



PROMOTING ENTREPRENEURSHIP FOR SUSTAINABLE DEVELOPMENT:

A SELECTION OF BUSINESS CASES
FROM THE EMPRETEC NETWORK





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PREFACE

The objective of this publication is to illustrate how policymakers can directly support entrepreneurship for sustainable development. It includes several business cases that show how entrepreneurs may pursue economic viability and at the same time contribute to the United Nations Sustainable Development Goals by reducing inequality, enhancing social cohesion, and tackling environmental challenges. Entrepreneurship can have a powerful catalytic effect in efforts to achieve the Sustainable Development Goals. This makes the Sustainable Development Goals and entrepreneurship development agendas complementary and mutually reinforcing.

This publication builds upon UNCTAD's Entrepreneurship Policy Framework, launched in Doha in 2012, to help policymakers in identifying the key elements of an entrepreneurship policy. This publication has also benefited from the fruitful collaboration between UNCTAD's international network of Empretec centres and UNCTAD's Business Schools for Impact Initiative.

As stated in the Report to UNCTAD XIV "From Decisions to Actions", investment, trade, technology and entrepreneurship, and the nexus between them, can be important means to help build critically needed productive capacities (see chapter IV). Environmental, social and economic sustainability integrated in the post-2015 development agenda reflect a complex diversity of issues that will require holistic solutions. UNCTAD is well equipped to support governments in finding those and translating the ambitions and commitments of the international community into concrete actions.

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1. INTRODUCTION

There are three central aspects of sustainability: economic prosperity, social equity and environmental protection. These aspects are fully captured by the 17 Sustainable Development Goals and 169 targets adopted by the United Nations General Assembly in September 2015, which constitute the programmatic pillars of the 2030 Agenda for Sustainable Development.

The potential of entrepreneurship as a possible solution to sustainable development challenges has been mentioned several times at the General Assembly. The General Assembly adopted its first resolution on Entrepreneurship for Development (A/RES/67/202) at its sixty-seventh session in December 2012. The resolution recognizes the role of entrepreneurship as a catalyst for development and to address sustainable development challenges - notably, unemployment and poverty and in expanding opportunities for all, including socially disadvantaged groups, women and youth. The Report on its implementation (A/67/202) acknowledges that UNCTAD's role in the preparation of the report is based on the relevance of UNCTAD's Entrepreneurship Policy Framework and Implementation Guidance (2012) in contributing to sustainable development, which is embedded in each of the framework's priority areas.¹

At its sixty-ninth session, held in 2014, the General Assembly adopted its second resolution on "Promoting Entrepreneurship for Development" (A/RES/69/20), reiterating the centrality of entrepreneurship in the achievement of sustainable development objectives and highlighting the importance of measuring the effectiveness of entrepreneurship policies through reliable and measurable impact indicators. At its seventy-first session, held in September 2016, the General Assembly adopted a new resolution on "Entrepreneurship for Sustainable Development" (A/RES/71/221), encouraging governments to adopt a coordinated and inclusive approach to promoting entrepreneurship and emphasizing the importance of equal economic participation and empowerment.

These General Assembly resolutions strengthened the consensus on the importance of entrepreneurship for the economic, social and environmental challenges of sustainability. The contribution of entrepreneurship to poverty eradication, employment and economic

empowerment is well-established, but extends also to the new challenges posed by the increasing pressure of migration. Migration, as the consequence of inequality in home countries and the cause of inequality in host countries, is a key element of the "socio-economic inequality" nexus. The creation of economic opportunities is therefore crucial both for home and host countries. This publication focuses on the potential of entrepreneurship for the integration of vulnerable groups, but will address the distinctiveness of the issues related to entrepreneurship policies for refugees and migrants in a separate document. This publication has three parts:

- The first part provides an overview of entrepreneurship and the post-2015 development agenda, and it also considers the role that entrepreneurship may have in contributing to the achievement of the Sustainable Development Goals.
- The second part presents case studies that demonstrate how entrepreneurs can contribute to sustainable development while remaining profitable, using examples from UNCTAD's Empretec Programme.² Drawn from seven countries in Africa, Latin America and the Middle East, the case studies, carried out in collaboration with UNCTAD's Business Schools for Impact Project,³ illustrate different business models that foster private sector-led investment for the Sustainable Development Goals. They highlight the experiences of entrepreneurs in addressing urgent challenges in their respective communities and the obstacles that they encountered, demonstrating their impact on sustainable development thanks to the adoption of a hybrid (for profit/not for profit) business model.⁴
- The third part draws attention to policy measures, building on these selected business cases as well as on examples of policies and programmes that have shown results.⁵ It serves as a tool for policymakers, advisors, and other stakeholders to learn how to link entrepreneurship to sustainable development.

¹ These are: (1) Formulating national entrepreneurship strategy; (2) Optimizing the regulatory environment; (3) Enhancing entrepreneurship education and skills; (4) Facilitating technology exchange and innovation; (5) Improving access to finance; and (6) Promoting awareness and networking. See UNCTAD (2012), Entrepreneurship Policy Framework and Implementation Guidance. http://unctad.org/en/Publication-Library/diaeed2012d1_en.pdf.

² Empretec is UNCTAD's capacity-building programme, which is implemented through national centres in 40 countries. Established in 1988, Empretec provides entrepreneurship training to entrepreneurs in developing countries and in economies in transition to help them to start, grow and develop their businesses, with aspiring entrepreneurs, women and young entrepreneurs, small businesses and employees of large public or private firms being main beneficiaries.

³ Available at www.business-schools-for-impact.org.

⁴ For more information on the state of the academic debate on the "environment - economy" nexus, see Pacheco, D. Dean, T., Payne, (2010) and York, J., and Venkataraman, S. (2010).

