impact investors and other stakeholders at the United Nations Premises last 31 March 2015. To inspire those young entrepreneurs, Lina Khalifeh, founder of She Fighter and winner of the Empretec Women Business Award 2014, set the scene by sharing her success story. The event successfully enabled dialogue among stakeholders to reflect and promote sustainable and inclusive growth through entrepreneurship. Executives from impact investment funds provided valuable feedback and advice to these young talents.

H.E. Ms. Ada Margarita Romero, Minister of the Authority for SMEs of Panama, participating to UNCTAD’s expert meeting on Investment, Innovation, and Entrepreneurship for capacity building and sustainable development

Tom Osborn, a young entrepreneur from Kenya, presents his business idea at the Pitch Your Start-Up Event in Geneva
The Investment, Enterprise and Development Commission held in Geneva, 20 - 24 April 2015 discussed the role of entrepreneurship in sustainable development. Panellists stressed the importance of effective entrepreneurship promotion as part of an entrepreneurial ecosystem, and the need to switch the focus of policy from the entrepreneur, as an individual, to the entrepreneur and the enterprise as part of a dynamic ecosystem. Discussions also touched upon the topic of measuring the impact of entrepreneurship policies and the need to develop a comprehensive and structured framework for monitoring entrepreneurship policies, by systematizing existing indicators by category and providing guidance on how indicators should be compiled.

Within the context of entrepreneurship development, UNCTAD continued its partnership with the Global Entrepreneurship Week, organizing a Symposium on Entrepreneurship for Peace in Geneva, Switzerland, on 19 November 2015. In the event, UNCTAD highlighted the role of entrepreneurship in creating job opportunities and engendering inclusive outcomes for disadvantaged groups - including the poor, women and youth, also in conflict areas. The Symposium on Entrepreneurship for Peace, provided participants with a platform to discuss the important role of entrepreneurs in conflict and post conflict societies because they are in the middle of an intimate relationship between peace and economic prosperity. An Emprteco graduate from Uganda, Mr. Tom Oloya, contributed to the discussion on “entrepreneurship and peace” during the symposium. His story illustrated well the difficulties and the potential of entrepreneurship in a post conflict situation. Thanks to training and advice received by the Emprteco centre in Uganda, he started his own business and offered a concrete example of how the creation of a more entrepreneurial eco-system can foster peace in war-torn areas.

Youth entrepreneurship has become a priority for the development agenda of many countries, which are faced with the challenge of a youth bulge and unemployment. In cooperation with the Commonwealth Secretariat, a new policy guide to advance youth entrepreneurship was launched in November 2015 at the Commonwealth Business Forum in Malta. The Policy Guide on Youth Entrepreneurship identifies recommended actions for policymakers when developing strategies on youth entrepreneurship. Mr. James Zhan, Director, UNCTAD’s Investment and Enterprise Division stated: “The guide aims to support the creation and strengthening of national systems that provide young people with the entrepreneurial skills, resources and networks they need to start and grow businesses in fair and youth-friendly regulatory environments.”

Mr. Tom Oloya, an empreteco from Uganda, speaking at the Symposium on Entrepreneurship for Peace

Mr. James Zhan, Director of UNCTAD’s Division on Investment and Enterprise at the Commonwealth Business Forum in Malta
Box 2. XXII Empretec Directors Meeting

The XXII annual meeting of Empretec Directors gathered thirteen representatives from twelve Empretec national centres from 2 to 3 December 2015. Several interactive sessions provided participants with learning opportunities on a number of topics, such as social entrepreneurship, e-solutions to support SMEs, ICTs and entrepreneurship, and IT networking tools for Empretec centres and beneficiaries.

Special relevance was also given to the following issues, which have been thoroughly discussed over the two-day meeting:

- harmonization of the training processes,
- impact assessment,
- cooperation in the area of entrepreneurship policies, and
- Empretec outreach.
Entrepreneurs trained by the Empretec Global Network

Empretec in numbers

- **1022** Empretec training workshops conducted in 2015
- **24300** Entrepreneurs trained in 2015
- **39** Empretec Country Programmes
- **28** Years of entrepreneurship promotion
- **398000** Number of entrepreneurs trained since inception
## Empretec country programmes on the world map

The 39 countries where Empretec has been established, highlighted in red

### Selected Impact Indicators

<table>
<thead>
<tr>
<th>Country</th>
<th>SALES 3 mth</th>
<th>SALES 12 mth</th>
<th>EMPLOYMENT 3 mth</th>
<th>EMPLOYMENT 12 mth</th>
<th>PROFITABILITY 3 mth</th>
<th>PROFITABILITY 12 mth</th>
<th>NEW BUSINESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>+10%</td>
<td>+18%</td>
<td>+7%</td>
<td>+30%</td>
<td>+12%</td>
<td>+21%</td>
<td>+9%</td>
</tr>
<tr>
<td>Colombia</td>
<td>30%</td>
<td>50%</td>
<td>5%</td>
<td>15%</td>
<td>-</td>
<td>4%</td>
<td>7%</td>
</tr>
<tr>
<td>El Salvador</td>
<td>-</td>
<td>+10%*</td>
<td>-</td>
<td>+46%</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Gambia</td>
<td>+15%</td>
<td>+25%</td>
<td>+8%</td>
<td>+40</td>
<td>+16%</td>
<td>+18%</td>
<td>+25%</td>
</tr>
<tr>
<td>Guatemala</td>
<td>+10%</td>
<td>+26%</td>
<td>+10%</td>
<td>+38%</td>
<td>+15%</td>
<td>+26%</td>
<td>+30%</td>
</tr>
<tr>
<td>India</td>
<td>+15%</td>
<td>+25%</td>
<td>+12%</td>
<td>+30%</td>
<td>+15%</td>
<td>+20%</td>
<td>+20%</td>
</tr>
<tr>
<td>Mauritius</td>
<td>+30%</td>
<td>+57%</td>
<td>+13%</td>
<td>+22%</td>
<td>+20%</td>
<td>+69%</td>
<td>+28%</td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>-</td>
<td>+70%</td>
<td>-</td>
<td>+25%</td>
<td>-</td>
<td>+72%</td>
<td>-</td>
</tr>
<tr>
<td>Venezuela</td>
<td>+35%</td>
<td>+20%</td>
<td>+10%</td>
<td>+25%</td>
<td>+20%</td>
<td>+45%</td>
<td>+7%</td>
</tr>
<tr>
<td>Zambia</td>
<td>+2%</td>
<td>+10%</td>
<td>0%</td>
<td>+5%</td>
<td>+2%</td>
<td>+15%</td>
<td>0%</td>
</tr>
</tbody>
</table>

*Source: Empretec centres

* For half of the entrepreneurs surveyed
SEBRAE, the Brazilian Empretec centre, has developed an impact assessment methodology based on a standardized questionnaire, with both open- and close-ended questions, administered through phone calls to a statistically significant sample of participants to the Empretec workshop.

Applying the same methodology over the years allows SEBRAE to keep track of trends, fluctuations and emerging needs of those who went through Empretec. The survey conducted on a sample of 3,482 people, selected among those who attended the Empretec workshop in 2015, confirmed that the training programme has a positive impact on participants’ behaviours and business performance.

