Preface

The Empretec Annual Report presents an overview of the activities carried out by the Empretec Global Network during 2011.

Its country section features selected success stories of entrepreneurs who benefited from the services of Empretec National Centres. All information contained in this report has been provided by individual Empretec National Centres under their own responsibility and it has not been verified/certified by UNCTAD. These stories, selected among the many sent by the centres, illustrate the impact the programme has had on different aspects of their businesses and the crucial role played by Empretec centres in addressing entrepreneurs’ needs nation-wide.

By sharing what participants in the training workshops have achieved, thanks to the improvement of their own entrepreneurial competencies, this report wishes to highlight cases of successful entrepreneurs who became role models in their own countries and contributed to overall economic growth.
Acknowledgements

This report was prepared by Kristin Lena Keveloh, Lorenzo Tosini and Johannes Felix Weidenkaff, under the overall supervision of Tatiana Krylova and Fiorina Mugione. Karima Aoukili helped with the desktop publishing. UNCTAD is grateful to all the Empretec National Centres for their inputs to this report.

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PART 1: INTRODUCTION
Introduction to the Empretec Programme

This document reports on the activities of the Empretec programme of the United Nations Conference on Trade and Development (UNCTAD) during 2011.

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 1988 in Argentina and since then has expanded to 32 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 240,000 entrepreneurs through local market-driven Empretec centres. The main beneficiaries are aspiring entrepreneurs, women entrepreneurs, small and micro businesses, young people and employees of large public and private companies, as well as local small suppliers. During its existence, the programme benefited from the support of many different donors, including such as Inter-American Development Bank in Latin and Central America; North-East Development Bank and SEBRAE in Brazil, UNDP; Governments of Germany, Italy, Finland, Romania, Spain and Sweden, as well as from in-kind contributions from local counterparts and hosting institutions.

The programme has four main products: Empretec Training workshops (ETW), Business Development Services (BDS), Empretec networks, and an institutional facility (i.e. Empretec programme/centre).

- ETW is a central product of Empretec. It aims at coaching entrepreneurial behaviours and attitudes by focusing on 10 key competencies of a successful entrepreneur. It fosters motivation and self-confidence of participants; and builds 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. Empretec centres over the years 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.

- The Empretec network is another core product of the programme. It has several levels including local, national, regional and global. Local networks are created by participants to share experience and information, and facilitate their business opportunities. With the support of UNCTAD, local networks evolve into national networks, that are integrated into regional fora and the global Empretec network.

- The programme also builds a national institutional facility, led by a national Empretec Director, assisted by Advisory Board which consists of country major players and stakeholders from the public and private sector in the area of entrepreneurship to ensure coordination of Empretec activities with national policies in this area.
In 2011, the programme continued to expand: 806 Empretec workshops were delivered, 17,792 entrepreneurs trained and 17 new national Empretec trainers were certified. Empretec was re-launched in South Africa, where a new collaboration with SEDA (Small Enterprise Development Agency) led to the organization of four ETWs, with the assistance of international trainers from Brazil, Botswana, Ghana and Tanzania.

A pilot ETW in the Russian Federation was organized in cooperation with the Russian Bank for Development and Foreign Economic Affairs.

The XVIII Empretec Directors Meeting, held in Pretoria, South Africa, on 18-21 October 2011, was attended by Directors from 21 Empretec Centres from Africa, Latin America and the Middle East, and representatives of UNDP South Africa. The annual meeting, hosted by SEDA (Small Enterprise Development Agency), was organized along with a Regional Empretec training workshop (ETW) jointly set up by UNCTAD and SEDA. The training workshop gave the opportunity to six entrepreneurs from neighbouring countries (Botswana, Tanzania, Zambia, and Zimbabwe) to join a group of 21 South African entrepreneurs.

During the meeting a number of issues were discussed to facilitate strategic vision, sustainability and new products of the programme. In particular the importance of the following aspects was addressed:
- Sustainability model;
- Collection of impact indicators and measures;
- Dissemination of new products and services developed (accounting, micro-entrepreneurs) to complement the Empretec workshop;
- Use of social media for networking;
- Regional cooperation (Latin America and Africa)

Amongst the various achievements attained by Empretec National Centres during 2011, two deserve a special mention as they involve the global Empretec network:
- a training manual for micro-entrepreneurs has been developed and will be shared with all the centres;
- South Africa has joined the Empretec network and hosted the XVIII Empretec Directors’ Meeting in Pretoria, 18-21 October 2011.

Special initiatives in 2011

Global Entrepreneurship Week (GEW): During the third week of November 2011, several events were hosted by UNCTAD and Empretec centres around the world.

Women in Business Award: In October 2011, UNCTAD disclosed the 10 finalists of its third edition of the Empretec Women in Business Award, a special recognition that has helped women to become role models in their communities and made a real impact on the lives of past recipients, increasing their access to education and resources, and their motivation to continue growing their enterprises. Winners will be announced during the UNCTAD XIII quadrennial conference in Doha, Qatar, in April 2012.
Implementing the Millenium Development Goals (MDGs): With its Empretec methodology, UNCTAD continued its participation in two MDG Joint Programmes in Panama and Viet Nam, respectively named as “Entrepreneurial Network Opportunities for Poor Families” and “Green Production and Trade to Increase Income and Employment Opportunities for the Rural Poor”.

• In Panama, with the support of local Empretec trainers, UNCTAD entirely adapted and developed new training material for the target population and included new modules including ICT exercises and enterprise management topics. In 2011, 6 ETWs were organized for 108 micro-entrepreneurs in three different provinces.

• In Viet Nam, 4 ETWs were delivered in four provinces throughout 2011. Three training of trainers’ workshops were also held to continue the process of training and monitoring 4 national trainers, who delivered the workshops in Vietnamese and contributed to the complete translation of all training material in the local language. Viet Nam is the first Asian country where the Empretec programme is installed.

New products: As already mentioned, new training material for micro-entrepreneurs was developed and successfully tested in Panama. It has also been translated from Spanish to English and will be transferred to other centres.

UNCTAD has developed an accounting training course for owners and employees of micro and small enterprises with no or limited accounting knowledge. The training workshop content is based on the Guidelines for Small and Medium Enterprises (SMEGA) developed by UNCTAD. The programme aims at enabling micro and small enterprises to understand the accounting flow, recognize transactions, elaborate financial reports and analyze these reports in order to assess business performance, and improve their results. It also provides information of the basic requirements of local funding institutions that microenterprises and entrepreneurs should meet when applying for funding.

A two-day training product, based on the Empretec behavioural methodology, “The Empretec Business Networking Challenge”, was developed and tested for institutions interested in receiving the training programme. This new product was tested with the Arlington Economic Development, a US-based, local governmental organization, seeking collaborative ways to support its entrepreneurs through small business assistance networks and partnerships.
EMPRETEC in Numbers

17
Training of trainers in 2011

24
Years of entrepreneurship promotion

32
Countries

1,697
Empretec training workshops conducted in the last 2 years

244,658
Number of entrepreneurs trained since inception
Since the inception of the Empretec programme, the number of entrepreneurs who went through it and the size of Empretec National Centres continued to grow year after year.

**BRAZIL**
SEBRAE, the Brazilian Empretec Centre, is the largest of the network and, since its inception (1993), it has:
- reached over 5,900,000 clients among micro and small enterprises
- trained more than 160,000 entrepreneurs
- built a network of 7,707 trainers and consultants in 27 States
- conducted 6,820 Empretec workshops

Thanks to its wide outreach, the programme has had a real impact on the lives of entrepreneurs and, as a consequence, on the country’s economy.

*Source: SEBRAE*

**JORDAN**
Since the inception of the programme in Jordan (2000), Empretec has:
- created 3.1 jobs per participant with a business idea
- created 2.5 jobs per business owner
- enabled 68% of participants to establish their own business after the workshop
- contributed to a 28% growth in turnover, 8 months after the workshop

Before the workshop, only 7 per cent of participants had a Business Plan. After the workshop, this number grew up to 31 per cent. After the workshop, 74 per cent of participants also felt more confident to make decisions than before. The Empretec Jordan Alumni association was officially established in 2005, with 98 members.

*Source: BDC Jordan*

In 2011, some impact assessment surveys have been carried out by recently established centres, as well as by long-standing ones.

**PERU**
Business roundtables organized by Empretec Peru in 2011 showed that:
- 91% of businesses found a deal with other businesses during Empretec roundtables
- more than 50% of the negotiations among SMEs participating in the Empretec roundtables ranged between 1,000 and 20,000 Sol (370 – 7,400 USD)

*Source: IPAE*

**ARGENTINA**
A survey run by Empretec Argentina among participants to ETWs held in 2011 revealed that:
- 84% of participants rated the workshop as excellent
- 91% of participants consulted the training manual after the workshop
- 1/3 of participants sought specialized financial assistance after the workshop

*Source: Fundación Empretec Argentina*

UNCTAD’s Business Linkages programme is another product offered by several Empretec centres to assist suppliers in achieving successful partnerships with large enterprises, such as transnational corporations, operating in their countries.

**MOZAMBIQUE**
In Mozambique, the linkages programme supported by the Empretec centre, operated in the barley production sector. 43 farmers linked with CDM Breweries (a subsidiary of SAB Miller of South Africa) for the 2010 barley campaign production:
- saw their annual income increasing from 300 USD to 700 USD
- increased their productivity by 150%, thanks to training and upgrading of production techniques

*Source: Empretec Mozambique Foundation*

**UGANDA**
Three large firms in different business sectors (construction, telecommunications, car-making) were linked with 26 local businesses to streamline their supply chains. As a result:
- employment grew nearly 100% on average in three years
- sales increased on average between 100% and 500% in three years

*Source: Enterprise Uganda*
Empretec Global Initiatives

EMPRETEC celebrates the Global Entrepreneurship Week 2011

Founded in 2008 by the Kauffman Foundation for entrepreneurship in the United States, the Global Entrepreneurship Week is an international campaign that aims to give young people the confidence, skills and ambition to create sustainable enterprises that have a positive impact on their lives and communities. In 2008, its inaugural year, the Week involved more than 3 million participants in 80 countries, and 25,000 activities with 8,800 local partner organizations. In 2011, as many as 120 countries from all continents participated in the week with nearly 24,000 partner organizations.

UNCTAD hosted the opening session of the Global Entrepreneurship Week, which for the first time took place in Switzerland as a joint effort. To mark the occasion, UNCTAD, WIPO and ILO invited a wide audience to address and promote the topic of sustainable entrepreneurship. The keynote speech was delivered by US Ambassador Betty E. King followed by an interactive discussion with some of the most innovative Swiss entrepreneurs (e.g. PlanetSolar, an innovative project that aims at circumnavigating the globe in a boat entirely driven by solar energy) and students from the University of Geneva.

Empretec’s Brazilian host institution SEBRAE has organized a whole range of activities to support the Global Entrepreneurship Week. SEBRAE organized more than 240 activities, including lectures, courses and trainings, at several venues in Brazil. The city of Recife in North-eastern Brazil has, for example, become part of the Global Entrepreneurship Week as SEBRAE has offered free courses, lectures and workshops for 21 days to stimulate entrepreneurial spirit. As a result of SEBRAE’s commitment, these events were hosted until 7 December. In Recife, SEBRAE aimed at reaching around 500 people per day during this year’s Global Entrepreneurship Week. In Rio Grande do Sul in Southern Brazil SEBRAE organized an Entrepreneurship Education Workshop in order to support young entrepreneurs. Among the 800 participants were students, teachers, and entrepreneurs. In addition, SEBRAE organized the SEBRAE Knowledge Forum and the semifinal and final stages of Desafio SEBRAE (Challenge SEBRAE), a virtual game that seeks to promote entrepreneurship among University students.
Enterprise Uganda, who was the official host of the GEW, hosted a whole range of activities during the week. The week started on Monday with a business breakfast at the Imperial Hotel attended by 25 partner organizations who all contributed to the week by different activities and events. Additionally, Enterprise Uganda hosted a 3-days workshop, which addressed more than 600 entrepreneurs from Kampala and around. Uganda’s Minister of State for Trade and Industry opened the workshop, which addressed questions like how to deal with challenges, opportunities for youth in entrepreneurship, working with multinational corporations and opportunities and challenges women entrepreneurs face in East Africa. The workshop, which was partly sponsored by the EU, was closed by Uganda’s Minister of State for Finance. In parallel to the workshop, a fair was held in cooperation with Junior Achievement Uganda where young entrepreneurs could showcase their work and had an excellent platform to network and exchange ideas with other entrepreneurs.

Several events and workshops were organized by Empretec Peru throughout the week in order to support the global movement and to promote entrepreneurship. In Pueblo Libre, a district in the capital city of Lima, Empretec Peru organized two entrepreneurship events: A 4-day workshop on accounting, which Empretec Peru developed in cooperation with UNCTAD, was launched on Monday and an international entrepreneur event was held on Wednesday evening. On Thursday evening, Empretec Peru organized an Entrepreneurship Night in the district of Surco, Lima. The week was completed by the entrepreneurship fair “Emprende” which took place from Friday to Saturday at Plaza San Martín and was also organized by Empretec Peru.
Zimbabwe

Empretec Zimbabwe has organized several activities throughout the entire country. It has organized large fairs for rural and peri-urban entrepreneurs, where entrepreneurs could showcase their work, network and find collaboration partners. Additionally, events targeted at youth took place in the capital, Harare, and in Bulawayo in South-western Zimbabwe. All activities were implemented in partnership with other organizations including UN Women, UNDP and Sida, which funded the activities targeted at youth in particular.

Nigeria

In cooperation with the University of Lagos, Empretec Nigeria held a seminar to teach undergraduate law students the fundamentals of Entrepreneurship. Under the theme “The Lawyer as an Entrepreneur”, Country Director Mrs Onari Duke taught students key competencies to become a successful entrepreneur, the lecture was supported by team exercises. Students were also introduced to some of Empretec Nigeria’s products including the Entrepreneurship Training Workshop (ETW), Supply Chain Management (SCM), and Management and Leadership. The students were very excited to learn about entrepreneurship and responses were only positive.
Empretec’s host, the Business Development Centre, which coordinated the week in Jordan, organized 40 different activities and workshops which were attended by 577 participants. The activities included awareness sessions for youth targeting undergraduate students and recent graduates from different Jordanian universities. The events consisted of interactive sessions, exercises facilitated by Jordanian trainers, and the sharing of success stories and best practices. Furthermore, BDC conducted a “Youth Entrepreneurship Training” in Aqaba in Southern Jordan for 35 fresh graduates from different universities who plan to open their own businesses. The training covered 10 hours focused on entrepreneurship behaviours and skills facilitated by UNCTAD certified trainer, Mr. Fadi Sharaiha. In addition, BDC launched the 36th Entrepreneurship Training Workshop on November 19th, 2011 with participation of 18 entrepreneurs.