⁵ See Hall, J., Daneke, G., Lenox, M. (2010).

2. THE ROLE OF ENTREPRENEURSHIP IN ADDRESSING SOCIAL, ECONOMIC AND ENVIRONMENTAL CHALLENGES

Despite strong economic growth since the 1990s and the decline in the number of people living in extreme poverty in developing countries, inclusive growth has not been achieved. While there has been a significant decline in the proportion of people living in extreme poverty in developing regions, which halved from 47 per cent in 1990 to 22 per cent in 2010, poverty remains widespread in sub-Saharan Africa and Southern Asia, while the number of people living in absolute poverty has not declined in many developing countries, and in the case of sub-Saharan Africa it has even increased.⁶

At the same time, strong economic growth in developing countries was characterized by a “jobless growth”, which, according to the International Labour Organization (ILO), was marked by a decrease of or the creation of insufficient employment opportunities to meet the labour market’s needs.⁷ Moreover, since the 1990s, economic growth in developing countries has failed to coincide with the development of productive capacities,⁸ weakening the capacity of national economies to create jobs. Consequently, global unemployment has increased significantly since 2007, with an estimated 39 million people dropping out of the job market, and with young people bearing the brunt of the crisis.⁹

The failure to reduce poverty rates, particularly in non-Asian least developed countries (LDCs), the poorest in the world, coupled by their inability to translate rapid economic growth since the mid-1990s to corresponding increases in employment, have prompted the call for new priorities and policies that will promote sustained and inclusive economic growth that will create more and better quality jobs for all.¹⁰

⁶ United Nations (2013). The Millennium Development Report 2013.

⁷ Asian Experience on Growth, Employment and Poverty. http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_bk_pb_142_en.pdf.

⁸ UNCTAD defines productive capacities as “the production resources, entrepreneurial capabilities and production linkages that determine a country’s capacity to produce goods and services and enable it to grow and develop.” *The Least Developed Countries Report 2006. Developing Productive Capacities*. UNCTAD, 2006.

⁹ United Nations (2013). The Millennium Development Report 2013.

¹⁰ *The Least Developed Countries Report 2014. Growth with Structural Transformation: A post-2015 development agenda*, UNCTAD, 2014a.

Against this backdrop, entrepreneurship can play an important role in addressing ongoing social, economic and environmental challenges and contribute to the achievement of the Sustainable Development Goals. Micro, small and medium enterprises’ (MSMEs’) role as key drivers of job creation and vital engines of innovation and economic development is well documented. In developing countries in Africa, Asia and Latin America, for instance, MSMEs account for two-thirds of all formal jobs, and eighty per cent in low-income countries in sub-Saharan Africa.¹¹ They also account for over 95 per cent of the business population and for 60 to 70 per cent of jobs in most developed countries. MSMEs are therefore of global importance. Beyond its economic benefits, entrepreneurship can contribute to social outcomes by catalysing the development of productive capacities and fostering the creation of MSMEs offering decent jobs, that will provide socially disadvantaged groups, including the poor, women and young people, among others, with an opportunity to engage in and benefit from economic growth.

Entrepreneurship has been identified as a conducive element in two Sustainable Development Goals, specified in Box 1. It will also play an important role in achieving other Sustainable Development Goals, especially those related to food security, climate change, education, health, sanitation and water, gender equality, and reliable sources of energy. For example, Goal 9 focuses on building resilient infrastructure, promoting inclusive and sustainable industrialization, and fostering innovation—all tasks in which business and entrepreneurs are essential. Goal 17 (“partnerships for the goals”) encourages and promotes “effective public, public-private and civil society partnerships”, which are critical to sustainable economic development in developing countries. Potentially, the private sector and in particular MSMEs can contribute to the implementation of all the Sustainable Development Goals and positively impact the achievement of multiple targets, in fact the Sustainable Development Goals and MSMEs’ agendas are mutually reinforcing. In the second part of this publication, selected business cases show the potential of entrepreneurship for youth and women, and the potential of green and social entrepreneurship. These cases show that entrepreneurs

¹¹ *Is Small Still Beautiful? Literature Review of Recent Empirical Evidence on the Contribution of SMEs to Job Creation*. ILO and GIZ, 2013.

Box 1. Entrepreneurship as a target in Sustainable Development Goals (Sustainable Development Goals 4 and 8)

Sustainable Development Goal 4 - *Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all and in the achievement of Target 4.4, which states by 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills for employment, decent jobs and **entrepreneurship**.*

Sustainable Development Goal 8 - *Promote inclusive and sustained economic growth, full and productive employment and decent work for all and in the achievement of Target 8.3, which calls for the promotion of development-oriented policies that support productive capacities, decent job creation, **entrepreneurship**, creativity and innovation and encourage the formalization and growth of micro- and small- and medium-sized enterprises (MSMEs) through access to services.*

may pursue economic viability and at the same time attain social development goals. Their businesses have the potential to contribute to attain the Sustainable Development Goals by reducing inequality, enhancing social cohesion, and tackling environmental challenges while remaining financially sustainable. The relevance of these types of entrepreneurship is highlighted below:

Social entrepreneurship has the potential to address intractable social problems, reduce inequality and poverty as well as tackle environmental challenges and has been identified as a viable approach for alleviating poverty while engendering inclusive growth, with social enterprises, which pursue both social and economic objectives, playing an important role.