• Empretec influences participants’ decision to start a business: 59 per cent of them intend to start it in two years’ time. Only 9 per cent of participants do not have any intention to start a business. In the previous survey the share of those who, after the workshop, decided not to start any business was 13 per cent.

The impact is particularly remarkable on participants who, at the time of attending the training, were unemployed or still studying. The workshop also contributes to formalize some activities or to help participants set up their ventures with a proper legal status.

• The training played an important role in instilling the right behaviours on participants. Among the behaviours which contributed the most in setting up a new business, planning has been recognized as key by 96 per cent of those who have responded in the survey.

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![Graph showing the distribution of responses to the question: Do you think you will start a business in the future?](image)

**In which aspects did Empretec contribute the most in setting up your business?**

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>96%</td>
</tr>
<tr>
<td>Clarity in setting up my business</td>
<td>86%</td>
</tr>
<tr>
<td>Opportunity seeking</td>
<td>84%</td>
</tr>
<tr>
<td>Reducing the risks</td>
<td>81%</td>
</tr>
</tbody>
</table>
Empretecos-owned businesses continue to generate employment, even at a time when unemployment is everywhere in Brazilian economic news. On a before-after workshop comparison, companies owned by empretecos report an average increase of 4 per cent in terms of jobs.

Empretec helps participants to increase their income through running a business. Only 7 per cent of those who attended the Empretec workshop say that today their personal income is lower than when they received the training. This aspect is more visible among entrepreneurs with lower educational levels.

The majority of respondents experience an increase in sales after the workshop. Figures show a certain consistency over the years and prove that the workshop positively affects business performance.

Is your personal income today higher, the same or lower than when you attended the Empretec workshop?

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decreased</td>
<td>4%</td>
<td>7%</td>
</tr>
<tr>
<td>Remained stable</td>
<td>29%</td>
<td>30%</td>
</tr>
<tr>
<td>Increased</td>
<td>67%</td>
<td>64%</td>
</tr>
</tbody>
</table>

Company sales after Empretec...

Empretecos-owned businesses continue to generate employment, even at a time when unemployment is everywhere in Brazilian economic news. On a before-after workshop comparison, companies owned by empretecos report an average increase of 4 per cent in terms of jobs.

Numbers of employees per company before and after Empretec

Source: All charts and data from SEBRAE, Pesquisa de satisfação e impacto do Empretec, 2015
Conquito, the Empretec centre in Ecuador, conducted an assessment on businesses owned by those who attended the Empretec workshop since the beginning of training activities in 2014. Looking at three basic indicators, sales, employment, and profitability, there is clear evidence of how the training contributed to better performances, particularly in terms of jobs creation and profits increase, above the 10 per cent threshold.

<table>
<thead>
<tr>
<th>INDICATORS</th>
<th>RESULTS</th>
</tr>
</thead>
</table>
| SALES      | increased 60%  
|            | remained stable 33%  
|            | decreased 7%  |
| EMPLOYMENT | increased 16%  
|            | stayed the same 84%  |
|            | up to 2 employees 20%  
|            | 3 - 5 employees 40%  
|            | 6 - 10 employees 10%  
|            | 10+ employees 30%  |
| PROFITABILITY | profit increase  |
|              | less than 10% 18%  
|              | between 10% and 30% 59%  
|              | between 30% and 50% 18%  
|              | more than 50% 5%  |

Source: Table from Conquito - Empretec Ecuador’s information sheet, 2015
Empretec Mauritius conducted a survey to evaluate to what extent the Entrepreneurship Training Workshop (ETW) meets participants expectations and to measure the impact the ETW had on the participants at the personal and professional levels. 80 per cent of workshop participants indicate an appreciation of at least 8 out of 10: one third of those surveyed gave the workshop the top rate, one fourth rated it 9 out of 10. The ETW also had an impact on business performance, helping participants to better meet the needs of their customers, diversify their portfolio of products/services, and improve their quality.

Which impact the Empretec workshop had on your business performance?

- I am able to meet the needs of my customers: 61.11%
- I have been able to diversify my product range: 55.56%
- I produce better quality products and deliver better service: 50.00%
- I developed new markets and increased my customer portfolio: 47.22%
- My delivery dates are more reliable: 44.44%
- I am using new technologies in my business: 36.11%
- I have opened new business: 30.56%
- I have been able to increase my profit margin / reduce my operation cost: 30.56%
- I have been able to improve my sales / turnover: 30.56%
- I have increased the number of people I employ: 22.22%

Source: Empretec Training Workshop - Impact Assessment, Empretec Mauritius, 2015
Empretec trainers talk about a rewarding experience during the training

Argentina

En septiembre realizamos un Taller en la provincia de Mendoza, Argentina. Un participante trabajaba en una institución bancaria, de 8 a 16 y después se dedicaba a su emprendimiento de elaboración y venta de yogurt helado, que compartía con dos socios y empleaba a una persona. Esa semana un sismo de 8.3° en la escala de Richter - con epicentro en Chile - repercutió en la mencionada provincia, ocasionando rajaduras en las paredes del aula donde se desarrollaba el Taller. El grupo no se amedrentó, por el contrario aseguró: “ningún temblor nos detendrá a seguir emprendiendo”. Instantáneas del espíritu emprendedor.

Juan Peralta

In September we had a workshop in the province of Mendoza, Argentina. That week an earthquake of 8.3 ° on the Richter scale struck Chile but its effects touched the province, causing cracks in the walls of the room where the workshop was taking place. The group was not intimidated and one participant - a bank employee who was also looking after his yoghurt making business- said “no tremor will stop from being entrepreneurial”. This is the true spirit of an entrepreneur.

Brasil

Realmente creo que el mundo será mucho mejor cuando todas las personas descubrieren su misión. ¿Para qué tú existe? ¿Lo que te mueve? ¿Qué historia estás escribiendo? ¿Qué legado dejarás? Eso es lo que me atrae en Empretec: la posibilidad de mirar un poco por dentro para conocer mejor a sí mismo y establecer los hitos de su paso por la vida! Difundir entrenamientos que cambien la vida - este es mi misión! Gracias por la oportunidad de ser parte de eso!

Isabela Minatel Bassi

I really think the world will be much better when everyone will discover his/her own mission. Why do you exist? What moves you? What story are you writing? What legacy will you leave? This is what I find appealing in Empretec: the opportunity to look a little bit inside yourself, which makes you better understand who you are and establish goals through your whole life! Delivering life-changing training - this is my mission! Thank you for giving me the opportunity of being part of that!

This is what I find appealing in Empretec: the opportunity to look a little bit inside yourself, which makes you better understand who you are and establish goals through your whole life!
During the workshops I have been through several rewarding experiences and I have nice memories of participants. The most rewarding experience I had was during a workshop, last November 2015, when one participant got a contract he had applied for during the Empretec training. When he was talking about that during before starting a morning session, we could see happiness radiating from his eyes, and that generated a myriad of emotions: warmth, tenderness, gratitude, and joy for the goal achieved. All those emotions were shared and transmitted to the others.