Empretec Mauritius hosted the week in Mauritius in 2011 carrying out more than 100 events in the entire country with the support of 45 partner organizations. More than 2000 people participated in the activities. Empretec Mauritius also promoted the Global Entrepreneurship Week in other countries where the centre is active, such as Madagascar, the Seychelles, and the Comoros.
The Empretec Women in Business Award

UNCTAD’s Empretec Women in Business Award (E-WBA) has been granted every two years since 2008 to women trained by national Empretec centres:
The first Empretec Women in Business Award was launched on the occasion of UNCTAD XII in Accra, Ghana in 2008. The second Empretec Women in Business Award was presented in April 2010 at the annual session of UNCTAD’s Investment, Enterprise and Development Commission in Geneva, Switzerland. The awarded women have excelled in developing innovative business ideas, providing jobs, and increasing income in their communities.

BEATRICE AYURU BYARUHANGA, 1ST PRIZE WINNER 2010

Beatrice from Uganda won the 1st prize of the E-WBA in 2010 and was awarded with a study tour to the US where she had the chance to visit several universities. During this tour, several universities were so impressed by the amazing story of Beatrice, who opened a school in Northern Uganda in 2000, that they decided to support her school. Texas Tech University, for instance, donated sports equipment and sent a coach who trained teachers in sports education. Abilene Christian University sent a team in December 2011, which helped to build a swimming pool. The Spring Field College in Massachusetts had fundraised and collected money that will be used to construct basketball courts for the students. The University of Minnesota and a team of volunteers came to Lira to give training to the teachers. Beatrice also received support from the UK’s Department for International Development and the World Bank with which she can expand the school’s fishery farm that enables students to learn more about fishery and at the same time helps the community. Beatrice’s success story has also impressed the World Entrepreneurship Forum of EMLyon Business School, and she became a member of their Think Tank in 2010. Beatrice’s experience has given her the courage to go even a step further and she will open a university in Lira in September 2012.
The E-WBA has been shown to have a real impact on the lives of recipients, their access to education and resources, and their motivation to continue developing their enterprises. The special recognition provided by the E-WBA has helped women to become role models in their communities as successful micro-entrepreneurs working to improve the quality of life of the people around them.

VANESSA VILELA ARAUJO, NOMINEE 2010

After her nomination in 2010, Vanessa received extensive international publicity. That motivated her to market Kapeh beyond Brazil's borders. In addition to acquiring the “UTZ Certified Good Inside” certification for her innovative cosmetics, which use coffee as the core ingredient, she received the certifications needed to export to European countries. Visiting Switzerland in May 2011, Vanessa took advantage of the chance to meet with a potential Swiss buyer. In August 2011, Kapeh won the National Innovation Award from Brazil’s Confederation of Industry (CNI), the Competitive Brazil Movement (MBC), and the Brazilian Ministry of Science, Technology and Innovation.

In October 2011, Vanessa attended the Women’s Forum for the economy & society in France as a member of a Brazilian delegation of business and opinion leaders. The Forum gathers more than 1200 people and aims at giving a voice to women leaders.
PART 2: COUNTRY PRESENTATIONS
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.

Collaboration with universities
Empretec Argentina is closely working with partner institutions and 25 ETWs in 2011 have been conducted in collaboration with universities.

Usually, the ETW is the first component of broader development programmes. An example of a successful collaboration is that established with the University of Buenos Aires, the country’s largest university, which offers an Entrepreneurship Programme. As their first activity, students of that programme attend an ETW. Similar agreements also exist with other universities.

Partnership with Banco de la Nación
Empretec Argentina has a long-standing agreement with Banco de la Nación, Argentina’s largest public bank whose clients are primarily SMEs. Empretec Argentina regularly carries out training for the bank’s clients and in 2011 it has conducted three ETWs in Buenos Aires. For 2012, Empretec Argentina plans to deliver ETWs in all parts of Argentina for the bank’s clients.

Argentina
Las Recetas de la Abuela Brenda, “Grandmother Brenda’s Recipes” in English, is a small enterprise that produces sweets, syrups, pickled vegetables and various liqueurs. The products are sold both in dedicated shop and at gastronomic fairs in Rosario, a city in the province of Santa Fe in Northeastern Argentina. Las Recetas de la Abuela Brenda produces in a sustainable manner and it aims at protecting the environment.

The company purchases regional organic ingredients linking with local vegetable gardens, which offer non-chemical agricultural production, and which reutilize waste for compost. Since she started her business, Susana has based her business model on innovation which has resulted in the launch of various new products e.g. pickled fruits, tinned radish, or different jams.

“Through the ETW, I really improved my planning skills, which was essential to be able to focus my business. From my point of view, understanding the importance of constant revision of plans is crucial for the assessment of results and the implementation of strategies. Realizing the necessity to delegate enabled me to plan in the long term, instead of a day-to-day basis. Moreover, I learned how to seek information that I need for my business to be able to take decisions. Now I am more comfortable with taking decisions and I have a clear vision of what I want to achieve with my business and I work hard to achieve my goals.”

Established in 2001
ETW taken in 2010

OPTILUX
Ezequiel Angeliilo Mackinlay

Returning from the United States, Jerónimo and Ezequiel used the knowledge on LED technology, which they gained in the United States to start a business that filled a market gap in Argentina. “I knew that this was the moment to start my business,” Ezequiel says. Being highly convinced of the business idea, Ezequiel resigned from his job and returned to university where he took a course in the Assessment of Investment Projects. He says that the knowledge he gained from that programme was crucial to cope with the upcoming challenges the young business would face. Today, Optilux has operated for one year and it serves the demands of different types of customers. “Since 2010, we started to position Optilux as a national alternative to the imported products. Only in January and February 2011, Optilux managed to outperform the total revenue of 2010”, explains Ezequiel and predicts a sustained growth for the rest of the year. Moreover, he says, “we are planning to participate in the BIEL, the most important illumination exposition of Argentina in November 2011 which will increase the awareness of our brand”. In 2009, Optilux was nominated for the competition “Innovative Enterprises” which was organized by Banco de la Nación Argentina and EMPRETEC, thereby enabling him to take part in the ETW.

Ezequiel highlights that the ETW allowed him to focus on the planning of the business activities, “the lessons derived from the ETW could be applied directly to my enterprise: elaborating a price strategy and giving more importance to the planning of a communication and awareness strategy was instructive for our business objectives. Moreover, the workshop is an excellent tool for entrepreneurs who lack experience and want to make their first steps towards their own business.”

Established in 2002
ETW taken in 2010
Name of the Centre: CePEPE - Centre EMPRETEC-BENIN
Name of the Director: Théophile CAPO-CHICHI
Email-address: theocap50@yahoo.fr
Website: http://cepepe.org/
Year of Inception: 2000
Staff Members: 4
Number of Entrepreneurs Trained since Inception: 112

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.
- Feasibility studies and elaboration of bankable business plans to promote projects for the creation of enterprises and the development of existing enterprises.

Highlights of 2010/2011

UNCTAD/CePEPE – Empretec Training Workshop (ETW)
In partnership with the “Centre de Promotion et d’Encadrement des Petites et Moyennes Entreprises” (CePEPE), UNCTAD organized a sub-regional Empretec Training Workshop from 3 to 8 October 2011. 23 participants from Burkina Faso, Senegal, Togo and Benin coming from different industry sectors attended the event. The organization of this 6-day Empretec training workshop also made it possible for Burkina Faso and Togo participants to better assess the value of the Empretec methodology and its impact on entrepreneurs who receive the training. In addition, the workshop spurred CePEPE Benin CEO, the Maison de l’entreprise du Burkina Faso CEO and ANPGF Togo CEO on to develop this training activity in their countries and to create their own EMPRETEC centre, thereby laying the foundation for an inter-institutional collaboration in the West African region.

UNCTAD/CePEPE – Networking Event
The Networking Event, organized by CePEPE and UNCTAD, took place on 30 September 2011 in Cotonou, Benin with the participation of 31 entrepreneurs from all around the country. This networking event gave Benin entrepreneurs the opportunity to present their experiences as entrepreneurs in various sectors, thereby developing partnerships within the group.

CePEPE: Becoming bankable
In cooperation with ECOBANK, CePEPE organized two training sessions in “Becoming bankable” led by the International Finance Corporation (IFC) for 41 women entrepreneurs. These training sessions are part of the training programme for 400 women entrepreneurs initiated by ECOBANK and the IFC.
Having worked as a research assistant at the University of Abomey Calavi, Ibidoun, a trained agronomist, decided to put her passion for agriculture into action and established Les Fruits Tillou in 2000. Even though Les Fruits Tillou was originally a pilot farm to support training in rural areas, it became a registered business in 2004. Motivated by the desire to change the image of agronomists working only in government establishments, Ibidoun aims to work in the agriculture industry by running her own enterprise.

Based on agricultural production, the enterprise develops pineapple production, export of fresh pineapple, and processing of pineapple juice and various cocktails.

Today, Les Fruits Tillou produces pineapples on 12 acres of its 28 acres of land. Exports have increased from 2 tonnes per week in 2003 to 45 tonnes per week in 2011. 40 per cent of the pineapple production is produced by Les Fruits Tillou, yet the remaining 60 per cent come from small producers that receive training in management operations by Les Fruits Tillou.

Since 2007, the daily production has gradually increased from 48 to 2000 bottles of juice per day. Staff has increased from 10 seasonal farm workers to a current workforce of 47 permanent workers and 40 seasonal farm workers.

However, Les Fruits Tillou had to face several challenges related to the enterprise’s production, export and infrastructure. Initially, the business experienced difficulties in access to finance, thereby lacking modern equipment. Lack of government support, for instance the low level of structuring in the sector, constrained the development of the business. In addition, competitors from Europe and Asia limit the access to new markets.

In order to cope with these challenges, Ibidoun attended the Empretec workshop in 2011. Today, Les Fruits Tillou aims to increase the capacity for the production of juice and the export of pineapples. While seeking funding for the modernization of the juice production, the enterprise also pursues business opportunities in the Maghreb region.

“My passion for agriculture and the Empretec workshop were crucial for coping with my enterprise’s challenges.”
Name of the Centre: 
Enterprise Botswana

Name of the Director: 
Dennis Maswabi

Email-address: 
maswabid@hotmail.com

Website: 
www.Empretec.org.ar

Year of Inception: 
1997

Staff Members: 
14

Number of Entrepreneurs Trained since Inception: 
1886

Products and Services

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

Highlights of 2010/2011

Enterprise Botswana has specialized in a Corporate Entrepreneurship Programme (CEP), which it launched in 2006. CEP is based on the Empretec methodology focusing on Personal Entrepreneurial Competencies.

Objectives of the CEP are to introduce the concept of entrepreneurship into large organizations and to stimulate and develop an entrepreneurial culture within the organization. The long term goal is to help organizations developing a more dynamic organizational culture, which, for instance, leads to a higher efficiency and improved customer service. In the year 2010/2011 Enterprise Botswana trained corporate entrepreneurs mostly. Five corporate entrepreneurship workshops were conducted and a total of 102 trainees participated in the training. Beneficiaries of the training included the Botswana Training Authority (BOTA), the Women’s Affairs Department, the Rural Investment Promotion Company (RIPCO), the Project Concern International (PCI), and the BORAVAST Trust.

What is intrapreneurship?

Large organizations are often characterized by a high degree of bureaucracy, which sometimes hinders an innovative and proactive approach to work.

Therefore, intrapreneurship aims at bringing some entrepreneurial competencies such as self motivation, initiative, innovative thinking, pro-activeness, and creativity to large organization to implement a more business-minded culture that enables organizations to work more efficiently and with a higher customer orientation. Beneficiaries of intrapreneurship training can be employees of large companies or public institutions.
Success Stories

Bontle Mojaphoko
“The workshop has taught me to strive for quality delivery of service. I now know I am a critical player in my organisation”

Lekolang Botumille
“Thanks to Enterprise Botswana for the eye opening experience. I will use the lessons learned to improve productivity at work”

Virginia Ramaribana
“Now I know how to effectively manage my daily duties at work and at home. Persistence is my driving force”

Eugene Moyo
“Before the workshop, I was low on self confidence. Now I believe in my creative self. I feel powerful and I am in control of my destiny”

In the Mini Business Project, participants have to establish their own small enterprise
**Name of the Centre:**
Brazilian Micro and Small Business Support Service - SEBRAE

**Name of the Director:**
José Claudio dos Santos

**Email-address:**
jose.claudio@sebrae.com.br

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

**Year of Inception:**
1992

**Staff Members:**
4,900

**Number of Entrepreneurs Trained since Inception:**
169,949

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**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. The topics range from basic entrepreneurship principles to the management of a business and are tailored to the 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 the 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.

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**Highlights of 2010/2011**

**SEBRAE’s statistics**

In 2010, the number of businesses provided with SEBRAE’s services reached 1,516,366, thereby exceeding the goal of 700,000 enterprises by 223 per cent. For instance, 40,139 enterprises benefitted from SEBRAE’s specific solutions on innovation, reaching 236 per cent of the goal of 17,000. SEBRAE also assisted 809,844 individual entrepreneurs in formalizing their enterprises. Overall, the percentage of result and market oriented projects of SEBRAE increased to 34 per cent. 41,805 companies benefitted from SEBRAE’s Programme on Advanced Companies. SEBRAE has a network of nearly 700 service centres throughout Brazil. There are more than 4,900 direct employees and approximately 8,000 certified instructors and consultants working to transfer knowledge to those who have or want to open a business.

Until October 2011, SEBRAE has already conducted 17,491 capacity trainings and offered 536,712 consultancies. SEBRAE organized 921 fairs, 737 events and 38,526 lectures, workshops, and seminars. It provided 137,355 enterprises with services.

**Desafio SEBRAE:**

Some 145,000 University students enrolled in Desafio SEBRAE 2011, a virtual game that simulates the day-to-day life of a company for more than six months. University students across the country, organized in teams, test their ability to manage a business, make decisions and work together.
KAPEH COFFEE-BASED COSMETICS

Vanessa Vilela Arauco

Kapeh is an innovative cosmetics brand made from Certified Coffee Extract. Vanessa’s passion for cosmetics always guided her steps in search for the achievement of a dream: having an own company. She has tried to unite her passion for cosmetics with her family’s coffee tradition. By seeking new ways to add value to a commodity that is so important to Brazil, Vanessa launched an innovative product. She discovered the benefits of coffee for the skin. “Training at EMPRETEC gave me a significant business management basis, taught me to structure and overcome my limits and reinforce qualities. I use my knowledge acquired in the programme on a daily basis for strategic planning, establishment of goals and entrepreneurial behaviour.” Within 2 years, Vanessa had started to export to Portugal and the Netherlands and the brand is already registered in 27 countries of the European Union. Vanessa acquired the “UTZ Certified Good Inside” certification for her innovative cosmetics, which use coffee as the core ingredient, and wants to export her products to the entire European Union. In August 2011, Kapeh won the National Innovation Award from Brazil’s Confederation of Industry (CNI), the Competitive Brazil Movement (MBC), and the Brazilian Ministry of Science, Technology and Innovation. Kapeh, which started with one employee in 2007, today has a staff of 10 and provides income for more than 150 farmers and harvesters.