This publication considers social entrepreneurship as a type of business rather than a separate category of entrepreneurship. Social entrepreneurship can be viewed as a process by which entrepreneurs identify opportunities in the marketplace, allocate resources and consider as a priority the creation of value for the society. In addition, social enterprises have different business models, which tend to reinvest most of their profits, focusing on the creation of value for their community as well as for their shareholders. The application of innovative market-based solutions to address problems faced by societies (social or environmental problems) makes it fall into the broader category of entrepreneurship. Social entrepreneurship also encompasses inclusive businesses such as those initiated by women and youth. In this publication, those that address an environmental issue through an entrepreneurial solution- have been included under green entrepreneurship. Women and Youth entrepreneurship has also been singled out to address specific issues these specific target groups may face.

Social entrepreneurship, an emerging phenomenon, is increasingly receiving attention in part because of its potential to contribute to addressing sustainable development challenges by reducing inequalities and enhancing social cohesion. Corollary to the growing

interest in social entrepreneurship is an emerging literature on the importance of the social and solidarity economy, with a growing focus on cooperatives and social enterprises.¹² Its importance is also reflected in the growing demand for impact investment.¹³ Analytical frameworks such as the sustainable value framework which link global sustainability challenges to business strategies and practices that can contribute to sustainability, including in meeting the needs of the poor and underserved while maintaining shareholder value have also emerged.¹⁴

At the global level, the pro-poor agenda, which focuses on how the poor can contribute to and benefit from growth, with private sector development playing an important role in this regard, is also receiving considerable attention. Social entrepreneurship can tap into individuals' skills ingenuity to find solutions to urgent social and environmental challenges that will catalyse social transformation while meeting the needs of disadvantaged groups. Increasingly, social enterprises are providing solutions that are having a profound impact in local communities. For example, the Sustainable Development Network for All, an entity founded by social entrepreneur Evans Wadongo, showcased in Box 2 below, is providing lighting to low-income households that previously lacked electricity.

Social enterprises foster social inclusion by working with and engaging in activities that will have an impact on disadvantaged groups. Social enterprises' role in creating employment for disadvantaged groups is well documented. They engage them as employees, trainees or providing tailored support.¹⁵ In other instances, these entities create innovative solutions

¹² United Nations, "Social and Solidarity Economy and the Challenge of Sustainable Development", A Position Paper by the United Nations Inter-Agency Task Force on Social and Solidarity Economy (TFSSSE), June 2014.

¹³ OECD, 2015.

¹⁴ Tata, R. Hart, S. Sharma, A, Sarkar, C. 2013.

¹⁵ Job creation through the Social Economy and Social Entrepreneurship. OECD, 2013.

Box 2. Evans Wadongo – A Social Entrepreneur from Kenya

Evans Wadongo, a young Kenyan social entrepreneur, is promoting social change and transforming the lives of his fellow citizens. Wadongo invented an environmentally-friendly solar lamp in 2004. Made from recycled materials, the solar lamp, Mwanga Bora (meaning good light), offers a cheaper and safer alternative to kerosene lamps that is now used in many rural and urban homes in Kenya that lack access to electricity. Wadongo has established a workshop that in 2010 distributed approximately 10,000 lanterns and has created manufacturing jobs for many young Kenyans. His goal was to reach 100,000 units by 2015 and extend production to other African countries. A winner of several social entrepreneurship awards, Wadongo is the founder of Sustainable Development for All, a social enterprise that provides lighting to low-income rural households in Africa, and the co-founder of GreenWize Energy Solutions, a for-profit enterprise that is developing innovative green solutions and products in Africa.

Source: CNN and MIT.

for disadvantaged individuals in a variety of ways, including through subsidized employment.¹⁶

Social enterprises are also developing products and services that are accessible to socially disadvantaged groups while creating sustainable livelihoods for these individuals. Jugaad innovation in India,¹⁷ which thrives on frugal and flexible innovation, has provided the impetus for the development of low-cost solutions that are sustainable and meet the needs of disadvantaged groups while creating employment for these individuals. Thus, social entrepreneurship can have a social impact while meeting the needs of disadvantaged groups.

Youth entrepreneurship has been recognized as one of the solutions that can play an important role in addressing the unprecedented global youth unemployment challenge which, according to ILO estimates, is currently affecting 74 million young people.¹⁸ Recent estimates indicate that global youth unemployment, which stood at 13 per cent in 2014 and is projected to rise to 13.1 per cent in 2015, will remain unchanged through 2018.¹⁹ At the same time, there has been a substantial increase in the number of youths who are not in employment, education, or in training (NEET). In Organization for Economic Cooperation and Development (OECD) countries, for example, the number of NEET youths increased by 2.1 per cent to reach 15.8 per cent between 2008 and 2010, while in Latin America, the number of NEET youths remained high at 19.8 per cent.²⁰ Taken together, high youth unemployment and the substantial increase of NEET youths, and the growing number of new entrants into the global labour market

each year, suggest that youth unemployment is likely to become a greater challenge over time.

Youth entrepreneurship has the potential to stimulate economic growth through job creation and by fostering innovation and competitiveness among young entrepreneurs who are likely to create jobs for themselves, as the case study in Box 3 below illustrates, as well as for other young people through self-employment, thereby offering them an opportunity to become productive members of society. Beyond its economic advantages, the case study also illustrates how youth entrepreneurship can contribute to sustainable development by increasing young people's household incomes and raising their living standards, thereby reducing poverty and building sustainable livelihoods.²¹

Women entrepreneurship can play a role in promoting gender equality and in enhancing women's economic empowerment, while contributing to economic growth, and is a viable approach for addressing sustainable development objectives, reducing inequality and fostering social inclusion. Women represent 40 per cent of the global labour force. According to ILO, of the 865 million women in the world who are in the global labour force, the largest proportion, 94 per cent (812 million) who live in developing countries and emerging economies, have the potential to contribute to their economies. It is well documented that increased female labour participation is directly linked to economic growth. Women's entrepreneurship has the potential to yield significant economic benefits, with higher female entrepreneurship participation adding as much as 1 to 2 percentage points to annual GDP growth in many countries.²²

¹⁶ Social and Solidarity Economy. Our Common Road to Decent Work.