During the workshops I have been through several rewarding experiences.
My most rewarding experience happened during an Empretec workshop with women employees of AES, a company based in El Salvador. At the closing ceremony, most participants said they had started the workshop with low self-confidence and left with the certainty that they could set goals and actually achieve them. One of them took the floor to say that the workshop had changed the way she would look at her life. She could actually see more clearly what she could achieve and the actions leading her to this moment. As a single woman, with no support from anyone, she was then much more confident that she could improve her situation.
I have attended a lot of Empretec Training Workshops (ETW) in 2015 and each of these workshops has been absolutely transformational in both my professional work and personal life. The workshops have not only been life changing but have given me an opportunity to have a positive impact on the lives of many Gambian entrepreneurs and farmers. The ETW has generally improved my planning and preparations when involved in any given assignment. It has improved my self-confidence, facilitation skills, public speaking, create good network among trainers and participants, improved my teamwork and helped me to accept and improve on the feedback from other people.

Kebba Sillah

Delivering an ETW exclusively for women entrepreneurs in July 2015 was a first and certainly in itself an interesting experience. This group, comprising women with entrepreneurial profiles of varying disparities, evolved over the period and by the end of the six day workshop the levels of motivation among them was noticeably raised. The group dynamics has also presented fascinating observations. Since most of the women operated their businesses at the micro level, an assessment of what transpired offered the opportunity to extrapolate the salient features towards crafting a customised and shorter workshop for this level of women entrepreneurs.

Judy Semple-Joseph

An established entrepreneur participating to one of the Empretec workshops (ETW) began the training by questioning, probing and often disagreeing with the trainers on numerous behaviours. He started with specific, sometimes inflexible ideas in place. It was extremely rewarding to observe the behavioural shift and integration, his acceptance of the new ideas being introduced to him, and to hear him on day 6 acknowledging his initial inflexibility and how helpful the ETW had been in opening him to unavoidably seeing his weaker areas, which had negatively affected him in business in the past, thus allowing him room for growth and flexibility in shaping his behaviour.

A trainer from India

The Entrepreneurship Training Workshop is an experience on its own not only for the participants but also for the trainers involved. In September 2015 we were training in Rodrigues and the participants were mainly micro-entrepreneurs struggling to make ends meet. I managed with my team of co-trainers to bring change in their attitude and create the motivation necessary to drive growth. At the end of the workshop I could feel the motivation for change. Five ladies who were in different fields, namely agriculture, agribusiness and handicraft, formed a joint venture to produce handcrafted packaged pickles targeting tourists visiting the island. Others have adopted a clustered approach to sell their products beyond their traditional local markets. I could feel I have achieved the objective of empowering participants to adopt new ways of thinking and to drive the behavioural change needed to develop successful enterprises.

Irshad Bodheea
The most rewarding experience I had in 2015, was to see a very powerful businessman, participating in an Empretec workshop (ETW) in Gaza province, overcome huge difficulties in writing. He successfully concluded the ETW, while few days earlier he was about to quit the training.

Júlio Malemuane

I am highly appreciative and grateful of being exposed to several successful stories told by the participants as well as tragic experiences that forced them to fight, insist, and persist to challenge themselves and meet their goals and objectives at the end. I am so happy to have the opportunity to develop and improve my training and coaching skills and being exposed to one of the most significant and unique techniques in training in terms of content, module sequence, and outcomes that could and would have a direct positive impact on participants’ quality of life prior to quality of business. I really thank all the people involved in the Empretec programme and I wish every success to the Empretec Saudi Arabia team.

Noor Al Abdulkarim

The most rewarding experience that I experienced as a trainer was when an empreteco - a dairy farmer in Port Elizabeth, Eastern Cape Province - won a prize from the Eastern Cape Department of Agriculture as the Emerging Farmer of the Year. This empreteco is also a contracted supplier of milk to Parmalat, one of the major and leading dairies in South Africa. After attending the ETW in 2014 he refined his processes to ensure he consistently applied the “Demand for Quality and Efficiency” competence. This has resulted in his business improving his ranking from position 12 to position 4 in best suppliers for Parmalat.

Louis Nhlapo

I have been actively involved in conducting Entrepreneurship Training Workshops (ETWs) in Tanzania and abroad throughout 2015. Regular delivery of modules, especially abroad, in collaboration with trainers from different Empretec centres has enhanced my capacity in delivering Empretec training efficiently. In 2015, I also got an opportunity to learn and use Farming as a Business (FaaB) training materials which have provided me with a chance to grow as a facilitator. The interaction I had with participants offered me an opportunity to develop a network, which is potentially beneficial for my business too.

Patrick Edward Chove

The interaction I had with participants offered me an opportunity to develop a network.
One participant, who did not manage to come up with a business idea for the Empretec’s Business Creation Exercise (BCE) finally made it with one of the most outstanding innovations during a workshop held in July 2015. He came up with a product that he called “Fireup” and this provided solution to lighting the charcoal stoves. Many household in Uganda use charcoal stoves and it is a hassle to light them up. He made a smokeless solution that light up on wet surfaces, clean, easy to use and environmentally safe. The product caught the eyes of many participants who bought in large quantities. He has gone ahead to make improvements on packaging, and to commercialise the product. He now supplies to supermarkets and it has become a fully-fledged business.

Noah Wandera

It is an unparalleled experience, when the training ends, to feel that the entrepreneurs are confident and able to make their projects take off. As a member of the training team I feel myself contributing to participants’ transformation, as a process involving the development of human beings. Simply said, there is no other activity that can compare to this. There is no greater reward than the immense satisfaction coming from seeing those entrepreneurs putting into practice the tools you gave them during a demanding week, full of dedication and commitment, which will mean a lot for their goals.
Durante el mes de septiembre del 2015, se llevó a cabo el taller Empretec en la ciudad de Barinas. Este ha sido para mí uno de los seminarios más relevantes en cuanto a experiencia de aprendizaje como facilitador. He aquí algunos detalles del porqué.

El taller se iniciaba el lunes y todo debía estar apunto, así que, el fin de semana había que dedicarlo a preparar el escenario: Revisar el material, colocar todo en su lugar, revisar la programación y definir acciones frente a cualquier anomalía detectada; esto, en conjunto con la revisión diaria de las actividades, me hizo adquirir una mayor disciplina para cumplir con responsabilidad las actividades planificadas y tener clara consciencia de la importancia en que todo se realice de excelente manera, ya que el programa, por su naturaleza, así lo exige.

Los participantes del taller, en su mayoría, eran profesores y empleados de la Universidad Experimental de Los Llanos Ezequiel Zamora. El transcurso de los dos primeros días resultó muy interesantes por el hecho de cómo los facilitadores, con mayor experticia, dominaron situaciones conflictivas en participantes con un alto nivel académico (profesores, algunos de ellos con maestrías y doctorados). Fue muy significativo para mí ya que me permitió entender más a fondo y de manera más sólida el significado y objetivos del programa Empretec y de que en definitiva se trata no solo de aptitud y conocimiento sino, esencialmente de actitud.

Jorge Costrá

In September 2015, an Empretec workshop took place in the city of Barinas. It was certainly one of the most important in terms of what I learned as a facilitator. Here is why.