“I have a passion for cosmetics and wanted to launch something innovative. So, I discovered the benefits of coffee for the skin.”

MAZÉ DOCES ARTESANAIS

Maria José de Lima Freitas

In 1999, after having lost her job as a cleaner, Maria decided to establish her own business and started selling candy confectionery to the residents of Carmópolis de Minas. In 2000, Maria opened a small factory for Mazé Doces Artesanais. At the beginning, neither Maria nor her family had believed in candies as a business opportunity, yet the demand for her sweets was growing significantly. Much of her success, Maria says, is due to the Empretec workshop in 2004. Before the training, the enterprise’s monthly production did not reach 1,000 pounds. Today, the enterprise produces 8,000 pounds of candy per month and expanded its business to other cities, for instance Minas Gerais, Rio de Janeiro and Espirito Santo. Eleven years after producing the first sweets, Maria has two stores and offers more than 70 items of candied fruit, sweets and syrup cakes. For Maria, delegating tasks was a crucial skill she acquired during the Empretec workshop. In order to expand her business, Maria hired four employees. Today, the enterprise has a staff of 21 employees. “Empretec is the school of my life since I have never studied. It taught me how to progress.” Even without advertising the demand for Maria’s sweets is growing. Yet, in order to maintain the products’ quality, “we take a maximum of two corporate customers per year to maintain the quality standard,” Maria says. “Many people said it would be difficult to make a living by selling candies and suggested to me to get a government benefit. Yet, Empretec encouraged me and made me realize that I had a real business.”
**Name of the Centre:** Empretec Spa

**Name of the Director:** Verónica Gonzalez Barraza

**Email-address:** veronica.gonzalez@Empretec.cl

**Website:** www.Empretec.cl

**Year of Inception:** 2006

**Staff Members:** 10

**Number of Entrepreneurs Trained since Inception:** 300

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**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

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**Highlights of 2010/2011**

**FACTOR E! – Entrepreneurship for high-school students**

In collaboration with the Universidad Mayor, which is hosting EmpretecChile, Empretec has created the programme FACTOR E!, which aims at strengthening the entrepreneurial behaviour of students aged 10 to 18 years. The programme provides learning experiences for children and young people, which support the development of their capacities, behaviour and passion for entrepreneurship. Within the past two years, more than 200 teachers from 30 colleges have been trained to deliver the programme and more than 8000 students have participated so far.

**Entrepreneurship and Innovation**

The Universidad Mayor, which is in addition to Empretec also hosting a business incubator, developed a new programme that aims at strengthening the environment for entrepreneurs at the national level.

At a ceremony taking place in the library of the government agency CORFO, which promotes entrepreneurship and innovation, ten national institutions signed an agreement in order to develop a national programme for entrepreneurship and innovation, INICIA. This programme aims at strengthening entrepreneurship and the creation of enterprises in Chile. One of the main objectives is to support the management of technology transfer in Chile.
**SISTOP**

**Zoraida Franco**

Zoraida started SISTOP in 2005, offering solutions in the area of business engineering, topography, geo-measuring and IT. Due to the increasing complexity of customer demands, Zoraida decided to establish a strategic business alliance in 2009, which could offer high value services to customers. This led to the creation of a collaboration with technical partners specialized in the IT business in 2010.

Empretec has motivated Zoraida to implement a new business strategy which resulted in the provision of new and more clearly defined services focusing on the personalized customer needs. The new business strategy has not only improved the quality of services but has also led to the establishment of a new enterprise offering additional services to customers.

"Considering the fact that I am both an owner and a colleague at the same time, identifying myself as an ‘entrepreneur’ was very helpful for me as I realized the need to behave in a more entrepreneurial way. Through Empretec I changed my vision of the enterprise which was decisive for the consolidation of new business activities."

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**POSITRON**

**Pedro Chacana**

Positron is an engineering company offering services related to the construction, maintenance and development of engineering projects. Since its establishment in 1980, Positron has expanded its services and covers now a large number of industries such as electric energy, telecommunications, aviation, real estate and the manufacturing sector. Since his participation in the EMPRETEC programme, Pedro says that he has changed his entrepreneurial behaviour, which led to an improvement of the quality of his products and a better performance of the company.

Additionally, Pedro says that he highly benefitted from the conversations with trainers and other entrepreneurs, which helped him to think in a more innovative manner.

"Being an ‘Empreteco’ means to belong to a network of well-trained entrepreneurs who master the best tools for entrepreneurship. The programme allowed the participants to develop a clear vision of entrepreneurial behaviours and attitudes which many of us will maintain and profit from in the future."
Name of the Centre: CAFAM CAJA DE COMPENSACION FAMILIAR

Name of the Director: Carlos Roberto Cortes Martinez

Email-address: ccortes@cafam.com.co Empretec@cafam.com.co

Website: www.cafam.com

Year of Inception: 2008

Staff Members: 12

Number of Entrepreneurs Trained since Inception: 1,316

**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 2010/2011**

**CAFAM’s offer to entrepreneurs**

In 2011, CAFAM supported entrepreneurs by offering advisory services in business management and a programme of technical and advisory assistance in innovation for SMEs.

The CAFAM Centre implemented programmes and workshops in order to raise awareness for business innovation. In addition, the centre participates in the process of acquiring and applying methodologies and programmes concerning the management of innovation to support enterprises within the National Innovation System. The Centre thereby aims to assist SMEs during the implementation of the system of best practices. CAFAM also implemented a financing tool for entrepreneurs and SMEs which allows the consolidation of projects and creates scope for growth.

**ToT for Latin American Trainers in Cartagena**

Hosted by Empretec Colombia-CAFAM, a regional training of trainers took place at the beginning of October in Cartagena, Colombia. 16 instructors attended the training coming from Colombia, Venezuela, Peru, Dominican Republic, Argentina, Panama and Guatemala, thereby making the exchange in the workshop very fruitful. International master trainers Angelica Bayo and Fernando Ruiz headed the 3 day workshop which covered topics including the structure of the 6 day Empretec traditional training workshop, Empretec for intrapreneurs, Empretec’s new product, “Empretec +” for micro entrepreneurs, and strengthening instructors interview selection skills among others.

**5th Global Entrepreneurship Monitor Research Conference**

Colombia hosted in Cartagena the 5th Global Entrepreneurship Monitor Research Conference. All trainers were able to attend the launch of the conference where UNCTAD presented its work on entrepreneurship policy and CAFAM presented the Empretec activities in Colombia.
**Jair runs an enterprise called “Calzado Osorio” in the footwear industry. While participating in the Empretec Programme, Jair aimed at learning business skills in order to implement them in his own company. Despite the high quality of his products, Jair lacked self-confidence in offering them to customers. Instead of looking for customers, Jair believed that customers would have to come to his business. After the Empretec programme, Jair’s entrepreneurial behaviour changed significantly. Today Jair asserts that he still believes in this new way of life and that the sales of shoes have doubled due to the change in his behaviours, notably self-confidence. In addition, after the Empretec programme, Jair started to seek new opportunities and to better plan business activities. In fact, Jair has planned every step for the growth of his enterprise, thereby not leaving any business activity to chance.

“Empretec changed my way of thinking and made me feel and behave like a real entrepreneur.”**

**Jakeline and Adolfo heard of the Empretec programme, they were working in a public-private enterprise and helping entrepreneurs to start technology-based businesses. Yet, they realized that in order to strengthen the entrepreneurial capacities, there was a need for intervention. At this time, Jakeline and Adolfo did not have a clear understanding of what that would be until they got to know Empretec.

“When we participated in the Empretec workshop, our lives changed,” Jakeline and Adolfo state. In 2005, many years after the Empretec workshop and after two years of preparation they founded the private organization “Fundación para la Innovación”, which offers advisory services and entrepreneurial capacity-building focused on innovation. The team of Fundación para la Innovación consists of five team members. Two of them work full time on the advisory and capacity building projects. Jakeline and Adolfo have developed a portfolio of innovative products and services as well as important alliances which make their organization one of the leading Colombian organizations in the area of advisory for innovation. “We believe that Empretec was the seed for the benefits which our country is reaping now,” they affirm.

“Empretec spread the entrepreneurial spirit. Today, we are entrepreneurs and run an ambitious enterprise. In doing so, the company benefits from a network of contacts and alliances which have allowed us to grow and offer our products and services in various markets.”**
**Products and Services**

- Training
  1. ETW
  2. ITW (Intrapreneurship Workshop)
  3. Training for Microentrepreneurs
  4. Women Entrepreneurship
  5. Youth Entrepreneurship (to be implemented in 2012)

- Access to short training courses and events
- Information services

**Highlights of 2010/2011**

**Intrapreneurship Training Workshop**

Empretec RD has launched an Intrapreneurship Training Workshop for the key managers of the multinational holding Notions Dominicana, which consists of five companies. Through the training, Notions key staff was able to enhance productivity of the holding and adopt a more proactive approach to business, which resulted in an increase in exports. Empretec RD received excellent feedback from the general manager of Notions who said that his staff received a boost in motivation.

**Launch of training for small banana farmers**

Organic banana production is an important sector of the Dominican economy and bananas constitute one of the main exports of the country. In 2011, Empretec RD has launched a training programme targeted at microentrepreneurs from the three regions Valverde, Azua and Montecristi that are in the organic banana growing business. The project, which has been conducted in collaboration with the MDG Achievement Fund, was logistically challenging, not only because producers were dispersed in three different regions but also due to the low level of literacy amongst the participants which required an adjustment of the Empretec training methodology.

**Launch of collaboration with the Progresando Programme**

Based on the successful collaboration with the First Lady Dr. Margarita Cedeno de Fernandez for the Women in Business Award 2010, Empretec RD has launched a cooperation with the Progresando Programme in November 2011. Beneficiaries of the Progresando Programme, which promotes the development of families in extreme poverty and was initiated by First Lady Dr. Margarita Cedeno de Fernandez, had the chance to participate in two Empretec Trainings.
CONSULTORA PROCESO
Mayra Holguin

Due to a fire in her company’s office in 2003, Mayra’s consultancy Consultora Proceso had to suspend its business activities temporarily. Seeing this disaster as an opportunity, Mayra decided to establish a virtual office. In addition to her consultancy, she opened a production company that came up with the concept of “Business Center”, which is today a popular show running on TV. Even though Consultora Proceso moved back into a physical office in 2011, Mayra emphasizes that she was able to continue and even expand her business despite the challenging situation. The company even managed to double its revenue within that difficult time. “90 per cent of our staff is female and women do not only work as consultants but also in the management team. My ambition is to strengthen the linkages between female entrepreneurs on the regional and the national level in the Dominican Republic and I was holding the position of the President of the Dominican Association of Women in Business from 2008 to 2010.” Consultora Proceso was nominated for the “Best Consultancy of the Year” in 2008 and for the Excellence Awards in 2011. “Through the EMPRETEC training, I managed to change my personal and entrepreneurial attitudes and to develop my entrepreneurial potential. Moreover, EMPRETEC motivated me to go a step further and I developed the reality show ‘Nace un Emprendedor’. Additionally, I finished writing the book ‘Comunicando con Gracia’ and I started to write the book ‘Nace un Emprendedor’ which I hope to publish this year or at the beginning of next year. Audience of my TV Programme ‘Buenos Negocios’, which also promotes Empretec, has grown significantly and will soon be broadcasted on radio.”

SIM, SOLUCIONES INTEGRADAS DE MERCADEO
Yissel Diaz
www.clubmadreybebe.com.do

Using the knowledge and expertise, Yissel gained through her personal experience of being a mother, she decided to establish SIM to share her passion and to help other mothers. The “Club of Mothers” is a website that offers information for future and existing mothers in regard to all issues related to the upbringing of children and the role of a mother. Women can sign up at the website for free, revenue is generated through selling advertisement space for products and services that target mothers specifically. Two years after Yissel started her business she heard about the Empretec Programme and decided to take part in the training. She says that within two weeks, the training enabled her to identify the principal characteristics of an entrepreneur and to improve as an entrepreneur. “At the Empretec training, I strengthened my entrepreneurial behaviours and I learned how to incorporate these into my daily work. This has led to a significant improvement of my business and has enhanced my staff’s performance. Moreover, I highly benefit from the knowledge of other entrepreneurs who I am in contact with since the training. The Empretec Programme has been an excellent way to learn more about being an entrepreneur.”
Name of the Centre: **CONQUITO**

Name of the Director: **Sergio Ochoa**

Email-address: sochoa@conquito.org.ec

Website: [www.conquito.org.ec](http://www.conquito.org.ec)

Year of Inception: **2010**

Staff Members: **60**

Number of Entrepreneurs Trained since Inception: **217**

**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

**Highlights of 2010/2011**

**5 ETWs and 2 Empretec National Trainers**

In 2011, two new Empretec trainers were trained and certified during the first four ETWs held between January and February. A fifth ETW, fully handled by the two certified national trainers was then organized in March 2011.

**Linking buyers and sellers**

In 2011, CONQUITO organized the “COMPRA – VENDO” workshop which aims at connecting people to build business networks and allows them to offer their products and services. In addition, CONQUITO trained representatives of various sectors of Ecuador’s society, for instance Albaluz Blind Foundation, CADEC Artisan Community Development Corporation, COAGRO Foundation, and Pre-Crafts Association. On its website, CONQUITO promotes products and services and enables users to network by providing business contact.
**Success Story**

**M&S COMPU SOLUTION; ASO MUJERES LUMBISI; BALL THREE**  
María José Vicuña

María runs four businesses in a small Ecuadorian community which are focused as much on the social needs of her neighbours as they are on turning a profit. M&S Compu Solution, founded in 2003, offers Internet access and a wide range of information-technology services, including the sale and maintenance of computers. It distinguishes itself from several competitors by staying open on Saturdays and Sundays from 9 a.m. to 9 p.m., by “treating customers like family members,” and by offering services valuable to the community. The firm’s sales doubled between 2008 and 2010.