¹⁷ See Radjou, N., Jaideep, P., Simone, A. 2012.

¹⁸ World Employment and Social Outlook - Trends 2015, ILO 2015.

¹⁹ World Employment and Social Outlook - Trends 2015, ILO.

²⁰ ILO, 2013.

²¹ YBI, 2013.

²² See the World Bank: *Women, Business and the Law* database: <http://wbl.worldbank.org>.

Box 3. Peace Victoria Nyero-Too - A Young Entrepreneur from Uganda

Peace Victoria Nyero-Too, a young Ugandan woman, participated in the Business and Enterprise Start-up Tool (BEST), by Enterprise Uganda, Empretec's local implementing partner. BEST is a five-day training programme that helps young entrepreneurs to build their self-confidence, overcoming barriers that limit young people's entrepreneurial initiative, and equips them with practical tools to start a business. After attending the five-day training, Peace Victoria earned the boost she needed to venture into self-employment. Some important lessons learnt during the training using resources wisely while finding ways to save money and investing back into the business, came in handy. Peace Victoria started her poultry enterprise with just \$50 from her savings. With a can-do attitude and positive mind-set, she started a thriving business in a sector that is largely dominated by men in her country, proving that with hard work and the right skills and attitude, young people can compete in business and succeed.

Source: www.enterprise.co.ug/best.html UNCTAD.

Box 4. Pabla Anabela Torres – A Woman Entrepreneur from Argentina

BioPro is an organic business based in Argentina. Founded by Pabla Anabela Torres in 2013, the enterprise conducts research, and develops, produces and markets organic products that are designed for crop protection and pest control. Biopesticides have limited impact on the environment and surrounding ecosystems as well as on human health, as they have low toxicity and do not generate permanent waste. Because of their effectiveness in controlling moths that attack vine trees, BioPro's products have gained popularity among vine-growers or wineries for Mendoza's US\$ 43 million organic wine industry, giving a considerable boost to the start-up. As a result of her work, Pabla has secured a public-private partnership with a local university in Mendoza, which will allow the business to conduct further research on biopesticides for wineries. A budding entrepreneur, Pabla acquired business skills at an Empretec training.

Source: UNCTAD.

Beyond contributing to economic development through job creation and their economic empowerment by increasing their incomes, women's entrepreneurship can contribute to social development by promoting gender equality, and as a tool for empowerment, it can help women to reduce their dependence and break the cycle of poverty. In Latin America and the Caribbean, for example, the growing participation of women in the labour force spurred economic growth and contributed to women's growing income and a reduction in extreme poverty from 2000 to 2010.²³ It has been noted that reduction in poverty in the region would be even more dramatic if there were more female entrepreneurs. Women's involvement in MSMEs has been identified as an effective way of advancing women's economic empowerment while reducing poverty and gender inequality.²⁴ Moreover, as shown by the case study in Box 4, women's entrepreneurship can also contribute to other aspects of sustainable development, as women are more likely to reinvest in their communities as well as in their families' well-being.²⁵

²³ Women Entrepreneurial Venture Scope Report.

²⁴ Empowering Women Entrepreneurs through Information and Communications Technologies. A Practical Guide, UNCTAD, 2014.

²⁵ The Gender Gap Report 2014. World Economic Forum, 2014 and Women, Technology and Innovation, UNCTAD, 2014b.

Green entrepreneurship, which can be defined in terms of the output (green products or services) or in terms of the process (green production processes), can contribute to social outcomes by reducing poverty and inequality, decent work that is safe, productive and well-remunerated; support environmental sustainability using efficient products, processes and practices; and promote economic growth through job creation and new businesses, including small and medium-sized enterprises (SMEs).

Emerging sectors such as the green economy have promising potential for the creation of value added and decent jobs that can raise productivity, ultimately promoting inclusive and sustainable growth. According to ILO, the green economy has the potential to create 15 million-60 million additional jobs globally, with a 1.5 per cent improvement in productivity by 2020, and 5 per cent by 2050, while reducing poverty for approximately 400 million smallholder farmers in developing countries through increased incomes.²⁶

Recognizing the green economy's potential to stimulate economic growth, several countries have prioritized job creation in the green sector. South

²⁶ Working towards sustainable development: Opportunities for decent work and social inclusion in a green economy. ILO, 2012.

Africa identified job creation in the green sector as a priority area, and as part of its 2011 *Green Economy Accord* is stimulating employment opportunities in waste management in both the formal and informal sectors. In addition, green jobs are providing sustainable employment while addressing social and environmental objectives, thereby contributing to sustainable development. In Zambia, the United Nations *Green Jobs Programme* - an ILO, ITC, UNCTAD, UNEP and FAO initiative aimed at creating green jobs through a value chain approach - is improving livelihoods of rural and urban families through private sector development and sustainable housing. At the same time, the development and growth of SMEs in the green sector is playing a vital role in generating employment, with SMEs that adopt green processes, produce green products and services, improving their efficiency and reinvesting profits in their enterprises, in the process stimulating the creation of decent jobs.

Beyond its impact on economic growth, green entrepreneurship can foster social inclusion by tapping into the potential of and enabling socially disadvantaged groups, including the poor, women,

young people and those working in SMEs in developing countries to create their own opportunities. For instance, Solar Sisters in Uganda, which employs women in rural areas to sell solar-powered LED lamps for use in homes, is helping the women to raise their living standards and empowering them economically, while addressing environmental concerns, including pollution and inefficiency, and safety issues associated with the use of kerosene lamps.