As usual, for the workshop to start smoothly on Monday I had to work over the weekend to make sure that everything was ready and in order: checking the material, reviewing schedule and modules’ assignment, prepare the training room and anticipate issues. This helped me becoming more disciplined and to take full responsibility for the activities.

Workshop participants were, mostly, professors and employees of a university called “Universidad Experimental de Los Llanos Ezequiel Zamora”. During the first two days, it was very interesting because I could observe how experienced Empretec facilitators could handle potentially conflictual situations with some participants (professors with masters and doctorates). I could really understand what Empretec means and how its learning objectives are achieved through behaviours, rather than knowledge.

Zondo Chulu

The most rewarding experience is meeting the required number of trainings for certification as Empretec National Trainer and having successfully handled the most difficult training modules. Each training workshop brings about different experiences and challenges, and this is what makes Empretec interesting. Every participant, with his/her own story and background, contributes to the enriching experience of facilitating a workshop.
Voices from the network: entrepreneurs’ testimonies

Entrepreneurs from different countries share their stories and describe how Empretec has changed their lives and contributed to start or grow their businesses.

**Argentina**

Laura Luque (photo) is from La Matanza, Buenos Aires, and is one of the founders of Geodrones, a company that develops applications for Unmanned Aerial Vehicles (UAVs or Drones) to meet the needs of various businesses and scientific activities. For example, the company develops applications designed for research in industrial sectors such as oil, mining, agriculture, and physical infrastructure (e.g. roads and large constructions). Laura explains that “UAV technology has a competitive advantage over traditional methods of getting data (satellite imagery or manned flights).” Other advantages include the ability to carry out works that require high-precision images and high-quality data in real time. UAVs can fly over any type of terrain, whether hardly accessible or hit by extreme events. Moreover, moving the equipment around is not difficult, the technology is simple to use and it does not pollute the environment.

Last April, part of the team of Geodrones attended the Empretec workshop. Laura recognizes that during the workshop she discovered entrepreneurial skills and abilities she was not aware of, and that is why she considers the workshop to be “very revealing”. For the business too, the workshop has been an important tool to develop certain competencies and skills for the team of five experts in aeronautics, and electronic and communication systems. Finally, she adds that “planning the next steps to develop the project was made possible thanks to what they learned during the workshop. In our daily lives, we are constantly undertaking some sort of entrepreneurship and the behaviours we are using in our daily lives have a lot in common with the right entrepreneurial behaviours.”

**Brasil**

Paggcerto provides a free application and a credit card reader on smartphones with Android or IOS systems. The company currently employs 20 people. In 2015, Arthur Barbosa (photo) - the founder of Paggcerto - decided to attend an Empretec training workshop, whose content focuses on a series of activities that stimulate the development of entrepreneurial behaviours and the identification of business opportunities. The behaviours he practiced the most were persuasion and networking.

After the Empretec workshop Arthur extended by ten times the physical space needed by his company and increased the number of employees by 50 per cent. He invested in marketing through ads and videos on social networks. For Arthur, continuous training, daily readings and access to information relating to his areas of business are key elements to build on your vision and strengthen the entrepreneurial spirit of those who have or plan to start a business.

“Even if it is a relatively short workshop, Empretec is a unique experience, as it puts you through some challenges you would likely face in your professional life. Empretec showed us that features of successful entrepreneurs are based on full commitment and hard work.”

www.paggcerto.com.br
Miguel Ángel Guerra (photo) owns a café located in the area of Unicentro, in Bogotá. His business, called Kafino, is mainly selling coffee of origin in various packages, imported beer and different types of side dishes. Kafino is a nice and cosy place where you can even borrow books.

After being laid off by the company where he used to work for a long time, he went to Cafam, the Colombian centre for employment, which also hosts Empretec. Miguel Angel was determined to create his own company but did not know how to start. He was advised by Cafam to attend an Empretec workshop and during the Business Creation Exercise (BCE), he decided to sell coffee of origin, as a friend of his was distributing it and he saw it as a viable option. Thanks to the results obtained in the business creation exercise, which he won, he decided to start his own company, a café located in the city of Bogotá. After the workshop he made several trips to various coffee areas in Colombia, to build and consolidate his own network, to get in touch with suppliers and to know more about the product he intended to sell.

Taidé Aquino (photo) runs a consulting company called Stratum SRL, which offers different business development services, such as business strategy, business planning and fiscal management for SMEs. Looking back at the workshop, Taidé realized that the key competencies which helped her succeeding in her business were goal setting and information seeking.

“Setting goals has helped me to define the vision I want for my business and at the same time to share it with my employees”, she acknowledges. “We develop manuals and procedures to help them through their work. A weekly schedule with tasks, responsibilities and estimated delivery dates, required a lot of efforts to be put in place but it eventually allowed me to work on my second goal: information seeking. I learned how to develop strategic partnerships with other consultants, to redefine my services based on the needs of my clients and on what my competitors were offering and, more importantly, I built a solid network.”

www.stratum.com.do
Ecuador

“When my wife first told me about Empretec, she said it was a workshop where I would learn the behaviours of a successful entrepreneur and how to practice and apply them. She could not say more, but she insisted I should attend. Intrigued, I signed up and discovered that it was more than that, it was an experience that I will never forget”, Marco Tapia, founder of Gerenco recalls.

“Not only did I learn the 30 behaviours, I managed to know better myself. I recognized my strengths and, above all, I clearly faced my weaknesses. That made me see my life from another perspective: I realized that I was intensely working for goals that were not mine. I was therefore able to get a clear sense of my future and my present too”, admits Marco. From that experience, he took the decision that he thought to be the most difficult, which eventually has become the easiest: to start his own consulting company to manage construction projects, Gerenco. He is now in the process of defining the services aimed at improving the productivity of his clients, focusing on sustainability and innovative design and production processes.

www.gerenco.ec

El Salvador

24-year-old Einar Isaac Hernández Valiente (photo) attended an Empretec workshop organized by FUNDEMAS. “It is a very effective tool and a lot of learning”, he says. After the workshop, Einar Isaac created his company - Candy’s Land - which trades homemade sweets. He wants to expand the variety of products and access new markets. Thanks to his business, he managed to earn some income for him and his family. His goal is to broaden his customer base to increase sales in the short term.

Ethiopia

Gete Ejigu Wood and Metal works is a small enterprise, established by Ms Gete Ejigu in June 2014 in Addis Ababa, Ethiopia. The enterprise was established with a starting capital of 100,500 birr ($4,700 USD) provided through her own savings as well as through government support. She started her business with three employees in a very space-constrained workshop. The enterprise’s main products are house furniture items such as sofas, beds, dining tables, and basic office furniture.

Gete decided to attend the entrepreneurship training provided by EDC Ethiopia to gain a better understanding of the right entrepreneurial mind set, to assess what her strengths and weaknesses are as an entrepreneur, and to also understand how she can capitalize on her strengths to grow her business. After the training, Gete received business development services through a local EDC Ethiopia consultant in May 2015, such as customer relations, business promotion, human resources management, and marketing.