Aso mujeres Lumbisi is an organic farm where vegetables and fruits are grown without chemicals or fertilizers in partnership with 26 local women, most of whom are over age 60 and some of whom are disabled. The work gives them a constructive role in the community, helps to re-establish their self-esteem, offers the sense of working in harmony with the environment, and provides income, deposited each month in a savings bank, that serves them as financial security in case of illness or other problems. “We improve their own and their families’ food security.” The prices for the produce sold by the farm “are fair and we do not use intermediaries.” Ball Three is an enterprise based on two soccer fields which are rented for use and on the sales of snacks and on the organization of soccer tournaments. Because of a shortage of public recreation space and limits on membership to local sports clubs, the firm is valuable for providing sports, social cohesion, and family activities to the community. “I create a space to entertain people in a healthy way by doing sports or developing other skills.” Ball Three’s sales figures tripled within one year. María also operates Criader Artesanal de Cerdos, a pig farm where “the animals are very well bred and fed organically. We prepare marinades, side dishes, and bake pork using a wood oven.” Overall, María’s revenues have increased by 35 per cent over the past three years. She credits Empretec for teaching her “to accept my mistakes, to plan, and to organize myself and other people. It helped me to get a view of what was really important to me, and my character improved.” Among María’s goals are to expand the production of the organic garden, build a warehouse to store organic produce, rebuild the cybercafé, and expand the pig farm from two breeding sows to five to ensure continuous production of meat. “I learned to believe that everything is possible as long as I search for information and for the necessary advice, and as long as I set the goals I want to reach, not just letting myself be taken by the wind.”
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

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**Products and Services**

- ETWs: Intrapreneur, SMEs, Young Entrepreneurs, Microenterprises
- Women in Business
- Sustainability Projects
- CSR Training
- Mentoring Training Workshops
- Entrepreneurship talks at universities

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**Highlights of 2010/2011**

**Sustainable Communities Project**
In 2011, Fundemas organized Empretec Workshops in the course of the Sustainable Communities Project. Within the project “Enterprises and generation of employment” capacity building sessions take place, e.g. business planning and finance. The project aims at stimulating entrepreneurship and creating jobs in 9 communities in Colonia Escalon.

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**Corporates Social Responsibility (CSR)**
With the aim to improve the competitiveness of small and medium enterprises (SMEs) in El Salvador, Fundemas provided enterprises with tools to implement practices of Corporate Social Responsibility (CSR), e.g. CSR practices in El Salvador, business ethics and advisory on legal concerns.

Therefore, Fundemas organized CSR Committees, executive fora, and working groups for various sectors. At these meetings, Fundemas stressed the importance of CSR and highlighted CSR as a tool for SMEs to develop new markets.

In cooperation with InWent, Fundemas organized a project in order to strengthen the competitiveness of SMEs in Central America.
ALBACLARA S.A. de C.V
Rocio Borjas de Alfaro

ALBACLARA is a family business which offers green outdoor activities in El Salvador. Customers benefit from the panoramic beauty, typical Salvadorean cuisine recipes, contact with horses and their important psychotherapeutic value, and the great cultural richness of Panchimalco. The services offered by ALBACLARA to tourists, institutions and Salvadorean families range from horse riding lessons to events for families and summer camps for children. ALBACLARA has caused an important social and economic impact in the area, particularly for the women working at ALBACLARA. These women have now become the principal sources of their household’s income. Today, ALBACLARA has 8 permanent and 22 seasonal employees. The EMPRETEC Programme has been crucial to ALBACLARA’s success. In particular, “the workshop provided me with a dose of attitude and know-how to take on challenges,” Rocio says. With the participation in the EMPRETEC Programme, Rocio had the opportunity to receive the “seed capital prize”, which allowed ALBACLARA to obtain visibility. Four years after having started this endeavour, Rocio now reaps the benefits of this business. In addition, she seizes new opportunities to establish complementary businesses. Recently, ALBACLARA established a new enterprise which sub-contracts tour operating services.

“Being part of a network of Empretecos allowed me to reinforce the dose of enthusiasm which is required to take on a business”

AURORA
Maria Carlota Guevara

AURORA is currently the only enterprise in El Salvador which offers a comprehensive environmental management programme for inorganic waste. The company monitors and quantifies what it collects, and, based on standards of the Ministry for the Environment, enables its corporate customers to certify themselves as “green” businesses. The firm began with a starting capital of US$15. With a two-year business incubator grant from FUNDEMAS, AURORA obtained a permit from the Ministry of the Environment allowing it to dispose of waste and also authorizing it to give training sessions on environmental responsibility to Salvadorean companies. The company began with two permanent employees and as of 2011 had six permanent and 10 seasonal or temporary workers. A challenge has been a 2008 Salvadoran law prohibiting the export of corrosive metals and setting up a monopoly arrangement that excluded AURORA from a potentially lucrative export market. “We quickly had to adapt and dedicate ourselves to exporting other types of waste and search for other markets in Central America”. AURORA now has 13 buyers for the waste it collects – 10 domestic, and three international. Maria attended the Empretec workshop in March 2010 on developing entrepreneurial capacity and says, “My entrepreneurial live has two phases: before Empretec and after. Before, I wasted numerous opportunities I had in front of me and didn’t recognize.” She says that through working more effectively with support networks and through taking advantage of strategic networks, “in the eyes of our clients and buyers, we have become a trustworthy source of waste disposal, with personalized service, professional attention, compliance with our delivery dates, regular pickups, qualified personnel, and guaranteed adequate clearing and transport.”

“Our mission is to free El Salvador from solid, inorganic waste, which is polluting the environment, by recycling it. In this way, it also generates a source of employment.”
Name of the Centre: 
Enterprise Center Ethiopia

Name of the Director: 
Solomon Wole Desta

Email-address: 
solomon.wole@yahoo.com

Website: 
www.fundemas.org

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 counseling, intrapreneurship, production control and management, INCOTERMS, export management and training of trainers courses.

- **Research:** e.g. the role of private sector on women economic empowerment, micro and small enterprise development constraints and policies in Ethiopia, application of Kaizen methodology in the Ethiopian metal working and engineering industry sector.

- **Consultancy:** institutionalization of the Kaizen-based performance improvement system, strategic business planning, business process re-engineering, production management and time study.

Highlights of 2010/2011

**Integrating Empretec and Kaizen methodologies**
Enterprise Center Ethiopia (ECE) has launched the Kaizen programme in the metal working and engineering industry sectors in collaboration with the Graduate Research Institute for Policy Studies of Japan. The programme involved classroom lectures, Empretec workshops and onsite training. Kaizen was offered to 75 enterprises in the presence of Ministers and Ambassador of Japan to Ethiopia. The pilot programme, that lasted for 120 days, offered a new opportunity for ECE to combine Empretec with Kaizen methodology. Encouraged by the successful initiative, ECE has decided to include the programme as its mainstream activity.

**Workshop on “Capacity Building to Support the Development of SMEs: SME Network and Business Linkages in Africa”**
ECE organized an event with 34 SMEs on the need to create networks and linkages among them and to foster partnerships. The event laid the ground for their participation in the workshop on SME network and linkages in Africa, co-organized by UNCTAD and UNECA. In cooperation with InWent, Fundemas organized a project in order to strengthen the competitiveness of SMEs in Central America.

**E-mentoring platform presentation session**
37 Ethiopian entrepreneurs attended the presentation session of the ATDF e-mentoring platform, which aims at matching local entrepreneurs with senior experts in Switzerland. Potential mentees learned how to fill in their profiles on the website and received a comprehensive presentation of the initiative supported by UNCTAD.
**TSEGAYE BEKELE GENERAL METAL WORK**  
**Tsegaye Bekele**  
Established in 2005  
ETW taken in 2010

Tsegaye values his participation in the Empretec/Kaizen training programme a lot. Empretec enhanced his potential entrepreneurial competencies. As a result, he changed his attitude of taking “business as usual”; and started to see every customer as unique and requiring special attention. The Kaizen methodology allowed him to practically implement the 10 competencies he learned in the Empretec training. He has now a clean and orderly workshop, motivated management staff, and employees. A culture of performance improvement and customer handling has been created. The result was fantastic. Waste, which was over 5 per cent before the application of Empretec/Kaizen, has now been reduced to less than 1 per cent. His business’ output has increased by more than 150 per cent. He plans to relocate the current premises to a bigger and more conducive location in a year’s time.

“Since the combination of Empretec and Kaizen are important for the development of entrepreneurial competencies, the two need to go hand in hand. Hope ECE will reach other entrepreneurs with this training products as well”

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**RICHARD HENTZ AND FAMILY PLC**  
**Rita Altaye**  
Established in 1961  
ETW taken in 2010

The company run by Rita specializes in fabrication of spare parts for vehicles and has been operational for over 50 years. It is now managed by a third generation manager. The company, started by a foreigner, prided itself for efficiency and quality, serving a niche market. Within a day of the Empretec workshop, she realized that a lot needed to be done to be an entrepreneurial manager. Using the competencies and production management skills acquired from the Empretec and Kaizen methodology, the company has doubled its sales and plans to expand its services to a larger market.

“The Empretec and Kaizen methodology shatters the myth that business is a matter of experience and technical know-how. It is a function of the practical application of entrepreneurial competencies and performance improvement endeavours that matters for business growth and excellence.”
Name of the Centre: EMPRETEC Ghana
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: 20,000

01 Products and Services

- Provision of Entrepreneurship Training Workshop
- Provision of Management Training Programmes
- Market Research
- Business Plans
- Application of ICT in management of enterprises
- Specialized capacity building programmes towards exporting for the Garment industry
- Specialised management programmes in Oil and Gas Risk assessment and management for the Insurance industry.
- Entrepreneurship training for women micro and small scale entrepreneurs
- Project Management for donor agencies

02 Highlights of 2010/2011

Launch of a training for the Ghanaian oil industry
In collaboration with a consultancy company in Nigeria, Empretec Ghana developed a training programme for the insurance industry in Ghana. Ghana has recently found oil in commercial quantities and started exploitation. Since the industry is new to the country and insurance is an essential component of it, Empretec Ghana saw the need to build the capacity of the players in the industry to enable them understand it and take advantage of the opportunities therein.

Consequently a training programme has been developed that seeks to enhance understanding of the industry and its risk factors. Additionally, it contains an element of efficient management of the risks. The programme was launched in August 2011 with the participation of actors from across the insurance industry and some banks. The initial launch was successful and the training programme received positive feedback. Gradually, it could become one of the key products of the Centre.

Presentation of UNCTAD’s Entrepreneurship Policy Toolkit
Empretec Ghana and Friedrich Ebert Stiftung, a German political foundation operating in Ghana, have pooled their resources together to review UNCTAD’s Entrepreneurship Policy Toolkit at a joint session in December 2011. A group of experts applied the framework to identify issues to integrate into the Ghanaian Private Sector Development Strategy.
WINGLOW CLOTHES AND TEXTILES LTD
Awurabena Okrah

Winglow Clothes & Textiles Ltd produces quality embroidered fabrics and garments for a niche market among the Ghanaian middle class. Winglow services range from embroidering fabrics with traditional Ghanaian motifs, tailoring custom-made clothes and providing training for tailors and dressmakers. Awurabena established Winglow in 1986, today the company has 18 employees and accounts for about to 30 per cent of the market for embroidered fabrics and about 1 per cent or less for the market for custom-made garments.

Awurabena’s long term goals for her company are to gain a foothold in the export market and to become an established training centre for young tailors and fashion designers. By this, Awurabena wants to contribute to the development of the Ghanaian fashion industry, which is still at an infant stage.

“After the workshop, I was able to develop and articulate a clear vision for my company, which allowed me to improve my managerial capabilities. I became aware of the need to make deliberate efforts to expand the company’s market base.”

ANOMABO BAKERY
Daniel Ansah Jnr.

In 2009, Daniel was sent to the Empretec programme by his mother who had a small bakery but could not take the training as she could neither speak nor write English. Daniel’s mother wanted him to take the training so he could teach her afterwards. Daniel was, however, so inspired by the training that he decided to open up his own business. After the training, Daniel says, he started scanning the environment for business opportunities and realized that most bakeries in and around Anomabo township obtained their ingredients from retailers who bought their supplies in the nearby city of Cape-Coast. Daniel decided to open a trading business that would buy the supplies directly from wholesalers in Accra, which gave him the opportunity to buy larger quantities at a lower price. To get the money for his first supply, Daniel sold his old car before he started his business within his mother’s shop.

After one year of successfully operating with his own capital, Daniel felt the need to expand. He approached his bank, which had facilitated his participation in the Empretec training, and they granted him a loan, which enabled him to move to his own premises. Recently, Daniel has further expanded his business and bought machines to mill flour and corn for bakeries in Anomabo. Today, Daniel employs 4 people. “The Empretec training opened my eyes - I had never imagined the possibility of starting my own business before this training.”
EMPRETEC ANNUAL REPORT 2011

Guatemala

Name of the Centre: ASOCIACION DE GERENTES DE GUATEMALA -AGG-

Name of the Director: Alvaro Urruela Aycinena

Email-address: aurruela@agg.org.gt

Website: www.agg.org.gt

Year of Inception: 2001

Staff Members: 3

Number of Entrepreneurs Trained since Inception: 3,673

01 Products and Services

- Business Planning for entrepreneurs, business leaders, NGO’s, women, young graduates
- Accounting for entrepreneurs, business leaders and NGO’s
- Entrepreneurial advisory services for entrepreneurs, business leaders, NGO’s, and women
- Financial training courses for NGO’s
- Financing projects for entrepreneurs, business leaders, NGO’s
- Wealth management and Financial planning for entrepreneurs, business leaders, NGO’s, and women

02 Highlights of 2010/2011

Proposal for a Master degree in Entrepreneurship
In cooperation with Universidad Mesoamericana, AGG intends to launch a master programme focused on entrepreneurship in 2012. This two year programme will include topics such as Finance, Human Resources, Legal fundamentals, Technology and Information Systems, and Marketing. In addition, AGG aims to include the EMPRETEC Programme as part of the degree’s requirements.

Manager of the year award
For many years, AGG has been acknowledging good business and entrepreneurial practices. In 2005, AGG created an award which recognizes the effort made by outstanding men and women in the business world. The award ceremony takes place in November and distinguishes between three categories: manager of the year for business growth, manager of the year for innovation, and outstanding business manager.
The Cooperative KaKa Ticonel is an agricultural community in Guatemala which cultivates blackberries that are exported to the United States market. The cooperative is made up of a Mayan ethnic group of the Kaqchiquel people. In 2001, 26 Kaqchiquel Mayan entrepreneurs established the cooperative to cultivate products such as corn, beans and peas. However, the market for these products had become saturated in 2006. Thus, the cooperative decided to introduce a new product, blackberries. This change proved to be successful as agricultural export companies soon wanted to purchase the cooperative’s entire blackberries production. Yet, the companies required the cooperative to be accredited with an international export certification. A loan by a government institution enabled the cooperative to acquire the required certification. Moreover, this certification allowed them not only to sell their blackberries to companies within Guatemala, but also to export directly to the United States market.