Green entrepreneurship can promote environmental sustainability. SMEs that adopt environmentally-friendly practices such as those involved in the renewable energy can contribute to job creation while promoting environmental sustainability. As the case study of Helios Eco Vidyut from rural India below illustrates, green entrepreneurship can have a social impact in underserved regions by ensuring energy access in rural areas while creating employment for young people and supporting the development of other green enterprises. Similarly, emerging industries such as eco-tourism can provide opportunities for SMEs to create jobs while raising the awareness of and preserving the environment.

Box 5. Helios Eco Vidyut – A Green Entrepreneur from India

Helios Eco Vidyut Pvt. Ltd. is a youth-led green energy business that provides sustainable, affordable and reliable green energy solutions to power up the lives of people living in rural India. Established by two enterprising young engineers – Ravi Theja Muthu and Madhuri Upadrasta – the Vidyut (electricity in Hindi) provides solar solutions. Launched in October 2013, HEVPL installs solar photovoltaic panels to commercial establishments in rural areas where grid-based power supply is erratic. The business, which employs 12 young people, also provides Fortune 500 companies – Indian Oil Corporation Limited and Hindustan Petroleum Corporation Limited – with renewable energy solutions to abate the use of diesel oil at these companies' facilities. HEVPL has also launched solar lighting systems for household use, solar streetlights and two solar cookers for the community. It also oversees the Be The Change Academy – Visakhapatnam, a barefoot business school that focuses on creating green jobs and green enterprises, and is developing solar vegetable driers and solar-powered irrigation systems to support the farmers – the backbone of Indian economy.

Source: UNCTAD.

3. BUSINESS CASES FROM UNCTAD'S EMPRETEC NETWORK

This section presents case studies on entrepreneurs from UNCTAD's Empretec network. The case studies offer insights into different business approaches, highlighting a pressing challenge that these entities sought to address and the obstacles that they encountered as they attempted to address the long-term sustainability of these initiatives.

- Lack of quality education in an underserved rural region in Northern **Uganda** prompted **Beatrice Ayuru** to establish a school that provides quality education to disadvantaged children in an impoverished, war-ravaged region.
- Gaps in the educational materials and children's recreational products market in **Nigeria** and their impact on early childhood education inspired interior designer, **Lara Cooney** to start Contextplay, an enterprise that designs and sells learning materials, playground equipment and furniture aimed at helping young children to develop their abilities.
- Uncollected garbage in **San Salvador's** streets and its potential threat to human health and the environment spurred **Maria Carlota Guevara** into action, providing the impetus for the establishment of Aurora, an organization that tackles El Salvador's solid waste challenges.
- Recognizing that growth among MSMEs and community organizations in low-income communities in **South Africa** is hampered by lack of branding, a young entrepreneur and branding expert, **Neo Mthobi Matsau** established a branding business in low-income communities.
- Unemployment among highly skilled female agricultural engineers inspired **Leena Irshaid**, a highly skilled scientist, to start the first female-owned and managed olive and pickles manufacturing business in **Jordan**, which has created employment opportunities for previously unemployed highly skilled and low skilled women in the agricultural sector.
- **Tracy Douglas**, a wine and soap-making entrepreneur and art maker, started the "Why Not Club" – an informal group that provides entrepreneurial guidance and helps aspiring young entrepreneurs in **Guyana** to confront and overcome their psychological barriers and pursue their dreams.

- A strong belief in education and its power to transform an individual's life inspired **Tony Oteng-Gyasi**, founder and Chief Executive Officer of Tropical Cables and Conductors Limited (TCCL), an electrical cables and conductors enterprise in **Ghana** to support gifted young people from disadvantaged families to obtain an education, in addition to supporting education, as part of its corporate social responsibility.

Providing quality education to disadvantaged children in rural Uganda



Beatrice Ayuru (pictured), first-prize winner of the 2010 Women in Business Award (WBA), which UNCTAD awards to women entrepreneurs, has overcome numerous challenges to establish a school in an underserved rural community in Northern Uganda.

This case study showcases Beatrice Ayuru's efforts to provide quality education to young people in an economically disadvantaged region, and girls who generally lack access to education. Launched in 2000 in the largely impoverished, war-ravaged region in Northern Uganda, Lira Integrated School caters to students from varying backgrounds and serves up its vacancies to children from impoverished families who cannot afford school fees as well as orphans, and children affected by war and HIV/AIDS.

Entrepreneurial motivation

While lack of access to quality education is a barrier for all young people in Northern Uganda's war-ravaged region, it disproportionately affects girls, many of

whom rarely receive an education beyond primary school. Growing up in Lira in Northern Uganda, Beatrice Ayuru saw first-hand the consequences that lack of quality education had in her community. While fortunate to obtain an education up to university, in part because her father was relatively well-off and valued an education, she was not oblivious to the negative attitudes towards educating girls in her community.

Determined to change the lack of appreciation for girls' education and the value of girls in her community, while pursuing her A levels, Beatrice vowed to provide quality education to girls. After passing her A level exams – the first girl in the school's history to secure admission at a national university, she joined the prestigious Makerere University, where she studied education. With the vision of starting a school that provides quality education still fresh in her mind, upon graduating from Makerere University with a degree in education, Beatrice, who launched several businesses and subsequently joined the teaching profession, saved her earnings for the school she hoped to start.

After struggling for years to find the resources needed to build a school, Beatrice launched Lira Integrated School in 2000. The school, which provides an all-around education to children, seeks to develop students' potential and aims to equip them with the requisite skills to enable them to become independent individuals and responsible citizens. Recognizing that girls generally lack access to education, Beatrice hoped the school would increase access to quality education for girls.