As a result, with a proper business plan and solid financial management, she managed to boost sales by 30 per cent and increase her turnover by 45 per cent in 2015. She also created new jobs, bringing her permanent employees from 3 to 13 and temporary employees from 10 to 14. Her achievements were well recognized from the local government, which provided her with a larger workspace and display area for her products. From a starting capital of 100,500 birr ($4,700 USD), the enterprise’s current capital is 5 million birr ($240,000). In her future plans, Gete aims at establishing a woodwork factory.
Jennifer Ann Holder, owner of Artisticline, attended the Empretec workshop, under the “Venture Out For Women project, in 2012. Thanks to it, she built the self confidence in the operation of her business. Artisticline started as a beauty salon and floral corner in 2008 and, subsequently, Jennifer’s love for typing and helping young people gave birth to an internet café and a small stationery shop.

Realizing that the internet café was becoming very important in her community, she decided to hire a permanent staff. Her eldest son was trained on the job and he is now an employee too.

“The Empretec workshop was the most intense training I ever attended. I have no regrets, I became an empreteca through that, I have learned and already put into practice the important facts to my business and personal life. Opportunity seeking and initiative, persistence, and commitment to quality and efficiency besides being key to the success of my business became also my personal goals”, she recalls.

In October 2015 she introduced a new product to her business: candle making. She also makes artistically designed candles for weddings or gifts. She showcased her candles at the Small Business Expo in Guyana. As a first time exhibitor the results were captivating and the sales were unbelievable. She managed to sell her candles through a local supermarket too.

A decade back there was a young tech student who had always dreamed of starting his own IT company. He has attained his dream within a couple of years after gaining sufficient experience, working as a software engineer. That is how OrisysIndia was born. Initially, right after the registration, the company got its space in Technopark TBI, Thiruvananthapuram, one among the first and largest IT hubs in India.

With an enthusiastic and talented team, Arun Raj (photo), the founder and CEO of the company, managed to take the company into many international start up fairs with the help of the government of Kerala. It was not just luck but days and nights of hard work; the company got selected in a government programme and attended a number of technology fairs in different countries.

“The main reason behind attending the Empretec workshop was to improve on the entrepreneurial skills which we are practicing on a daily basis to improve and take the business further ahead”, says Arun.

IT solutions have always been a boon to numerous business and trades, 90% of web applications and IT solutions are meant for business enhancements. There are very few technological solutions which directly contribute to the needs of common man. Guided by what he learned during the Empretec workshop, Arun was able to identify the possibilities in this drawback and initiated to develop technologies for the public, which was much lauded and accepted by the general public and the government authorities as well. OrisysIndia aims at community development through technological solutions. The company puts efforts in developing user friendly applications for the general public to make them use new technologies to improve their life.

For this very reason OrisysIndia came up with the idea of Agri-technologies. In association with the Agriculture Department of Kerala, OrisysIndia developed a web application and mobile application...
Sanjay Ramgutty (photo) attended an Empretec workshop in 2009, while running the family business, a company manufacturing construction materials. After the workshop, he launched a food outlet specialising in Indian cuisine with a Mauritian taste as he always say.

Curry Express specialises in North Indian & Tandoori Cuisine and has rapidly gained reputation for the quality of food and service. The rich and unique blend of spices that go in the preparation of their menu has enabled their outlet at Cascavelle Shopping Village as well as Trianon Shopping Park to become a popular stop-over for all Mauritians looking for quality Indian & Tandoori food at an affordable price.

Sanjay also launched a few other businesses in partnership with his brother, who is also an empreteco specialising in catering and event management. His latest achievement was the organisation of a concert at a major conference centre in the outskirts of Port Louis. Sanjay is also socially very active. He is the current president of the Association of Mauritian Entrepreneurs, among other various associations he is involved into.

Moisés João Ngonhamo was among the participants of the first group of entrepreneurs who attended an Empretec workshop in Palmeira, in 2014. He is one of the best performing entrepreneurs, who received assistance from Enterprise Mozambique Foundation. His sales in 2015 increased by 62 per cent. Empretec boosted his confidence and potential to better manage his small ICT business, named EGETHY.

Soon after the workshop, he introduced new services, strengthened his marketing strategy to get more customers. He improved the way he plans and monitors activities and enhanced budgeting and financial control over his business. Thanks to those changes, he was able to expand his services beyond Palmeira throughout the district of Manhiça.

From an initial capacity to assist 50 clients per month, he reached out to 120 clients per month in 2014 and 240 in 2015. In June 2016 he will open new premises for electronic equipment repair. His company now employs 7 workers, from the three he had in 2014.
Rania Al Assaf is a Saudi business entrepreneur who started her business from home, on something she loves and is passionate about: Arabic coffee. Rania wanted to offer her customers the original Arabic coffee taste and flavour. Initially, Rania was taking care of the whole processing, starting from selecting the ingredient, packaging it, putting the brand and selling it to the customers. She was doing everything as she would not rely on others but this was putting pressure on her and began affecting her business too. This habit changed after she attended an Empretec workshop. She admits: "After Empretec, I changed so much. I became more confident and gave the chance to other people to help me and share the work among us. This increased the efficiency and the productivity, and I was less nervous".

She also learned how to target new customers and retain old ones. She recognizes that beforehand she was selling the product to individual customers only. After the workshop she started selling also to coffee shops and became a supplier to large shops not only in Riyadh but in other cities as well.

In her own words, she decided to attend the Empretec workshop because she wanted to improve herself, change her way of thinking and to handle her business properly, with more confidence and independence. Rania is now a successful business woman in Saudi Arabia. She entered into partnership with an Arabic coffee maker named Qawafi and is looking for opportunities to expand her business outside Saudi Arabia, perhaps in Turkey from where she has already got some contacts.

Heritage Education Centre (HEC) is a Pre-Primary, Primary, Day and Boarding Primary school located in Serere district, Uganda. Opened in 2010, the school aims at providing high quality education. Margaret Opol, Director at the school, resigned from her job at Uganda Christian University in 2015 to focus on building Heritage Education Centre into a reputable centre of excellence. In Serere, where the school is located, there was no facility providing first class education services. This compelled Margaret and her husband to start a unique school that could match the standards of first world schools in the country, the majority of which are in central Uganda. The school currently employs 19 staff, including 2 directors, 11 teachers and 6 non-teaching staff.

The school has a vision of creating a generation of empowered youth capable of taking informed decisions for personal advancement. The school provides exposure to pupils and staff through cross-cultural interactions with visiting international guests, tours and exchange visits. The school organizes sports camps and invites neighbouring schools to friendly competition, interaction and fun activities, and it is the first of its kind in the entire region. Teachers impart entrepreneurial and agricultural skills to children and staff, and the whole community has benefited from the presence of the school.

Besides attending the Empretec workshop, Margaret also participated in various programmes offered by Enterprise Uganda and she is an ardent participant on most of the breakfast meetings held at the centre. "I have been empowered to discover my latent potential and ability to persist in business and to provide solutions without any kind of excuse. The school has improved in terms of infrastructure, administrative, academic and financial system development. We are now more deliberate in setting our goals and develop plans of action. Our customer service delivery has improved. We developed lists of ‘most wanted’ staff, parents, pupils and service providers and we are regularly in touch with them. We have enhanced our savings for investment, management of personal finances and keeping of proper financial records for proper decisions", she says.