Prior to the Empretec Programme, the cooperative lacked fundamental business skills and was looking for business advice. In 2009, AGG designed a project in which all members of the cooperative would participate in an integrated entrepreneurial training programme. This training included topics such as finance, entrepreneurial competencies, marketing, negotiation and how to meet export requirements. In addition, at the end of the programme the participants obtained the “Best practices in Business Management” Certification.

Since the Empretec Programme, the development of the enterprise’s business indicators has been impressive. The total value of the production has increased from 1,400US$ to 156,000US$, thereby raising the profit of the company from 1,000US$ to 78,000US$. AGG continues to support the cooperative by providing administrative, accounting, and technical assistance to improve the cooperative’s production.

“We are very proud to be a part of the Empretec training programme. We have the potential to be anything that we want to be.”
01 Products and Services

- Entrepreneurship Training Workshop
- Supply Chain Management Programme (ITC)
- Venture Out! For Women Programme
- Technical Capacity Building for Agroprocessors
- Business Advisory Services

02 Highlights of 2010/2011

Venture Out! Programme for Women
Given the success of the 2010 programme, Empretec Guyana and Republic Bank collaborated for the second successive year in the hosting of the Venture Out! Programme for Women Entrepreneurs. With full sponsorship from Republic Bank Ltd., the leading commercial bank in Guyana, Empretec Guyana was able to expose 265 women entrepreneurs from five (5) regions to the basics of running their businesses in an entrepreneurial manner between 2010 and 2011.

Supply Chain Management (SCM) Programme
Following the successful hosting of its SCM Roundtable in July 2011, Empretec Guyana is gearing up for the intake of the second batch of participants in the International Trade Centre’s (ITC) Modular Learning System in Supply Chain Management (MLS-SCM) Programme. The programme is being facilitated by professionals in the field of supply chain management who have themselves been trained by the ITC and have secured passes at all levels of the programme. Employees of ten (10) private and public sector entities are currently enrolled in the first batch of the International Certificate Programme.

2-day Business Networking regional workshops
To facilitate new business linkages among local entrepreneurs, business people from the Caribbean Community and Empretec Guyana, a 2-day “Empretec Business Networking Challenge” took place in October and November 2011. Some 50 entrepreneurs have been introduced to the Empretec methodology, with a focus on coaching and group activities on entrepreneurship skills development as well as group work on the development of a business networking proposal.
ROXY’S FASHION & GENERAL DESIGNING
Roxanne King

Roxanne’s love for sewing started when she was just 7 years old. As a young adult she started dancing as a hobby and began sewing dance attire for herself. In the year 2000, she registered a small sewing establishment covering 2 stalls at a local ‘flea’ market out of the need to generate income for herself and her family. After her encounter with the Empretec Programme in 2003 she realized the various possibilities of creating/developing the market for her sewing to include gym wear, school uniforms and various types of clothing mainly for women and children. In particular, instead of literally “waiting on clients to call” she actively revised her business strategy specifically going after niche markets and paying attention to improving product quality. As a consequence of the ensuing growth of the business, she was able increase the number of stalls to 5 resulting in a much bigger clientele that included contracts with schools, churches, gyms and athletic clubs. She was also able to employ more people.

Roxy’s success as a result of participating in the Empretec Programme can be attributed to an intentional change of attitude following the recognition of her personal entrepreneurial competencies (PECs). She ascribes this success to “thinking outside the box”, listening more to clients, observing other businesses, running more aggressive marketing and getting increased confidence. Consequently, she was able to increase her sales by over 250 per cent! She is currently working towards pursuing much larger business ventures.

“Given my exposure to Empretec I have learnt that as long as a viable opportunity can be identified one can establish a business in any field.”
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 2010/2011

“Women’s Roadmap to Long Lasting Careers Forum”
Under the patronage of H.E. Ms. Hala Lattouf, the Minister of Social Development, BDC held the “Women’s Roadmap to Long Lasting Careers Forum” which aimed at enhancing women’s participation in the Jordanian economy and increasing women’s representation in the business sector and labour force. BDC partnered with UNCTAD, Business and Professional Women Association-BPWA, ILO, and Thunderbird School of Global Management to implement this pioneering initiative. Participants discussed the profile of successful women, obstacles women face and the role of mentorship in encouraging women and providing them with guidance and support.

Executive Training Programme “Leading from the Center” in Partnership with DUKE CE
Represented by H.E. Eng. Yarub Al-Qudah, CEO of Jordan Enterprise Development Corporation, and under the patronage of H.E. Eng. Amer Haddidi, the Minister of Industry and Trade, the Business Development Center launched a custom training program me for CEOs and SME owners. It was implemented through a partnership between the USAID-funded Tatweer Project and Duke Corporate Education (DUKE CE), the number one provider in the world for custom training programmes. “Leading from the Center” programme has been consistently rated among the best in the world, and is taking place for the first time in Jordan. The programme consists of 2 pillars: “Translating Strategy into Action” and “Building Effective Teams”.

BDC in Saudi Arabia
More than 400 participants attended an orientation session held on April 4th and delivered by BDC in cooperation with the Chamber of Commerce and Industry of Saudi Arabia. During the event, Mr. Nayef Stetieh, Director of BDC-Empretec Jordan, presented a reflection of the importance of Entrepreneurship emphasizing examples of entrepreneurs who started in small scale but managed to succeed in business.

The Business Development Centre hosted the Global Entrepreneurship Week 2011 in Jordan
Success Story

AUTOMOTIVE TECHNOLOGY ACADEMY
Ahmad Aqel

The Automotive Technology Academy, founded in 2002, was the first centre in Jordan providing training in the automotive industry and aiming at the reduction of unemployment among graduate students by filling the gap between academic learning and practical application. Despite being considered an infant industry, Jordan’s automotive industry offers a huge potential in this dynamic and developing sector. The Automotive Technology Academy identified the need for skilled and innovative workforce in order to boost the automotive industry in Jordan. Ahmad, General Manager of the Automotive Technology Academy, not only filled the technology gap in the industry, but he offered trainings to the poorest, thereby giving them the possibility to be actors of Jordan’s economy.

The Automotive Technology Academy aims to change the way the youth is envisaging the future. While establishing the centre, Ahmad had to face many challenges. For instance, at the beginning he was lacking time management and was not seizing unusual opportunities to grow his business. However, he was determined and persistent. “I felt my mission was not accomplished, therefore I decided to attend the Empretec Training Workshop”.

By improving Ahmad’s skills and entrepreneurial behaviour in taking calculated risks and seizing opportunities, the training was imperative to the success of the Automotive Technology Academy. After the Empretec Workshop, the centre has increased the staff from 3 to 18 employees. With a customer base up to 10 times higher than before the workshop, profit increased by 30 per cent. In addition, Ahmad expanded his business and included a service department, thereby providing additional revenue to the company.

More than 2,000 students have graduated from Ahmad’s centre and all are employed. As a result of the high quality training they received, some of them even succeeded in starting their own businesses.

“The training helped me to realize the importance of taking calculated risks and seizing opportunities. I also learnt how to deal with customers in a professional way.”
Name of the Centre: Empretec Mauritius
Name of the Director: Sanjay G. Mungur
Email-address: info@EmpretecMauritius.org
Website: www.EmpretecMauritius.org
Year of Inception: 2000
Staff Members: 18 & 37 (Associates/Part Timers)
Number of Entrepreneurs Trained since Inception: 12,452 (out of which 342 followed ETW)

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 vulnerables, poverty alleviation
- Environmental and sustainable development: EMS best practices, renewable energy
- SME support: business development, access to finance, clustering, franchising
- Trade, investment facilitation and regional integration: business

Highlights of 2010/2011

Strengthening the Textile & Garment Supply Chain
Empretec Mauritius (EM) has supported 112 textile enterprises in Ethiopia, Ghana, Madagascar and Mauritius through capacity building and technical assistance activities to improve their productivity, quality, merchandising, marketing and supply chain performances to enhance their competitiveness. A ToT workshop with follow ups was conducted in each country. 600 participants trained, 35 specialized workshops for textile and garment manufacturing, 2 regional/international events for promoting trade, innovation & marketing.

ETW for green entrepreneurship
Entrepreneurs in Mauritius, Madagascar, and Tanzania were helped to adopt new and well-defined greener practices and work methods to minimize human impact on environment, particularly the coastal and marine resources. 17 customized workshops were conducted for 253 entrepreneurs. Successful entrepreneurs having adopted green practices were showcased.

MSME development and supply chain integration
The Association of Mauritian Entrepreneurs was assisted in devising and implementing its CSR plan to:
- engage the business community in social responsibility towards their workers, and micro and small businesses in the region;
- provide mentoring and business facilitation services to 200 MSMEs, potential entrepreneurs and women entrepreneurs to assist them developing their full potential as suppliers or clients; and
- linkages of 80 MSMEs into value chains (raw materials)

Fundraising for the Empretec Africa Forum: Empretec Mauritius facilitated contacts with donors.
L'INATTENDU LTD
Aline Wong

Aline is one of the most successful women entrepreneurs in Mauritius. She has been highly innovative and has worked hard to carve a niche for her enterprise, L’Inattendu Ltd—a garment manufacturing company, in a challenging international environment. Following the ETW and supports by EM, Aline has been able to improve her business (productivity and quality level) and launch her own design and trademark LiN in 2010. Furthermore, she has been able to secure markets in Europe, South Africa and Reunion (France) for exports. Her products are also available on the market in Mauritius and sold through own outlets. Her company employs 67 workers; it has a production capacity of 30,000 units per month, and a turnover of 1.5 million Euros. Each collection consists of T-shirts, leggings, dresses, skirts and tops. Both woven and knit fabrics are used and the garments are fitted with accessories, which contribute to convey the brand image. Aline is also highly supportive of small and medium enterprises and women entrepreneurship in the country. Besides leading a successful enterprise, she devotes much time to assisting vulnerable groups. She has been President of “Association Mauricienne des Femmes Chefs D’Entreprises” (AMFCE) from 1998 to 2001. She has been Commissioner for the African programmes for Femmes Chefs D’Entreprises Mondiales (FCEM) since 2003 and a Member of the Steering Committee of FCEM since 2009.

“Where there is a will, there is a way: be confident and dare!”

CHEE LI CHOP CO. LTD
Margaret Pan Sin

Margaret always dreamed to be her own boss and a great cook having inherited the great culinary talents of her mother and grand-mother. After her studies in Hotel Catering & Management in England, Margaret participated in the ETW in 2001 which acted as catalyst to launch her own business, Chee Li Chop, specialized in Chinese Food. In 2002, she started her business with 9 staff members. From 2002 to 2004, Margaret struggled to position her company in the local market, especially in creating awareness about Chee Li Chop’s mission to provide high quality quick service chinese food. During the initial phases, Margaret had to deal with problems such as financial matters, legislation/regulation, family problems, lack of skills, and fear of failure. However, her visionary and strong leadership skills helped her to solve these problems. In 2009, Margaret established two new enterprises: Scoobidoux Ltée and Bricemarc Ltd. In 2010, she reorganized her business by introducing new technology. She increased her market share by opening a second outlet of Chee Li Chop. Currently her company employs 30 employees and has a turnover of around 750,000 Euro. In 2011, Margaret has been elected WOMEN ENTREPRENEUR OF THE YEAR. This yearly competition is organized by the Mauritius National Entrepreneurs Council.

“The ability to place your dreams above your fears is your winning formula!”
EMPRETEC ANNUAL REPORT 2011

Name of the Centre: Enterprise Mozambique Foundation

Name of the Director: Evaristo Jordão Vilanculos

Email-address: jrdvilanculos@yahoo.com enterpri@virconn.com

Website: www.EmpretecMauritius.org

Year of Inception: 2000

Staff Members: 10

Number of Entrepreneurs Trained since Inception: 1,182

Products and Services

- Entrepreneurship Training Workshop (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 trade fairs assistance

Highlights of 2010/2011

Agribusiness business linkages development programme for SMEs and the corporate sector

Under the patronage of UNCTAD and FDC, one of the most important Mozambican national NGO dealing with the sustainable community development, Enterprise Mozambique Foundation (EMF) partnered with APDG, a Gaza Province NGO, on the implementation of a pioneering initiative to foster commercial agribusiness in the Gaza Province. Some 50 selected entrepreneurs were involved in this initiative; they received training and assistance with the preparation of their business and action plans as well as mentoring during the whole 2010. In Rotanda, Manica Province, EMF is implementing UNCTAD’s Business Linkages Programme with smallholder farmers and CDM (a brewing company, subsidiary of SABMiller) on barley production. 2010 was a very promising year, which allowed EMF and farmers to expect an even more productive 2011 (a few hundred Tons of barley in 2011 from about 100 smallholder farmers).

The expectation is to reach over 1,000 Tons in the near future, so that the installation of a barley processing plant in the region could be envisaged by CDM.

Women Entrepreneurship Development programme

EMF was selected by ILO (International Labour Organization) Maputo, as the lead organization to deliver a programme to foster women entrepreneurship in three regions of Mozambique (North, Centre and South). The programme started in 2010 and continued during 2011, involving about 100 women who were selected for a training programme and assisted with the formulation of their business action plans. The implementation of all the plans were then monitored for a one year period. The main objective of the programme was to encourage and support women in creating or expanding their business, with the goal to make them successful role models to be emulated.
IBAVET
Isabel Maria Ferreira Lopes

Isabel Maria is a veterinary surgeon. She started her career with some public institutions for a few years after she graduated at the University. It was during this time that she envisioned a business opportunity in the area of veterinary technical assistance.

The first working team was formed basically by the company partners and two or three hired employees. Staff gradually grew up to the 72 employees currently working with her. Today, IBAVET has two veterinary assistance units in the cities of Maputo and Matola. The company also has a factory which produces animal feed and a big industry selling chicks for poultry farming.

In Matola, IBAVET has a mini-zoo which is used as a tourist attraction and a showcase for the services offered by the company. Next to the mini-zoo, IBAVET also opened a restaurant. The owner’s participation in the Empretec Training Workshop turned to be very useful as it helped her to systematize her business experience and to put into practice her vision about IBAVET future in daily activities. Using the entrepreneurial behaviours learned during the workshop and accessing the advisory services offered by Enterprise Mozambique, she focused her efforts in improving the company’s performance and consolidating the achievements obtained in the last 20 years.

“This year we celebrate the 20th IBAVET anniversary and the main reason for our success story, is because we truly trust each other and the whole team as a FAMILY! In our next step we want to build and let our legacy to next generations the set-up and the consolidation of the GREAT FAMILY formed by our Clients; our Suppliers and the IBAVET itself,” says Isabel.