With a population of 1,150 students in 2014, the mixed day and boarding school provides education to students across three levels – nursery (kindergarten), primary and secondary, making it a unique institution in the district and in the country. The school offers a rigorous academic curriculum as well as vocational skills training, talent development in music, dance and drama, sports and studies in information and communications technology (ICT) – a rarity in rural areas.

Start-up phase

Based in an impoverished rural region where the majority of people live below the poverty line, Beatrice faced numerous challenges while trying to launch the school in a post-conflict setting. First, she needed land to build the school. Although Beatrice's father gave her a part of the family's land to build the school, coming from a community where land is family-owned

by the clan, Beatrice faced vigorous opposition from close family members when they learned that she intended to build a school on the family's land. Despite family members' objections, with her father's blessing, she inherited the land on which she established the school. Having acquired the land, she planted and sold cassava to make ends meet and used the savings from the business to start two other side businesses. Using savings from these businesses and earnings from her teaching job, she launched the school in 2000.

Second, despite having some savings, Beatrice lacked the substantial capital needed to operate a school. Using the land she acquired from her father as collateral, she secured several loans from the Development Finance Company of Uganda (DFCU) over a seven-year period. She obtained her first loan – Uganda Shs. 23 million (US\$ 8,850) in 2002 to cover students' transportation and purchase equipment for the brass band; a second loan of Uganda Shs. 40 million (US\$ 15,000) in 2003 to complete the construction of additional classrooms and build dormitories; a third of Uganda Shs. 100 million (US\$ 38,360) in 2005 to complete the buildings at the school (plastering of walls and the installation of a drainage system); a fourth loan of Uganda Shs. 345 million (US\$ 132,300) in 2008 to build a sports centre and lay the groundwork for a swimming pool; and in 2009, a fifth low-interest government-backed agricultural loan of Uganda Shs. 94 million (US\$ 35,338) to purchase equipment for the fish farm (hatchery).

Third, Beatrice needed to overcome negative attitudes towards women in her community to start her enterprise. The first female student in her school to join the prestigious Makerere University, she bucked tradition by aspiring to start a business in a conservative, rural community where women were expected to get married and start a family rather than pursue a career.

Launching Lira Integrated School

As a private school in Uganda, Lira Integrated's nursery, primary and secondary streams were ineligible for government assistance. At Uganda Shs.79,000 (about US\$ 30) per term or about Uganda Shs. 240,000 (US\$ 90) per year, the fees required to enrol a student in the primary stream in 2000 were prohibitive and out of the reach of many parents. With tuition fees as its primary revenue source, Lira Integrated faced financial challenges as many parents in the poor Northern Uganda region. Launched in the aftermath of the introduction of

free primary school education or Universal Primary Education (UPE) in Uganda in 1997, the school faced a daunting challenge in recruiting students for its primary stream as parents preferred enrolling their children in tuition-free publicly-funded schools, resulting in low enrolment in Lira Integrated's primary stream in the first few years of the school's establishment.

By the mid-2000s, poor performance by publicly-funded primary schools, partly because of the inadequate infrastructure and insufficient teachers to support the large influx of students that enrolled in publicly-funded schools following UPE's introduction prompted many parents to withdraw their children from public schools and enrol them in private schools such as Lira Integrated, which excelled in academics. With a low teacher-student ratio and rigorous academic and well-rounded curriculum, Lira Integrated School's primary stream, which excelled in national exams, its student enrolment grew as parents transferred their children from under-performing public primary schools to the high-performing school.

Like the primary stream, Lira Integrated School's secondary stream experienced challenges in recruiting students. At Uganda Shs.127, 000 (US\$ 48) per term, the high school fees were prohibitive for many parents. Moreover, with the introduction of universal secondary education (USE) in 2007, there was an increase in student enrolment and an uptick in girls' attendance in tuition-free public secondary schools as parents' preferences shifted in favour of public secondary schools, contributing to a decline in student enrolment in fee-for-tuition private schools like Lira Integrated, which faced challenges in attracting as well as retaining students (Asankha et al., 2011).

A low teacher-student ratio, a unique well-rounded curriculum that emphasized academics, vocational training, information and communications technology (ICT) and entrepreneurship as well as numerous non-academic activities such as music, dance and drama, which contributed to the secondary school's strong performance in national exams, appealed to parents, many of whom subsequently enrolled their children in Lira Integrated's secondary stream, thereby boosting its enrolment.





Lira Integrated's growth and expansion

With the school undergoing dramatic expansion by the mid-2000s, Beatrice needed to obtain business skills to have a solid foundation from which to operate the school and sustain its growth. In 2008, she enrolled in an entrepreneurship training programme offered by UNCTAD's Empretec Centre in Uganda known as Enterprise Uganda. Through the training, which equips participants with a variety of competencies, Beatrice obtained much-needed business management skills, including how to work with competitors, how to operate the business efficiently as well as people management skills, which enabled her to better manage her growing workforce of 104.

Beatrice credits the training with providing her with the skills to better manage and operate the business, stating that "Empretec helped me to build my skills, gain knowledge of my rights as a business person and how to make my business unique." She adds, "because of the training, I am now accountable and transparent, and I operate a formal business", and regrets not having undertaken the training earlier, stating that "I would have avoided making a lot of mistakes and better managed risks – now I have to make a lot of corrections".

By the late 2000s, Lira Integrated School had grown significantly, with its student population peaking at 1,500. With its excellent performance across the three education levels, and with its reputation for providing quality education intact, the school began attracting students from other parts of Uganda as well as neighbouring countries such as South Sudan and Kenya.