The future plan of Heritage Education Centre is to increase enrolment to 400 pupils or more by 2020, and expand the infrastructure, including the construction of a three-storey classroom complex with offices and staff lounge by 2025.
Dragon Vietnam is a Vietnamese Social Enterprise focused on combining a sustainable agriculture business with improving the lives of ethnic minorities in the mountainous areas of Viet Nam in a whole supply chain. Ha Nguyen and Hiep Do, founders of Dragon Vietnam, do this by supporting more than 1000 poor, ethnic minority farmers in these communities in transitioning from growing corn and cassava to ginger and gac fruit, creating a 3-5 times higher income and about 10,000 workings days for them in a year.

Dragon Vietnam is the first and the only company in Viet Nam to apply Global GAP standards for ginger and gac fruit. Each year more than 2,800 tons of manure and agriculture waste is converted into organic fertilizer. Dragon Vietnam guarantees the farmers that it will buy 100 per cent of their crop. The company turns gac fruit and ginger into delicious and healthy products under the new brand called Ecozins, whose products are sold on both domestic and overseas markets. Ecozins was launched on the first Empretecos’ Day in Viet Nam, last December 2015.

Ha Nguyen and Hiep Do believe that behind successful enterprises are successful leaders with competencies. They decided to attend the course to improve as entrepreneurs for the sustainable development of Dragon Vietnam and to help Dragon Vietnam grow. As a result of their attending Empretec and applying the competencies learned during the workshop, they managed to achieve outstanding results, such as:

- launching Ecozins products;
- expanding the ginger and gac fruit growing areas from 2 to 5 provinces;
- equipping the factory with a new synchronous machine system to meet ISO 22000:2005 standards;
- opening new markets in Dubai and Malaysia; and
- building a ginger and gac fruit know-how centre.

www.dragonvietnam.storess.vn

Khama Mbewe is the promoter of Lumuno Organic Farms, a wholly Zambian owned enterprise. The firm was established and registered in May 2007 and is engaged in organic farming. The main business line is chili sauce manufacturing. In addition, Lumuno trains small scale farmers in organic farming, food safety and hygiene as well as beekeeping, these are organised in out grower schemes and supply Lumuno with the chili produce required in the production of chili sauces. Three varieties of Chili sauce are currently produced by Lumuno namely Lumuno hot chilli sauce, Lumuno Mild and Lumuno Chili and Garlic. Other than that, Lumuno dries herbs and is processing and seasonings on pilot level.

Khama attended an Empretec workshop in 2010 and Lumuno Organic Farms is a wholly Zambian owned enterprise. The training spurred him to be more aggressive and persistent in marketing, advertising his products on radio and mobile bus, television and radio. This new attitude paid off: after the training, he managed to get his products into two major departmental stores: Pick’n’Pay and Spar chain stores. He hired four merchandisers on marketing functions and to look after the products on the shelves in the chain stores.

Khama also organised an out grower scheme with farmers in the Southern Province of Zambia to produce chili and other herbs. The products of Lumuno Organic Farms are now exported to Zimbabwe and other neighbouring countries. Khama recently attended an exhibition in Japan where he made contacts to try and access the Japanese market.
Regional Training of Trainers workshop for Latin American Empretec centres

UNCTAD and Latin American Empretec centres coorganized a regional workshop in Dominican Republic, with the aim to enable participants to share experiences, challenges and methodological issues related to the delivery of Empretec Training Workshops (ETWs). Centres in the region agreed to cooperate on distance learning projects, and to share knowledge and experiences through social media.

Regional training opportunities, such as the assessment workshops in Ethiopia (see below) and the regional workshop for Latin American centres in Dominican Republic, provided trainers with the ideal conditions for a rich exchange of experience and effective knowledge-sharing. For instance, in Ethiopia, the contribution of international master trainers helped local trainers and programme management staff to take corrective actions towards some procedures which were being implemented in the country and were not complying with UNCTAD-Empretec standards.

39 Ethiopian trainers certified through a new methodology

UNCTAD’s assistance to the Government of Ethiopia, in close collaboration with UNDP, continued in 2015 under the country’s Entrepreneurship Development Programme (EDP). UNCTAD organized four assessment workshops in the country to evaluate and certify a group of 39 Empretec national trainers, according to UNCTAD-Empretec established guidelines for the trainers’ certification. Through a five-day workshop structure, national trainers were guided through theoretical and practical aspects of the Empretec training. As observed by the international master trainers involved in the assessment workshops, the Ethiopian Empretec programme is growing very quickly and some recommendations to preserve the quality of the training workshops were provided to the EDP management team. As part of UNCTAD’s assistance to build the local training capacity, both the Empretec trainer’s and participant’s manuals have been translated into Ethiopia’s three main languages, Oromo, Amharic and Tigrinya.
Consolidating Empretec activities in Cameroon, the Gambia, and Saudi Arabia

The Empretec programme in The Gambia is funded by UNDP and the Government and anchored at the Gambia Investment and Export Promotion Agency (GIEPA). Since September, 2014 when the first training was delivered, Empretec Gambia has trained over 736 entrepreneurs, including 164 farmers. The centre also offers business development services; through this component it has also reached 293 businesses, thanks to its team of 93 business development advisers. By the end of the project in 2017, it is expected that 1,500 entrepreneurs would have been trained and prepared to start new enterprises or grow and expand their existing businesses. The project will select 15 trainee trainers to undergo further training to be certified by UNCTAD as Empretec national trainers.

Launched in 2014, Empretec Cameroon organized its first Empretec training in January 2015. Over the year, 5 workshops were organized in two different cities, Douala and Yaoundé. 135 entrepreneurs were trained and 122 were certified during the reporting period. Two local trainers were selected and received on-the-job supervision. Both are on their final stages before their certification as Empretec national trainers.

In Saudi Arabia, Empretec training activities started in 2014 under the supervision of trainers from Empretec Jordan and in coordination with staff of the national implementing partner, the Saudi Credit and Savings Bank (SCSB). Seven workshops were delivered to 120 men in 2014 and six were conducted in 2015 for 100 women entrepreneurs. Three potential candidates have been trained under the supervision of international master trainers and are ready to be certified as Empretec National trainers. UNCTAD also delivered a management training workshop to SCSB staff on how to run the Empretec programme in Saudi Arabia, including selection of participants, interview methodology, marketing of the programme, and certification procedures.

Empretec pilot workshop in Paraguay: a new country joins the Empretec network

A pilot workshop took place in Paraguay in collaboration with Empretec Argentina. The Paraguayan local implementing partner and UNCTAD are ready to sign a memorandum of understanding to officially launch the Empretec programme in the country.