COLÉGIO PARAÍSO LDA.
Chihitane Ernesto Magul

Chihitane is an agronomist by training. He started working as a teacher, then as an agro-industrial enterprise manager and recently as a top staff in commercial banking connected to the area of his main interest. It was in the course of these professional experiences that he was targeting the need to build his own business, which culminated in the establishment of Colégio Paraíso Lda., after his participation in a Empretec training in 2005. The first and greatest challenge was to find resources for the project. He started by selling some goods to raise funds for the construction of the crèche. The first income from the crèche was then reinvested in the creation of additional infrastructures which let the school expanding to all the classes at the primary education level. Presently, Colégio Paraíso has 700 pupils (450 at primary level and 250 in the crèche). Education is provided by 70 employees, including childhood educators; teachers; administrative staff and support services.

The Empretec workshop was of inestimable value; it allowed him to cope with adversities for such a challenging idea coupled with the meager initial resources he had in 2005. The training and mentorship received from Enterprise Mozambique was crucial for this business.

“Education and training of future generations was always my main passion because I believe it is the cornerstone for a fair and balanced society. On this belief I started my undertaking from scratch: the crèche first and up to the level where I am now! In the near future hundreds of students will be leaving from my school to go to the Universities. Many of them came here when they were just more than babies. This will be our contribution to a fair and balanced society”. 
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: **17**

Number of Entrepreneurs Trained since Inception: **3,000**

## 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 2010/2011

**FAAN Empretec Training Workshop in Lagos**

Empretec Nigeria Foundation offered a 6-days Empretec Training Workshop to FAAN. The workshop intends to support the company in creating sustainable structures in order to improve performance and efficiency.

**Productive Organization Culture Workshop in Kaduna**

In Kaduna, Empretec Nigeria Foundation offered a workshop for officers of the Department of Petroleum Resources of the Ministry of Petroleum. The workshop exposed the officers to new knowledge, competencies and motivation, thereby encouraging them to pursue the visions of the Department of Petroleum Resources and improving their performance.

**Supply Chain Management International Roundtable in Lagos**

The highly interactive event was designed to enhance best practices of Supply Chain Management in Nigeria. It featured local and international practitioners as participants and discussants. The forum sought to strengthen international competitiveness of enterprises in Nigeria whilst also introducing cutting edge trade development solutions to the private sector, trade support institutions and policymakers.
NO SURPRISES (EVENT ARCHITECTS)
Funmi Victor-Okigbo

Established in 2005
ETW taken in 2009

No Surprises designs and stages events—dinners, presentations, ceremonies, and celebrations—for corporations, the Nigerian entertainment industry, and non-profit organizations. “I wanted a complete departure from the conservative approach to a more radically trendy approach,” Funmi explains. The company seeks to establish a client’s “brand values”. “We have a team of experts with a refreshing approach to event management. We set out to change the way people think and feel about brands through creating unique experiences.” After six years in business, No Surprises has grown from 2 to 10 permanent employees, and it hires as many as 50 temporary workers. After taking the Empretec training, Funmi saw a growing demand for professional services for weddings in Nigeria and founded a second company called “The Wedding Company.”

“Through attending an Empretec training workshop in 2009, Funmi says she learned how to structure entrepreneurial competencies and most especially opportunity-seeking.” The workshop has also helped her to become much better at networking with other entrepreneurs.

INTELLIGENCE GATES & CHETECH ALIANCE PLUS
Ekpa Aniekan

While waiting for a job offer, Ekpa Aniekan started to offer tutorial services to about 20 students and sold chemical fragrances to Nigerian companies. After taking the ETW, Ekpa started to see the opportunities his two small businesses held and he realized that entrepreneurs were not born but they had to develop their competencies. He completely changed the management of his two enterprises and he renamed them — Intelligence Gates and Chetech Alliance Plus. He set goals for both enterprises and wrote a business plan for each. Intelligence Gates now employs 20 tutors and serves 200 homes, while Chetech Alliance Plus significantly expanded its services and increased its turnover by 50 per cent.

“Contrary to the myth that entrepreneurs are born, I realized after taking the ETW that, entrepreneurial competences can be developed.”
Name of the Centre: 
Empretec Panama Foundation

Name of the Director: 
Lourdes Navarro

Email-address: 
Lourdes.navarro@Empretecpanama.org

Website: 
www.Empretecpanama.org

Year of Inception: 
2000

Staff Members: 
6

Number of Entrepreneurs Trained since Inception: 
901

Products and Services

- Empretec workshop—6 days workshop (full day) or two weeks (half a day)
- Empretec workshops for Microentrepreneurs 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 2 day workshops on specific topics including team building, associativity and leadership.

Highlights of 2010/2011

MDG Programme

In 2010, together with UNCTAD, the Empretec Panama Foundation launched Empretec activities in rural Panama under the United Nations Joint MDG Programmes, “Entrepreneurial Network Opportunities for Poor Families.” A new Empretec product was developed particularly for the target population of this programme, namely rural women entrepreneurs in the crafts, agriculture, services and tourism sector in provincial Panama, with low levels of literacy. 10 Empretec workshops for micro entrepreneurs were delivered between 2010 and 2011 in the provinces of Coclé, Herrera and Santiago.

Partnerships and mentoring

Empretec Panama has also organized several activities in alliance with strategic partners. For example, in 2010, it organized an entrepreneurship awareness Forum for secondary school students in alliance with the Ministry of Education. In 2011, in cooperation with the Chamber of Commerce, Empretec Panama organized a breakfast Forum on Entrepreneurship, Mentoring and Social Responsibility, thereby raising awareness for Empretec. More than 60 entrepreneurship institutions attended the forum which featured Panamanian Empretec finalist for the Empretec Women in Business Award 2012, Melissa de León. In addition, traditional Empretec trainings have also taken place in Panama City, notably in alliance with the Chamber of Commerce as part of their yearly Entrepreneurship Project. In 2011, Empretec Panama forged an alliance with the NGO Vital Voices which runs a nationwide women mentorship programme, whose mentors and mentees now have the opportunity to benefit from the Empretec training as part of the process. The first Empretec workshop for women mentees was held in August 2011 in Panama City.

Training of trainers

Empretec Panama also had the opportunity to participate in a regional training of trainers which was held in Cartagena, Colombia in early October 2011. It was a great experience to be able to meet instructors from other regions and share experiences with other centres.
NARANJITAS
Adriana
Adriana is from a small rural area in the province of Herrera in Panama. She took the Empretec workshop in August 2011 as part of the alliance between the Empretec programme in Panama and the NGO, Vital Voices’s women mentoring programme. Her goal was to start a party decoration business. During the ETW, she realized that she had set this goal as a long term dream but didn’t have any concrete short term objectives to reach it. For her Business Creation Exercise, she decided to sell oranges and she did very well. In the last day of the workshop, as she planned her next goals in the “next steps” module, she decided her goal was to go beyond oranges and start selling other types of food. After the workshop, she then started a company called “naranjitas”. Many of her clients who she sold food to asked whether she also catered during parties. She then realized that this process that she had begun was a concrete first step towards her long term dream to start a party decoration company since food was very connected to parties. Only one month later, she now offers a range of services including food and party decoration within her Naranjitas company.

“Empretec allowed me to bring my dream from a fantasy to a concrete reality with short term objectives to move forward and make it happen.”

KENIA
Kenia Verdooren
Kenia is from Bijagual, Antón in provincial Panama. She took the Empretec training for micro entrepreneurs in October 2011 under the UN Joint MDG Programme, “Entrepreneurial Network Opportunities for Poor Families.” She produces beautiful local artisanal products, including traditional hair pieces and embroidered dresses for special occasions. She works from home and benefits from an artisanal certification by the Ministry of Micro and SMEs in Panama. Her main clients are music groups, schools and individuals interested in typical dresses and products. When she was interviewed almost one year after the workshops as part of an impact evaluation, the Empretec interview demonstrated that the behaviour that she developed most since Empretec were setting goals, persuasion and networking. She was able to obtain a micro credit of USD$390. Not only that, she also put herself an ambitious goal which she achieved this year, to be able to complete a diploma of tourist services by the Ministry of Micro and SMEs.

“Thanks to Empretec, I have achieved the goals that I have set for my business.”
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: 442

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 microenterprises (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.
- EMPRENDE 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

Young Entrepreneur Programme
In 2011, Empretec-IPAE implemented the Young Entrepreneur Programme promoted by the Ministry of Labour. The programme trained 1,000 young entrepreneurs in Business Ideas. 440 entrepreneurs formulated business plans and 74 entrepreneurs received seed capital to establish their business. In addition, Empretec-IPAE organized the National Business Planning and Ideas Competition in which 900 entrepreneurs in 5 cities participated. The three finalists of the competition received seed capital and investment advisory. At Empretec-IPAE’s business circle, 75 enterprises participated and managed to negotiate an amount of approximately US$ 162,525.

Accounting for entrepreneurs and microenterprises
An UNCTAD training was organized in November 2011 with the support of IPAE for owners and employees of micro and small enterprises with no or limited accounting knowledge. The training workshop content is based on the Guidelines for Small and Medium Enterprises (SMEGA) developed by UNCTAD. The training aims at enabling micro and small enterprises to understand the accounting flow, recognize transactions, elaborate financial reports and analyze these reports in order to assess business performance, and improve their results. It also provides information on the basic requirements of local funding institutions that microenterprises and entrepreneurs should meet when applying for funding.
For many years, the Peruvian market for music instruments for children has been served by foreign companies, importing often expensive music instruments. Suono Venturi aims at filling this gap and producing music instruments exclusively for children, from raising awareness to initial training and special training. Its instruments are small, colourful, tailored to children’s needs and adapted to the different methods of musical education.

In light of the fact that the instruments are produced following the customers’ requirements, the enterprise’s customers become co-designers. In 2008, Gloria Marisa started to implement her business idea, yet without the tools necessary to establish a business. “When I established a small workshop, I started to dream of my business. However, after a couple of months my machines and instruments were stolen. This experience reinforced my ambition to run this business despite any obstacle.” In order to establish the business again she worked as a teacher in three colleges and participated in two business planning competitions.

Since 2008, Suono Venturi has manufactured music instruments for children, mostly for educational purposes. The instruments are used for musical awareness raising and in primary schools. “We started the production of didactic tools in order to provide music education in a playful manner, for instance in the case of music notes which are highlighted in colour to facilitate the learning process for children.” This idea arose out of Empretec’s business idea competition in Peru which Gloria Marisa had won presenting this proposal. Going beyond the manufacturing of music instruments for children, there is plenty of ideas for new products. For instance, Suono Venturi is developing customized instruments for elderly people.

“Our instruments contribute to a society with children who are open-minded and social due to the pleasure that playing the instruments gives them. Playing music should not be an elitist activity. It is a pleasure to see that my instruments are used in the Empretec workshops. This helped me to understand that they can not only be used for musical purposes. Key to the success of my business is entrepreneurial behaviour, positive thinking and the respect the employees demonstrate for my leadership. There is a new challenge every day, yet we strive for excellence. Our success results from the combination of these factors.”

“The participation in the Empretec workshop was an enriching experience and strengthened my entrepreneurial skills. In addition, it enabled me to set goals and to persevere.”
Name of the Centre: AIPPIMM
Name of the Director: Alina Paraiala
Email-address: cabinet.presedinte@aippimm.ro
Website: www.aippimm.ro/categorie/centrul-Empretec
www.apar.biz
Year of Inception: 2003
Staff Members: 14
Number of Entrepreneurs Trained since Inception: 1500

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 2010/2011
Empretec Romania supports start-ups
During 2010/2011 21 workshops have been conducted, with over 800 graduates. Feedback was hugely positive and over 98 per cent of the participants have graduated. Also the programme has been linked to the agenda of START, a programme that has specifically and successfully facilitated financial support for young start-ups. All Empretecos have been supported to prepare business plans and apply for public grants in order to improve success of their business development.

Empretec expands in Romania
With constant support of Mr. Cristian Haiduc, the president of AIPPIMM, new areas of the country had access to the Empretec workshops. The RETW has been hosted in the counties of Tulcea, Bacau, Salaj or Mures for the first time. Our selection areas and the network have constantly extended. The business network of Empretecos has been settled and cooperation with UNCTAD has also improved over the last two years. Empretec trainers have also been involved in development of new SME support programmes and increase of support for SME’s was based on constant entrepreneurial feedback. Four presentations of Empretec have been organized in different areas of the country and the first all-together meeting of graduates has been completed in Bucharest in December 2010.
**SALON DENISE’S**

*Denisa Gal*

Located in Timisoara, at the border of Romania, Serbia and Hungary, this business has started small as a family business beauty saloon and spa having a small turnover of about EUR 10,000. During 2009 and 2010 the entrepreneur, Denisa, has struggled to keep business surviving, due to little turnover and economic shrinking. Starting from the second half of 2010, the business has been extended with online sales of beauty products and in other related areas. Also ongoing is a training centre for wellness and health preservation specialists, including skin treatments, nutrition, life improvement behaviour, fitness. Her team of specialists has been extended to over 20 (from the initial 6) and the yearly figures for 2011 look better than ever. With respect to the new online services, this area of sales has become national and perspectives for growth are now brighter than before.

“I have learned to think outside the box, in respect to goals and efficiency, and not governed by emotions. Therefore I have closed a location (in Arad) which was familiar but not productive and started new directions. I have also started to invest in people, and it is now paying off.”

**DMS CAR SRL**

*Mihai Dan*

Mihai, aged 21 at that time, started in 2010 a small repair centre for private automobiles in the backyard of his grandparents. He used to work over 15 hours a day, including weekends, in order to be able to control his business and make a small profit. Struggling with the day-to-day challenges, in 2011 he decided to apply to the START programme of AIPPIMM in order to get financial support to develop his business. He was then also selected and invited to the Empretec workshop, which he completed in June 2011. He was a lead participant in the event and impressed the whole group with his drive. No wonder he was awarded the prize for personal accomplishments in the RETW, in spite of being the youngest of the participants. As a result of the workshop, Mihai improved the way he was managing his business and has been able to develop it without financial support. He first focused on wheels and related services. Then, starting in autumn 2011, he opened a new service centre which is located next to truck routes thus enabling him to access a new and valuable market of goods transportation and delivery of FMGC. Turnover and staff doubled in the last 6 months.

“Empretec has been definitely the best education I have ever attended. I have now, for the third year, attended the MBA school in Cluj-Napoca, but I am seriously considering to drop-out, my hands on experience is more valuable to me, that is obvious.”
Name of the Centre: Small Enterprise Development Agency

Name of the Director: John Francis, SEDA’s Learning Academy

Email-address: jfrancis@seda.org.za

Website: www.seda.org.za

Year of Inception: 2010

Staff Members:

Number of Entrepreneurs Trained since Inception:

Products and Services

SEDA offers a wider range of products and services for micro, small and medium sized companies. Available trainings include:

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

Highlights of 2010/2011

Launch of Empretec South Africa

In December 2010, SEDA and UNCTAD launched the first Entrepreneurship Training Workshop in Pretoria, South Africa, which was led by Brazilian master trainers. An agreement was signed with SEDA stating that SEDA will host Empretec in South Africa.