In order to diversify the school's reliance on tuition as its primary revenue source and to ensure its profitability, agricultural activities were initiated at the school to earn additional revenue for the school. With a government-backed agricultural loan of Uganda Shs. 94 million (US\$ 35,338), equipment to start a fish farm (hatchery) at the school was purchased. In addition to running a nursery, primary and secondary school, Beatrice aspired to build a university within the school's premises. With the disputes about the land now resolved, and the entire family behind her, Beatrice acquired additional land from her family and seemed poised to realize her dream of building a university for which she broke ground in September 2009.

The success of the school earned her international recognition. As part of UNCTAD's Women in Business Award (WBA), Beatrice received a US\$ 6,000 grant

to undertake a study tour of several universities in the United States. Beatrice established networks with universities in Massachusetts, Minnesota and Texas, and leveraged partnerships that have strengthened the school's foundation and its capacity to deliver quality education. The University of Texas donated sports equipment and provided a coach to train teachers at Lira Integrated in sports education. Abilene Christian University sent a team to help build the school's swimming pool and the University of Minnesota sent a team of volunteers to provide staff training, while Springfield College in Massachusetts raised funds that were used to build basketball courts.

With the support from United States universities, Lira Integrated School established a fully-fledged sports programme – the only one of its kind in the district and beyond. Also, an internship programme involving United States students coming to volunteer at Lira Integrated School, as well as donations from individuals interested in sponsoring students from poor families, helped to strengthen the school's capacity to provide quality education.



Despite its success, the school faced some significant setbacks. Beatrice's growing visibility and the challenges of running a thriving enterprise began taking a toll on her personal life. Growing inflation in Uganda in 2012 and a rise in interest rates made it difficult for Beatrice to service the loans she had obtained, resulting in financial losses for the business and an administrative burden to the school. Despite considerable demand for university education in the Lira District, due to overexposure to debt, plans to open the university were deferred. Beatrice acknowledges starting the university while the school was undergoing expansion, including integrating vocational training in the curriculum, would have been daunting. With the withdrawal of her husband from the business in 2013, Beatrice regained full ownership of the business, and restructured the unpaid loans and started repaying the debts.

Sustainability

Despite the decline in student enrolment from 1,500 students prior to 2012, the student population stabilized, with its enrolment at 1,150 students in 2014. The mixed day and boarding school, which has an equal male-female student ratio across its nursery, primary and secondary levels, is a rarity for the primary and secondary streams in which boys are overrepresented.

While the school's revenues are largely derived from tuition – Uganda Shs. 130,000 (approximately US\$ 50) per term for nursery school students who attend as day scholars and Uganda Shs. 330,000 (US\$ 126) per term for nursery school students who attend as boarders in 2014; Uganda Shs. 164,000 (US\$ 62) per term for primary day school students, and Uganda Shs. 315,000 (US\$ 120) for primary boarding school students; and Uganda Shs. 348,000 (US\$ 134) for secondary school students, to ensure Lira Integrated's viability, the school has implemented an income diversification strategy.

To supplement its revenue, the school's fish farm (hatchery), which provides students with an opportunity to gain skills as part of their vocational training, earns approximately US\$ 10,000 annually. Funds provided by the United Kingdom Department for International Development (DFID) and the World Bank supported the expansion of the school's fish farm, which raises fingerlings that are sold to local farmers. In addition, to ensure the school is self-sufficient in food production, Lira Integrated's secondary school students grow maize and beans as part of their vocational training. Lira Integrated also rents its sports centre for Uganda Shs. 200,000 (US\$ 76) per day, bringing the school much-needed income. In addition, the sports facilities are open for public use from Friday to Sunday for a fee, and the revenues collected are used to maintain these facilities.

Providing quality education while remaining financially viable is the school's most critical challenge. While the nursery school has maintained first position in the district, decline in academic performance in the primary and secondary streams has had an impact on student enrolment in these streams. Although the primary school is among the top 5 of 219 primary schools in the district, it faces fierce competition from other private schools in the district. To improve the students' performance at the primary level, Lira Integrated emphasizes the use of English at primary level and engages students in speech competitions aimed at improving their skills.

The secondary school, which at one point led in academic performance, ranked 11th out of 16 schools

in the district in 2014. With a decline in enrolment in recent years and a strong preference among parents for publicly-funded secondary schools, which not only outperform their private counterparts in national exams, but are also less costly than private schools since the introduction of universal secondary education (USE) in 2007, the long-term sustainability of Lira's secondary stream is uncertain.

To improve performance and ensure stability in its secondary school enrolment and student retention, Lira Integrated has strengthened the quality of academic education by hiring well-qualified teachers as well as by integrating vocational training and entrepreneurship into the school's secondary school curriculum. Vocational studies in mechanics, tailoring and garment cutting and catering have been integrated into the secondary school curriculum and plans are underway to offer vocational training at certificate level. Vocational studies will also be made available to other individuals in the community and the training will eventually be offered at diploma and degree levels.

Impact in the community

In its 15 years of operation, Lira Integrated School has had a significant impact in the community. Beyond providing quality education to students in a post-conflict setting, the school has increased access to education, and among girls. Lira Integrated has achieved gender parity in the girl-boy ratio that has historically been skewed in favour of boys. In addition, the school's female school dropout rate has declined as many girls now complete their education. Moreover, the school's policy to allow girls who become pregnant to sit for their national exams has contributed to a higher school completion rate for girls. Its success in bridging the gender inequality in education and the stellar performance by girls who routinely outperform boys in national exams has begun to dispel outdated notions about gender and as Beatrice says, has "inspired many parents to seriously consider educating girls".

Lira Integrated School has created employment for more than 100 teachers, most of whom were unlikely

to secure employment in public schools because of the Government's limited absorptive capacity. Besides teachers, the school has also created employment for non-teaching and support staff as well as several former students from disadvantaged backgrounds who can now support themselves and their families. The employees, who pay taxes and generate revenue for the Government, also enjoy an improved standard of living because of the secure and stable employment. In addition, for the six women who hold senior administrative positions at the school, their visibility in the school's administration has helped to challenge gender stereotypes.