Conquito: official launch of an Empretec centre in Ecuador

In 2015, Conquito officially launched the Empretec Centre in Ecuador, as an integral part of the services provided by the local metropolitan development agency. Hosting a co-working space, an incubator and a plethora of business development services, Conquito is well placed to integrate the Empretec methodology. Two Empretec workshops took place in October 2015 with the participation of international trainers from Argentina and Uruguay.
Business Linkages project starts in Benin

UNCTAD organized in collaboration with CePEPE (Empretec centre in Benin) a sensitization workshop on the opportunities offered by the Business Linkages programme for prospective anchor companies, such as multinational and large domestic enterprises. Representatives from large national and international companies attended the workshop. UNCTAD’s presentation aimed at providing an overview of the linkage programme, highlighting potential benefits for participating companies and the role played by the different actors involved. A group session brought up the key challenges large companies face on a daily basis in their business relations with local suppliers. Pilot cases in the maritime transport sector and the hotel industry were targeted as the most promising ones for immediate implementation.

Empretec Zambia trains banks’ staff and business women

UNCTAD has progressively built the capacity and ownership of the Zambia Development Agency (Empretec Zambia’s implementing partner) to lead and continue the roll out of Empretec in the country. As part of the continued collaborative effort to enhance the Empretec footprint in Zambia, two entrepreneurship training workshops were conducted for 44 Stanbic bank’s executives and senior staff to respond to the bank’s demand for a more productive workforce in their respective roles after attending the training session.

Another entrepreneurship training was conducted in Lusaka, Zambia, in collaboration with the Graça Machel Trust under the framework of an initiative run by the Trust to assist women to organize, strategize and act to increase their participation and influence to shape a progressive and inclusive development agenda that serves women’s interests. The trust endeavours to strengthen women’s business associations and provide enterprise development training and support to the entrepreneurs in the associations to better manage and grow their businesses. In this context, the Empretec workshop conducted by ZDA aimed at enhancing entrepreneurial skills of members of the African Women in Agribusiness network, assisted by the Graça Machel Trust.
## Empretec centres summary table

### Main figures

<table>
<thead>
<tr>
<th>Country</th>
<th>Director/Coordinator</th>
<th>Year of Inception</th>
<th>ETWs</th>
<th>People Trained</th>
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<td>Mr. Gabriel Musentelewka</td>
<td>2010</td>
<td>5</td>
<td>119</td>
<td>16</td>
<td>350</td>
</tr>
<tr>
<td>Zimbabwe*</td>
<td>Ms. Sibusisiwe P. Bango</td>
<td>1992</td>
<td></td>
<td></td>
<td>133</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>1,036</strong></td>
<td><strong>24,698</strong></td>
<td><strong>12,671</strong></td>
<td><strong>396,727</strong></td>
</tr>
</tbody>
</table>

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

2 The Empretec centres in the table are the ones in operation in 2015. The centres not listed in the table have not reported any activity for the past three years.
### Empretec centres summary table

**Main products and services**

| PRODUCTS AND SERVICES                  | ARGENTINA | BENIN | BOTSWANA | BRAZIL | CAMEROON | COLOMBIA | DOMINICAN R. | ECUADOR | ETHIOPIA | EQUATORIAL GUINEA | GHANA | GAMBIA | GUATEMALA | EGYPT | JORDAN | MAURITIUS | MOZAMBIQUE | NIGERIA | PANAMA | PARAGUAY | PERU | ROMANIA | RUSSIAN FED. | SAUDI ARABIA | SOUTH AFRICA | TANZANIA | UGANDA | URUGUAY | VENEZUELA | VIET NAM | ZAMBIA | ZIMBABWE |
|----------------------------------------|-----------|-------|----------|--------|----------|----------|--------------|---------|----------|-------------------|-------|--------|-----------|-------|--------|-----------|----------|---------|-------|---------|------|--------|--------------|-------------|-------------|----------|-------|--------|----------|----------|---------|
| **Entrepreneurship Training Workshops**|           |       |          |        |          |          |              |         |          |                   |       |        |           |       |        |            |          |         |       |         |      |        |               |             |             |          |       |        |          |         |         |
| - standard 6-day ETW                   | ✓         | ✓     | ✓        | ✓      | ✓        | ✓        | ✓            | ✓       | ✓        | ✓                 | ✓     | ✓      | ✓          | ✓     | ✓      | ✓          | ✓        | ✓       | ✓     | ✓       | ✓    | ✓      | ✓             | ✓            | ✓            | ✓         | ✓     | ✓      | ✓         | ✓         | ✓        |
| - intrapreneurs/corporate ETW          | ✓         | ✓     | ✓        | ✓      | ✓        | ✓        | ✓            | ✓       | ✓        | ✓                 | ✓     | ✓      | ✓          | ✓     | ✓      | ✓          | ✓        | ✓       | ✓     | ✓       | ✓    | ✓      | ✓             | ✓            | ✓            | ✓         | ✓     | ✓      | ✓         | ✓         | ✓        |
| - micro-entrepreneurs & low-literacy groups | ✓       | ✓     | ✓        | ✓      | ✓        | ✓        | ✓            | ✓       | ✓        | ✓                 | ✓     | ✓      | ✓          | ✓     | ✓      | ✓          | ✓        | ✓       | ✓     | ✓       | ✓    | ✓      | ✓             | ✓            | ✓            | ✓         | ✓     | ✓      | ✓         | ✓         | ✓        |
| - women entrepreneurs                  | ✓         | ✓     | ✓        | ✓      | ✓        | ✓        | ✓            | ✓       | ✓        | ✓                 | ✓     | ✓      | ✓          | ✓     | ✓      | ✓          | ✓        | ✓       | ✓     | ✓       | ✓    | ✓      | ✓             | ✓            | ✓            | ✓         | ✓     | ✓      | ✓         | ✓         | ✓        |
| - young entrepreneurs, unemployed, graduates | ✓       | ✓     | ✓        | ✓      | ✓        | ✓        | ✓            | ✓       | ✓        | ✓                 | ✓     | ✓      | ✓          | ✓     | ✓      | ✓          | ✓        | ✓       | ✓     | ✓       | ✓    | ✓      | ✓             | ✓            | ✓            | ✓         | ✓     | ✓      | ✓         | ✓         | ✓        |
| **Business planning**                  | ✓         | ✓     | ✓        | ✓      | ✓        | ✓        | ✓            | ✓       | ✓        | ✓                 | ✓     | ✓      | ✓          | ✓     | ✓      | ✓          | ✓        | ✓       | ✓     | ✓       | ✓    | ✓      | ✓             | ✓            | ✓            | ✓         | ✓     | ✓      | ✓         | ✓         | ✓        |
| **Advisory/consulting services**       | ✓         | ✓     | ✓        | ✓      | ✓        | ✓        | ✓            | ✓       | ✓        | ✓                 | ✓     | ✓      | ✓          | ✓     | ✓      | ✓          | ✓        | ✓       | ✓     | ✓       | ✓    | ✓      | ✓             | ✓            | ✓            | ✓         | ✓     | ✓      | ✓         | ✓         | ✓        |
| **Financial literacy, business financing workshops** | ✓       | ✓     | ✓        | ✓      | ✓        | ✓        | ✓            | ✓       | ✓        | ✓                 | ✓     | ✓      | ✓          | ✓     | ✓      | ✓          | ✓        | ✓       | ✓     | ✓       | ✓    | ✓      | ✓             | ✓            | ✓            | ✓         | ✓     | ✓      | ✓         | ✓         | ✓        |
| **Associations of empretecos & networking** | ✓       | ✓     | ✓        | ✓      | ✓        | ✓        | ✓            | ✓       | ✓        | ✓                 | ✓     | ✓      | ✓          | ✓     | ✓      | ✓          | ✓        | ✓       | ✓     | ✓       | ✓    | ✓      | ✓             | ✓            | ✓            | ✓         | ✓     | ✓      | ✓         | ✓         | ✓        |
| **Entrepreneurship & innovation awards, competition** | ✓       | ✓     | ✓        | ✓      | ✓        | ✓        | ✓            | ✓       | ✓        | ✓                 | ✓     | ✓      | ✓          | ✓     | ✓      | ✓          | ✓        | ✓       | ✓     | ✓       | ✓    | ✓      | ✓             | ✓            | ✓            | ✓         | ✓     | ✓      | ✓         | ✓         | ✓        |
| **Trade fairs, business-to-business events** | ✓       | ✓     | ✓        | ✓      | ✓        | ✓        | ✓            | ✓       | ✓        | ✓                 | ✓     | ✓      | ✓          | ✓     | ✓      | ✓          | ✓        | ✓       | ✓     | ✓       | ✓    | ✓      | ✓             | ✓            | ✓            | ✓         | ✓     | ✓      | ✓         | ✓         | ✓        |