Hosting of the Empretec Directors Meeting 2011

In October 2011, SEDA and Empretec South Africa hosted the annual Empretec Directors Meeting in Pretoria. Directors from 22 countries as well as a team from UNCTAD were present at the meeting, which featured discussions on strategy, new products and the challenge of building up a financially sustainable centre. Best practices and lessons learnt were shared and the meeting offered a great opportunity for directors to network and exchange experiences. In parallel to the meeting, a regional ETW took place offering additional opportunities to engage in viable dialogues. One of the highlights of the meeting was a study tour to SEDA’s headquarters as well as to one of SEDA business incubators which hosts small producers of essential oils.

1 Regional ETW and 3 National ETWs

SEDA held its first ETW during the annual Empretec meeting, in October 2011, and organized three more in the country until mid-November. A team of international trainers provided guidance and advice to the first national trainee trainers who started their journey towards the certification as National Empretec Trainers.
Lerato participated in the edition of the ETW in Pretoria, South Africa in December 2010. At the time of the training, she was running a small training company which she was not quite satisfied with. Through the training, Lerato gained the courage to opt for a very ambitious project which she says she would have never dared without the training. The South African government announced that it will provide all previously disadvantaged school girls with free sanitary pads on a monthly basis and that the government will assist South African companies to enter the manufacturing sector for female sanitary products which are so far all imported. Lerato decided to grab this opportunity and she founded Hypro, which is currently engaged in research regarding the production of hygiene products for girls. “I got my AHA moment which, had I not gone to Empretec would have been too mammoth and out of reach for me.” The products will supply and support the government initiative to provide girls in disadvantaged areas with free sanitary pads. Lerato’s idea is to have the pads manufactured by women as they have insight and product use experience. For education purposes and since menstruation is still a taboo issue in South Africa, the women would also educate the young girls regarding hygiene and environmental issues. Additionally, she is interested in creating “green” biodegradable products, which are friendly to the environment, are easily disposed of and that is suitable to both users and the environment. Lerato was so inspired by the Empretec training, that she has decided to become a trainer herself and she is now the first South African who goes through the training to certify as a national trainer. “The attributes of a true entrepreneur were aroused in me and I decided to push myself to greater heights, I moved from being a ‘just being able to survive entrepreneur’ to a ‘growth entrepreneur’.”

WHATBOX
Neo Matsao

WhatBox is a brand solutions agency founded by Neo and his friends Thembba, Mpho, and Moyeni after their graduation from university. “It was during university that we realized the social and cultural power of brands. They are power to comment, influence and shape societies all while selling a product or service,” explains Neo. WhatBox was founded with the idea to change African mindsets and uplift African consciousness. The company, which is entirely black owned, offers its clients solutions ranging from the development of a branding strategy to its implementation, including the creation of websites, logos and much more. “We started our business in 2008 in our family’s bedrooms and living rooms. Now we got our own office in Soweto and a steady client base” says Neo who had the chance to tell his story at UNCTAD’s Commission in Geneva in May 2011. Neo and his partners have recently entered a partnership with a larger brand agency, which gives them access to larger clients.

“Empretec has helped us in more ways than I can describe. We always had the challenge of being the directors and shareholders in our company and Empretec really helped us hone down our business thinking and practices. This change reflects in our strategy, practices, policies, discipline, smiles and our financials (this year has been our most profitable). The emphasis on planning has also been key, next year looks like our brightest one yet and we are pitching for new business every week.”

HYPRO PRIMARY COOPERATIVE LTD
Lerato Sehlaholi Matsau

Established in 2008
ETW taken in 2010

Established in 2010
ETW taken in 2010
Name of the Centre: Small Industries Development Organization (SIDO)

Name of the Director: Mike Laiser

Email-address: dg@sido.go.tz

Website: www.sido.go.tz

Year of Inception: 2008

Staff Members: 401

Number of Entrepreneurs Trained since Inception: 283

** Products and Services

SIDO has been promoting the development of SME sector for the past 37 years. It is the largest service provider to SMEs in the country, with 21 regional offices all over Tanzania. SIDO’s mission is to create and sustain an indigenous entrepreneurial base by providing SMEs with Business Development Services and specific Financial Services on demand:

- 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 2010/2011

** Training activities

One of the major functions of SIDO is to conduct and organize training for SMEs. In 2010/2011, 564 training courses on entrepreneurship/business management, food processing, credit management, organizational, technical skills were conducted. 15,722 participants were trained of which 9,296 which was 59 per cent were women and 134 disabled.

** Business Development Gateway (BDG)

SIDO has been executing training programmes under the Business Development Gateway Programme (BDG) since 2008. BDG provides new applicants with two options to benefit from training, mentoring, new business contacts, and seed capital for businesses or business ideas. Grant Awards are available for entrepreneurs who successfully participate in one of the programmes of the Gateway: the Business Plan Competition (BPC) for established businesses wishing to expand and innovative business start-ups and the Business Diagnostic Programme (BDP) for less developed and/or informal businesses. The third cycle of the programme (December 2010–September 2011) helped 3,667 entrepreneurs who were trained by SIDO and benefited from grants amounting to 5,313,900,000 Tshs (1,898,400,000 for BDP and 3,415,400,000 Tshs for BPC).

** Coaching session for trainee trainers (December 2010)

Tanzanian trainee trainers have been given guidance on the key aspects for module preparation that included module’s objectives, module’s structure and materials, module’s dynamics and specific goals, dealing with the module’s processing and using previous experiences and feedback.
Success Stories

Paulina Kakana

Paulina, an employee of University of Dar es Salaam, wanted to find extra income to sustain her needs and to better cope with a progressively rising cost of living in Tanzania.

She decided to start a retail shop which increased her income to some extent. In 2011, she got the opportunity to participate in the 6-day Empretec workshop (ETW). The ETW, jointly organized by UNCTAD and SIDO, exposed her to acquire skills, knowledge and techniques of becoming a professional entrepreneur. After the workshop, she was more confident to better market the services she was providing. Two months later she thought of starting another business: printing T-shirts and designing items such as brochures. She advertised this new business to some of her friends. Surprisingly, she was offered a contract by one of the non-governmental organizations worth USD 12,300 (Tshs. 18.5 million). Currently, she has another offer from the University of Dar es Salaam to print T-shirts for the 50th Tanzania’s Independence Anniversary worth USD 9000 (Tsh. 13.5 million). She is also in the final stages to register her business as APAK Investment and General Supplies Company Limited.

She is sure that the entrepreneurial skills acquired during the workshop were very useful and instrumental for her new entrepreneurial spirit and she is confident she will become a very successful entrepreneur in five years’ time.

“I would like to thank UNCTAD and SIDO for assisting Tanzanians to become successful and improve their standards of living.”

TUSAJIGWE GRAINS AND FOOD SUPPLIER

Rose Romanus

Rose has a food-processing business and she was trained by SIDO in 2009 and 2010, before attending the ETW in 2011. She processes nutritional flour, un-hulled grain maize and wheat flour, cassava flour, un-hulled millet and sorghum flour, soya powder, soya drink and soya milk. Empretec helped her to understand how to improve efficiency and doubling her production from 50 kg per week to 108 kg per week for all cereals. She learned how to set deadlines for her goals, how to manage her staff and how to delegate. She is now able to better identify her market, refining her offer for those who are conscious with their health, expectants and lactating mothers, and supermarkets. She participated in safety food week exhibitions and linked up with many stakeholders (e.g. TFDA on laws concerning food regulations and GS 1 TZ who enabled her to get bar codes to identify her products in the market).

“I sent my assistants to a 3-day entrepreneurship course last September. We now talk the same language.”
**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:** 1299

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**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 & 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 & Bookkeeping
- Business Planning for Women
- Costing & Pricing
- Financial Literacy
- Farming as a Business
- Strategic management
- Operations Management
- Gaining From Competition
- Human Resource Management
- Corporate Governance

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**Highlights of 2010/2011**

**Enterprise Uganda partners with UN in Peace Building Project for Northern Uganda**

Enterprise Uganda was selected as the implementing partner for the UN Peace Building Project Fund (PBF). The project, which is funded by UNDP, is one component of the Government of Uganda’s Peace, Reconstruction and Development Programme (PRDP) for Northern Uganda. The PRDP is an initiative by the UN to assist countries that are emerging from conflict situations. The pilot project is targeting the Acholi sub-region that is recovering from the effects of more than 20 years of war and civil conflict. The main goal of the component, which Enterprise Uganda is implementing in collaboration with UNDP, is to build up capacities of selected Microfinance Institutions (MFIs) and empower them to develop savings and credit products addressing the specific needs for youth and women. In August 2011, Enterprise Uganda conducted an Entrepreneurship Training Workshop (ETW) in Gulu, northern Uganda for 35 staff members of the selected MFIs. The training provided participants with a positive mindset, as well as entrepreneurship and business skills to manage MFIs as sustainable business entities.

**The BEST Model**

Under the same project, Enterprise Uganda trained over 4000 women, youth and community leaders coming from three districts in entrepreneurship and business skills using the Business & Enterprise Start-up Tool (BEST) Model. Additionally, other involved UN agencies such as FAO, IOM, WFP, and UNCDF will provide other interventions to revitalize economic development of the region.

**Enterprise Uganda hosted the Global Entrepreneurship Week 2011 in Uganda**
Success Stories

KAPCHORWA COMMERCIAL FARMERS ASSOCIATION
Wilson Chemusto

Established in 1980
ETW taken in 2003

The mission of KACOFA is to support farmers in the production of viable agricultural commodities that meet the demands of the competitive market. Started in 1997 as a group of 27 subsistence farmers, the association has been transformed into a viable commercial entity with over 3000 farmers due to Wilson’s leadership.

With support of the association, farmers could increase their incomes through collective production, bulking, negotiation and marketing of their produce.

IJB REAL ESTATE
Judith Ineku

Established in 2007
ETW taken in 2008

Judith started her business after attending a training with Enterprise Uganda in 2007 when she was still a student. Being a young woman in the real estate sector, Judith has faced many challenges: Before she could start her business, she had to convince her father, who also is in real estate, to give her a loan. She convinced him by telling him that she would prefer a loan over a costly graduation party, which he accepted seeing that his daughter was serious.

Starting her business, Judith needed to earn the respect of her workers which she did by treating them fairly and showing them that she is able to work herself. Judith emphasises that she treats her workers with respect, which is not always the case in Uganda. While her first houses were constructed, Judith spent a lot of time on the site, helping her workers, following up every day. Today, Judith rents out six housing units and re-invests every shilling she earns leading to the construction of another seven housing units.

Additionally, Judith has started to work as a trainer at Enterprise Uganda where she also shares her own success story.

“The training gave me confidence and belief that independently from one’s gender or education, anyone could start a business and become just as successful as Bill Gates or Donald Trump.”
Name of the Centre: Asociación Empretec Uruguay

Name of the Director: Paola Albé

Email-address: paola.albe@Empretec.org.uy

Website: www.Empretec.org.uy

Year of Inception: 1989

Staff Members: 12

Number of Entrepreneurs Trained since Inception: 1,650

### Products and Services

#### Workshops and seminars:
- 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)

### Highlights of 2010/2011

In 2011, in addition to organizing Empretec Training Workshops (ETW) and training of trainers, Asociación Empretec Uruguay developed a new strategy focusing its efforts primarily on job creation through entrepreneurship and training of trainers in several cities in Uruguay.

Asociación Empretec Uruguay has been mandated by the government of Uruguay to facilitate the establishment of new enterprises throughout the country. Empretec’s behavioural component was crucial for this proposal since Asociación Empretec Uruguay is the only institution in Uruguay offering this component. Asociación Empretec Uruguay aims at facilitating the creation of more than 100 new businesses by April of 2012. This project of Asociación Empretec Uruguay aims to create jobs for more than 700 people through the creation of 100 companies. These projects offer Asociación Empretec Uruguay an unprecedented opportunity to develop its products for all parts of Uruguay. In this way, Asociación Empretec Uruguay managed to position itself as the only institution in Uruguay offering entrepreneurship products and services to various areas of the country. In order to do so, Asociación Empretec Uruguay cooperates with local and national institutions as well as public and private organizations.
In 2009, two young entrepreneurs, Verónica and Bettina, both trained in Textile Design, decided to establish their own company producing kids’ clothes with a “touch” of fun. Yet, they did not know how to start their business. In 2011, following an invitation by ANII (National Agency for Investigation and Innovation), they approached Empretec looking for support. All clothes designed by Colorín Colorado include some playful component, thereby making the clothes attractive for kids (for example: a jacket that looks like a regular jacket but has two hidden wings in the back and glows in the dark). The women entrepreneurs also emphasized the quality and safety of the materials (e.g. natural, durable cloths, non-toxic tints). However, Verónica and Bettina did not have the capacity to establish a serial production and could not afford to buy expensive machines and hire people to sew for them. Empretec guided them through a process of managing their business. Today, both of them focus only on design and not production. This change of focus allowed them to receive financial support of the National Agency for Investigation and Innovation, thereby allowing them to dedicate themselves full time to develop their idea and turn it into a real business.

Concerning capacity building, the Entrepreneurial Behaviour Workshop enabled them to discover their strengths and identify weaknesses in order to improve them. “The workshop also helped us to get to know other entrepreneurs,” Verónica and Bettina affirm. “In conclusion, the cooperation with Empretec has been excellent and remains a fundamental pillar of our project.” Today, Colorín Colorado sells its designs to some of the most important brands for children apparel in the United States.

“Our experience with Empretec has been very positive and continues to be enriching. The support by the Empretec staff regarding capacity building and project management has been crucial to our business success.”

COLORÍN COLORADO
Verónica Viera - Bettina Sorrondegui
Established in 2009
ETW taken in 2011
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: 
225

Products and Services

• Empretec Entrepreneurial Behaviour Workshop (6 days).
• Business planning workshop for the Empretec Programme (4 days).
• Strategic planning workshop for the Empretec Programme (3 days).
• Workshop analyzing the successful examples of the Empretec Programme.
• Empretec study tour: Planning of the next steps after 3 weeks, supervision after 3 months, and supervision after 6 months.

Highlights of 2010/2011

Awareness raising for Empretec in Venezuela

In 2011, Centro Nacional Empretec Venezuela organized ETWs and several campaigns in order to raise awareness for the Empretec Programme. For instance, the Empretec Centre presented the Empretec Programme at public institutions with more than 100 employees of government organizations attending and at universities with more than 500 undergraduate and postgraduate students attending. Centro Nacional Empretec Venezuela also presented the Empretec Programme to private enterprises with more than 200 SME entrepreneurs attending and to the Chambers of Industry and Commerce with more than 150 employees of the chambers attending the presentations.

Training of trainers for Latin American trainers

Empretec Venezuela participated in a regional Training of Trainers (ToT) held in Cartagena, Colombia in early October 2011. It was an excellent opportunity to meet trainers from other countries and share experiences on the Empretec methodology.
Success Stories

FABRICA DE QUESOS LARA C.A
Vilma Díaz

Established in 2009
ETW taken in 2009

In July 2009, Vilma approached the Centro Nacional Empretec Venezuela with an idea which she had elaborated over the past five years without realizing it. At the time of the Empretec workshop, she worked for a regional government agency and was sent to the workshop as part of her work on SMEs.

After the workshop, Vilma resigned from her previous post and started her own business in the same month. Using the Empretec business plan, Vilma applied for funding and received a credit from the organization, FUNDAPYME, which aims to support new entrepreneurs. The enterprise’s vision is to produce cheese typical in the Venezuelan State of Lara.

Today, two years after having established Fabrica de quesos Lara c.a., Vilma has teamed up with a business partner in order to foster the enterprise’s business development. In addition, four employees and small machinery assure the development of Fabrica de quesos Lara c.a.

“After having attended the Empretec workshop, I decided to resign from my government post and to implement my business idea by establishing a factory for cheese production.”

BORDADOS YAPER C.A
Nancy Díaz

Established in 2007
ETW taken in 2008

In 2007, Nancy established her enterprise, a textile stitchery called Bordados Yaper. In 2008, she decided to seek business advice from the Centro Nacional Empretec Venezuela for her small business. After having attended the Empretec workshop, she applied for a credit by using the Empretec business plan and received the credit in order to support the financial development of her enterprise. Nancy used the credit to invest more than US$ 45,000 in new machinery.

While Nancy had already considered ways of reinforcing the development of her enterprise, Empretec offered her the possibility to implement these ideas, not only by using the Empretec business plan but also by adopting characteristics of entrepreneurial behaviour during the workshop. Today, Bordados Yaper’s staff members have increased to 5 employees.

“Through the Empretec business plan and the entrepreneurial behaviour workshop, Empretec helped me to implement my business ideas.”
Name of the Centre: Vietrade
Name of the Director: Do Kim Lang
Email-address: dklang@viettrade.gov.vn
Website: www.viettrade.gov.vn
Year of Inception: to be officially launched in 2012
Staff Members: 5
Number of Entrepreneurs Trained since Inception: 149

Products and Services

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

Delivering of Empretec trainings

During 2 years, 7 ETWs were delivered including 3 ETWs organized in Hanoi and 4 ETWs in 4 provinces of Viet Nam: Nghe An, Hoa Binh, Thanh Hoa, Phu Tho. With a total of 149 entrepreneurs have been trained and certified as Empretecos, among whom were 82 men and 67 women. 7 Business Planning workshops were also delivered to Vietnamese Empretecos, with 3 BP workshops organized in Hanoi and 4 BP workshops in 4 provinces. 106 Empretecos have benefited from this training.

Another important aspect of Empretec activities is the training of national trainers in order to certify them as Empretec national trainers: 3 Trainings of trainers (ToT) were organized in Hanoi in 2010. Continued process of training and monitoring 4 national trainee trainers was made during 2011. Under direct supervision of international Empretec master trainers, each trainee trainer delivered in Vietnamese 3 ETWs in the provinces and independently delivered 1 BP workshop in a province.

Transfer of Empretec methodology

In 2010, the process of translating and adapting Empretec methodology and materials into Vietnamese and local context was started. The package of Empretec training manuals was completely translated into Vietnamese and has been reviewed and progressively adapted to the provincial entrepreneurs.

The Business Plan competition

The Business Plan competition was organized to all Vietnamese Empretecos. 9 business plans were submitted and 5 were chosen to the final selection round. 3 winners were finally identified.

Participation in UNCTAD’s Women in Business Award 2012

A provincially based woman entrepreneur, Ms. Nguyen Thi Thu from Hoa Binh City, was nominated to participate in UNCTAD’s Women in Business Award 2012 and selected into the top 10 finalists. Ms. Thu took the Empretec Training Workshop in 2011. The final award winner is expected to be announced in early 2012.
Lacquer World Co. Ltd. was founded in 1999 in Hanoi in an effort by Thuy to commercialize and export beautiful lacquer products of handicraft villages, at the same time creating more jobs and increase income to rural workers. The company has been providing high quality decoration and handicraft products from lacquer, baked-clay, bamboo, rattan for high diversified demands from mostly international clients. What makes her business unique is the traditional process of making lacquer products, from natural and environmentally-friendly materials. Thuy has faced challenges and set-backs when the world economic crisis started in 2009. The company’s revenues have decreased by 30 per cent, many workers have to quit to look for more stable jobs. Out from this failure, she learned the lesson to anticipate possible risks and plan new business plans as well as new production methods to better use workforce at the minimum production cost, with a view to providing good quality products at reasonable price during tough economic situation.

Thanks to the Empretec workshop, Thuy now knows how to work in a more systematic way with concrete goals and objectives. Every day when giving assignments to employees or workers, she always tells them what is the purpose of the assignment and the deadline to accomplish the work. She is also practising regularly the persuasion skills with customers, underlying the willingness of company to cooperate as long-term partners and friends. Most importantly, she realized how necessary it is to figure out in advance difficulties the company may face in some situations and plans to cope with them. Lacquer World has two factories of 5,000 m² in industrial zones surrounding Hanoi. The company’s main customers come from the US (50%), Europe (40%) and the rest (10%) scatters all over the world. In 2011, Ms. Thuy is employing 150 workers, with the capacity to export 15 containers of 40 feet per month. The company’s annual revenues counts up to 2.7 million USD. Thuy is planning to introduce several new designs to United States and Middle-East markets.

“Looking back one year after taking the Empretec training, I realized how much I have grown up as an entrepreneur and as a company’s leader, in the way I set my business goals, plan work schedules, envisage risks and deal with employees as well as business partners. In a word I would like to say Thank you!”
**Name of the Centre:** Zambia Empretec Centre

**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:** 120

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### 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 2010/2011

**Business Development Services Providers (BDSP) Conference**

A BDSP’s conference was organized on 24 July 2011 to facilitate the formation of a National Business Provider’s Association. The conference was held in Lusaka at the Mulungushi International Conference Centre (MICC). The participants were mobilized from all the nine provinces of the country, and a total number of 70 BDS providers attended the conference. As a result of the conference, a national Business Development Services Providers Association was set up. The Association will collaborate with the Empretec centre in the provision of non-financial services to MSMEs.

**Empretec Zambia and Mulungushi University to setup an incubator**

Empretec Zambia signed an agreement with the Mulungushi University to establish an incubator within the field of agriculture on the university’s premises. The incubator will be opened next year with the financial support of the Finnish government.

**ETWs for mining companies’ suppliers**

In 2011, Empretec Zambia delivered three ETWs for suppliers to mining companies’ suppliers, under the supervision of International Trainers from Empretec Zimbabwe, that have provided guidance and coaching to local trainee trainers.
AMCHILE IMPORT & EXPORT
Emmanuel Kasinsa

Amchile Import & Export was established in 2004 and is based in Ndola, the provincial capital of Copperbelt Province of Zambia. The enterprise is involved in the transportation of petroleum products and environmental works. The enterprise had been trying to get a contract with Konkola Copper Mine (KCM), one of the large mining companies in Zambia but to no avail.

The promoter of the enterprise, Emmanuel, upon hearing of the Empretec Training workshop to be conducted in Chingola for suppliers and Contractors of Konkola Copper Mines (KCM), came to attend the interviews and eventually participated in the training workshop. He won the prize for the BCE with highest profit.

At the end of the workshop, some officials from KCM were present for the official closing ceremony. It was then that the enterprise was given a contract for 5 years to collect all the used oils in the plant and process them into oils to be used in the smelter plant, and also to carry out all the demolition of the disused structures within the plant.

“The Empretec Training Workshop is a great opener to greater business opportunities in business circles.”

TOWEZI ENTERPRISE
Grace B. Kaonga

Grace runs a supermarket in the capital city of Lusaka. She started her business in 2000 and attended the Empretec ETW in 2010. Talking about how she improved her business after attending the Empretec workshop, she points out that the two personal entrepreneurial competencies of Demand for Efficiency and Quality, and Persuasion and Networking have been instrumental in shaping her business to be one of the fast growing small supermarkets in Lusaka.

To date she has expanded to introduce the butchery and bakery lines within the supermarket. This came about after utilizing the networks created as well as introducing efficiency in the operations and upholding quality of products being sold.

“Business does not just grow by accident; it takes a deliberate action to induce the growth.”
Name of the Centre: **Empretec Zimbabwe**

Name of the Director: **Busi Bango**

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

Website: www.Empretec.co.zw

Year of Inception: **1992**

Staff Members: **12**

Number of Entrepreneurs Trained since Inception: **15,000**

**Products and Services**

- Empretec Entrepreneurship Training Workshop (ETW)
- Corporate entrepreneurship training
- Micro entrepreneurship 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 2010/2011**

**Entrepreneurship policy dialogue**

Empretec Zimbabwe is, due to its excellent reputation in the country, engaged in the entrepreneurship policy development process and is in a dialogue with several ministries such as the Ministry for Economic Planning and Investment Promotion and the Ministry of Education. Empretec Zimbabwe is assisting the Ministry of Education in integrating entrepreneurship into the education curriculum in the country. UNDP Zimbabwe has indicated that they will support the efforts of developing a comprehensive entrepreneurship policy in collaboration with Empretec Zimbabwe, which is now developing a work plan for the coming years.

**Training the trainers in neighbouring countries**

Empretec Zimbabwe has been involved in training activities in Zambia, where it continued to provide assistance to local trainee trainers engaged in the delivery of Empretec workshops to suppliers of TNCs participating in the linkages programme.

**Promoting women entrepreneurship in the art and craft sector**

Empretec Zimbabwe worked on a proposal for the provision of engendered economic empowerment programmes to the women in the arts and culture sector to assist artists to penetrate the foreign markets.
**MEED ENTREPRISES T/A EVENTS-A-RAMA**  
*Tendai Caroline Benza*

Established in 2002  
ETW taken in 2007

Caroline always had a passion for doing event management so she took the time to get into the industry as a marketing and promotions co-ordinator for Zimbabwe Sun Hotels. She left Zimbabwe Sun and ventured into her own business. Unfortunately, as her business grew, she realized she lacked the capacity to become a big player in the industry. She needed some form of entrepreneurship development. She then enrolled for the Empretec training and she has no regrets. Whatever lesson she learnt there she put into practice and saw a further growth in her business. It is this programme which has made her a successful businesswoman. The programme taught her professionalism and resilience and made her realize that the sky was the limit for her business. She also ventured into poultry production and a retail outlet for ladies clothing.

She has weathered the storm and survived the worst economic crises. Her business still stands firm in all economic problems that the country has experienced. She owes all her success to the Empretec training, as this experience makes everyone resourceful. One is never limited in ideas.

“A great secret of success is to go through life as a woman who never gives up. Falling down does not make you a failure; dust yourself, lift your head up high and fight back. The power of persistence is the secret of success.”

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**OKPATECH INDUSTRIAL SUPPLIERS**  
*Okay Jakachira*

Established in 2000  
ETW taken in 2006

From the time Okay took the Empretec training, he realized a steady growth of his business Okpatech, despite the business challenges in Zimbabwe. The concepts learnt have made him overcome these challenges and his company is moving forward and improving in every aspect. He is quite encouraged by the skills acquired during the Empretec workshop. The concepts are very practical and handy because businesses and economy are very dynamic. He has moved his business from being an office to an established warehouse. Thanks to Empretec even his staff has improved their skills in dealing with customers.

“You have to be an Empreteco in order to strive in business in Zimbabwe.”
PART 3: EMPRETEC CENTRES
List of Empretec Centers (alphabetical order)

- **Empretec Angola**  
  (Business association)  
  Host institution: In progress

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

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

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

- **SEBRAE - Brazilian Service of Support for Micro and Small Enterprises**  
  (Private Entity of public interest)  
  Host institution: Government SME development agency  
  http://www.sebrae.com.br/

- **Empretec Chile**  
  (Foundation)  
  Host institution: Universidad Mayor  
  http://www.empretec.cl/

- **CAFAM (Caja de Compensación Familiar) - Centro Empretec Colombia**  
  (Not-for-profit private entity)  
  Host institution: Social security agency  
  http://www.cafam.com.co/

- **Empretec 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**  
  (NGO - Non-Governmental Organization)  
  Host institution: Association  
  http://www.fundemas.org/

- **Enterprise 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 - Centro de Desarrollo Empresarial**  
  (Not-for-profit association)  
  Host institution: Business association  
  http://agg.org.gt/

- **Empretec Guyana Centre**  
  (Not-for-profit company)  
  Host institution: Non-governmental organization  
  http://www.empretecguyana.org/

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

- **Programme Empretec Maroc**  
  (Programme)  
  Host institution: In progress

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

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

- **Fundación Empretec Panamá**  
  (Non-governmental and not-for-profit organization)  
  Host institution: Non-governmental organization  
  http://www.empretecppanama.org

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

- **Romania Empretec Centre**  
  (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/

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

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

- **Empretec Tanzania**  
  Host institution: Small Industries Development Organization (SIDO)  
  http://www.sidlo.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.enterprisesco.ug/

- **Asociación Empretec Uruguay**  
  (Not-for-profit organization)  
  Host institution: Banco de la República  
  http://www.empretec.org.uy/

- **Centro Nacional Empretec Venezuela**  
  (Foundation)  
  Host institution: Non-governmental organization  
  http://www.empretec.org.ve

- **Empretec Vietnam**  
  Host institution: Viettrade  
  http://www.viettrade.gov.vn

- **Zambia Empretec Centre**  
  Host institution: Zambia Development Agency (ZDA)  
  http://www.zda.org.zm

- **Empretec Zimbabwe**  
  (Trust)  
  Host institution: Non-governmental organization  
  http://www.empretec.co.zw/
Empretec – Requests of new installations

Africa
- Angola
- Burkina Faso
- Cameroun
- Congo
- Egypt
- Kenya
- Liberia
- Rwanda
- Sudan
- Togo

Latin & Central America
- Nicaragua

Asia
- Indonesia
- Iran
- Pakistan
- Sri Lanka

Eastern Europe & CIS Countries
- Moldova
- Russian Federation

Middle East
- Oman
- Occupied Territory of Palestine
- Saudi Arabia
- Syria
Empretec team in Geneva is led by Ms. Fiorina Mugione, Chief, Entrepreneurship Section, under the overall supervision of Ms. Tatiana Krylova, Head, Enterprise Development Branch. Team members are: Ms. Stephanie Bonilla, Ms. Fulvia Farinelli, Ms. Noelia Garcia Nebra, Mr. Lorenzo Tosini, and Mr. Peter Navarrette.

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