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3 The Empretec centres in the table are the ones in operation in 2015. The centres not listed in the table have not reported any activity for the past three years.
| List of Empretec Centers  
(by country alphabetical order) |
|--------------------------------|
| **Empretec Angola**  
Host institution: in progress |
| **Fundación Empretec Argentina**  
Host Institution: Banco de la Nación  
[www.empretec.org.ar](http://www.empretec.org.ar) |
| **CePEPE Centre Empretec (Benin)**  
(Association d’utilité publique)  
Host institution: business association  
[www.copepe.org](http://www.copepe.org) |
| **Enterprise Botswana**  
(Private consultancy company)  
Host institution: private firm |
| **Servicio Brasileiro de Apoio às Micro e Pequenas Empresas (SEBRAE) (Brazil)**  
(Private entity of public interest)  
Host institution: Government SME development agency  
[www.sebrae.com.br](http://www.sebrae.com.br) |
| **Agence de Promotion des Petites et Moyennes Entreprises – APME (Cameroon)**  
(Foundation)  
Host institution: Government SME development agency |
| **Centro de Emprendimiento e Innovación Empresarial (Chile)**  
(Foundation)  
Host institution: in progress |
| **Centro Empretec Cafam Colombia**  
(Not-for-profit private entity)  
Host institution: social security agency  
[www.cafam.com](http://www.cafam.com) |
| **Centro Empretec RD/Instituto Tecnológico de las Américas (ITLA) (Dominican Republic)**  
(Programe)  
Host institution: Centro de Exportación e Inversión de la República Dominicana  
[www.empretecrd.org](http://www.empretecrd.org) |
| **CONQUITO (Ecuador)**  
Host institution: Agencia Metropolitana de Promoción Económica CONQUITO  
[www.conquito.org.ec](http://www.conquito.org.ec) |
| **Fundemas (El Salvador)**  
(Non-governmental organization)  
Host institution: Association  
[www.fundemas.org](http://www.fundemas.org) |
| **Enterprise Centre Ethiopia**  
(Programme Office transferred to the Development Sector Institute)  
Host Institute: Government agency  
[www.edcethiopia.org](http://www.edcethiopia.org) |
| **The Gambia Investment and Export Promotion Agency (GIEPA)**  
Host institution: Government Investment and Export Promotion agency  
[www.empretecgambia.gm](http://www.empretecgambia.gm) |
| **Empretec Ghana Foundation**  
(Company limited by guarantee)  
Host institution: private firm |
| **Asociación de Gerentes de Guatemala**  
(Not-for-profit association)  
Host institution:business association  
[www.agg.org.gt](http://www.agg.org.gt) |
| **Empretec Guyana**  
(Not-for-profit company)  
Host institution: non-governmental organization  
[www.empretecguyana.org](http://www.empretecguyana.org) |
| **UNCTAD-Empretec India**  
(Private entity)  
Host institution: IBF Group  
[www.empretec.in](http://www.empretec.in) |
| **Business Development Centre- Empretec Jordan**  
(Programe implemented under the Business Development Centre, a not-for-profit company)  
Host institution: non-governmental organization  
[www.empretecjordan.org](http://www.empretecjordan.org) |
| **Empretec Mauritius**  
(Not-for-profit association)  
Host institution: non-governmental association  
[www.empretecmauritius.org](http://www.empretecmauritius.org) |
| **Empretec Mexico**  
Host Institution: in progress |
| **Programme Empretec Maroc (Morocco)**  
Host Institution: in progress |
| **Empretec Mozambique Foundation**  
(Private organization created by the Government after the end of a United Nations Development program SME development project)  
Host institution: private firm |
| **Empretec Nigeria Foundation**  
(Non-for-profit organization)  
Host institution: non-governmental organization  
[www.empretecnigeriafoundation.org](http://www.empretecnigeriafoundation.org) |
| **Empretec Palestine Programme**  
(International 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  
[www.empretecpanama.org](http://www.empretecpanama.org) |
Centro de Informaciones y Recursos para el Desarrollo (CIRD) - Empretec Paraguay
Host institution: non-governmental organization
www.cird.org.py/

Empretec-Instituto Peruano de Acción Empresarial (IPAE) Perú
(Non-for-profit organization)
Host institution: non-governmental organization
www.empretec.pe

Agentiei pentru Implementarea Proiectelor si Programelor pentru Intreprinderi Mici si Mijlocii (AIPPIMM) (Romania)
(Non-for-profit organization)
Host institution: Government programme
www.aippimm.ro/categorie/centrul-empretec

Empretec Russia (Russian Federation)
(Vnesheconombank - Bank for Development and Foreign Economic Affairs)
Host institution: Government programme
www.empretec.ru

Empretec Saudi Arabia (Saudi Arabia)
(Saudi Credit & Savings Bank SCSB - National Development Bank)
Host institution: SCSB
www.scsb.gov.sa

Centre de services de l’APROSI- (Senegal)
(National agency development)

Small Industries Development Organization (Tanzania)
(United Republic of Tanzania)
Host institution: Small Industries Development Organization (SIDO)
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
www.enterprise.co.ug

Asociación Empretec Uruguay
(Non-for-profit organization)
Host institution: Banco de la República
www.empretec.org.uy

Centro Nacional Empretec Venezuela
(Foundation)
Host institution: non-governmental organization
www.empretec.org.ve

Viettrade (Viet Nam)
Host institution: Viettrade
www.viettrade.gov.vn

Empretec Zambia
(Government programme)
Host institution: Zambia Development Agency (ZDA)
www.zda.org.zm

Empretec Zimbabwe
(Trust)
Host institution: Non-governmental organization
www.empretec.co.zw

List of Empretec Centers
(by country alphabetical order)

EMPRETEC – REQUESTS FOR NEW INSTALLATIONS

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

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

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

EASTERN EUROPE & CIS COUNTRIES
Republic of Moldova

MIDDLE EAST
Oman
State of Palestine (relaunch)
Syrian Arab Republic
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