Beyond the school, the enterprise has had an impact in the community. As a reliable customer that provides a steady income, the school has contributed to securing the livelihoods of local businesses and other local farmers who supply the school with goods and services. In addition, the school has helped to lift the living standards of students from impoverished backgrounds.

Future plans

Lira Integrated School plans to implement a fully-fledged vocational institute that offers vocational training at certificate and diploma levels. Funds provided by DFID will be used to install an irrigation system that will ensure reliable water supply to support the school's agricultural activities. Against all odds, Beatrice Ayuru struggled and established a well-performing school that provides quality education in a challenging post-conflict environment. The key lesson learned while running the school is that enterprises with social goals "can be profitable if they maintain costs and are well managed". In the case of Lira Integrated School, despite its financial difficulties, Beatrice indicates, "the school has been profitable because I own the land on which the school is built and therefore I save on costs that would be associated with leasing the land". Also, "maintaining standards is important. Enrolment needs to be steady to ensure sustained growth and to lay the foundation for the school", she adds. Other important lessons she learned include "not overborrowing and growing slowly".

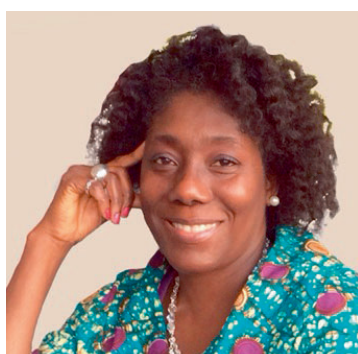
Lira Integrated School's impact

- Provides quality education to over 1,100 children in an underserved region, including those from disadvantaged backgrounds.
- Achieved gender parity in the boy-girl ratio and reduced the female school dropout rate.
- Created employment for over 100 teachers as well as support staff.
- Reliable customer for local businesses and farmers who supply the school with goods and services.

Students participating in extracurricular activities



Promoting early childhood development through educational tools and recreational equipment in Ghana and Nigeria



Lara Coockey (pictured) is the CEO and lead designer of Contextplay, a business that designs and sells learning materials, playground equipment and furniture aimed at helping young children to develop their academic, emotional, physical and psychological abilities.

Realizing the importance of early childhood development and the increasing role that learning materials, furniture and recreational tools play in a child's development, Lara, an interior designer by profession, tapped into the growing demand for learning products designed to enhance the learning needs of children in their formative stages in Nigeria. In 2014, Lara was among the nominees for the 2014 Empretec Women in Business Award.

This case study, which traces the journey of Contextplay, provides insights into how a conventional business evolves into a social enterprise. Launched in 1997, Contextplay, which uses environmentally-friendly materials to make learning materials, playground equipment and furniture for the West Africa

market, evolved from Context Design, an interior and architectural design enterprise, into a social enterprise, as Lara became aware of the gaps in the educational materials and children's recreational products market.

Entrepreneurial motivation

Lara's creativity dates back to her childhood. As a creative child, she developed a keen skill in art, design and crafts, a passion that she eventually parlayed into a career in interior design. Her knack for conceptualizing playgrounds began when, as a nine-year-old, Lara and her brother built a platform on a tree in their garden in Ibadan where they grew up, and eventually evolved into building bridges and other play structures from twigs and leftover pieces of wood and ropes that were available in their environment.

As a parent, she struggled to find the appropriate playground equipment for her children. As proprietors of an architectural consultancy firm in Nigeria, Lara, an interior designer, and her husband, Sam, an architect, became aware of regional business opportunities promoted by the Economic Commission of West African States (ECOWAS), a regional economic organization. Recognizing a potential business opportunity offered by the ECOWAS Trade Liberalization Scheme (ETLS), which eased export requirements for goods produced in ECOWAS countries, Lara and her husband took advantage of the business opportunity, and in 1996 the family moved to Ghana, where the Coockeys established Context Design, an interior and architectural design and building equipment enterprise.

While in Ghana, Lara became aware of the growing demand for learning materials and recreational tools for children. Findings from a market survey that Lara conducted, which showed that there was a gap in the market for local, well-made and safe recreational materials, prompted her to start designing unique playground equipment. Over time and with further market research, Lara became aware of a growing demand for culturally relevant learning materials and developed an interest in learning products among low-income families.

In an effort to better meet the market's demands for culturally appropriate learning materials and the growing interest among low-income families, Lara redesigned the playground equipment and began to work with local craftsmen to develop cost-effective methods of producing learning materials. As a result of these developments, Lara changed her focus from being a design consultant to the lead designer for educational solutions, prompting a rebranding of the business in 2009 from Context Design to Contextplay.

With a firm belief that play is integral in a child's development, and with pedagogical input from local school owners and early education teachers, Lara, in partnership with her husband, started designing learning products and playground equipment. Contextplay's learning materials are designed to help children acquire literacy, numeracy, cognitive and life skills within an African cultural context, while the playground equipment is designed to help young children to develop their physical as well as emotional and psychological competencies.

Contextplay's products (learning materials and playground equipment)



Contextplay
...toys that make kids smarter!



Start-up phase

Contextplay faced numerous strategic challenges in establishing the enterprise, including determining whether to source products from local small and medium-sized enterprises (SMEs) or to source ready-made branded products from abroad. In addition to manufacturing in Ghana, Lara and her husband had to decide whether to manufacture in Nigeria, with all its attendant challenges, including unreliable power and other logistical issues. In order to start a business in Ghana, the Ghana Investment Promotion Council Scheme required entrepreneurs to have start-up capital prior to moving and establishing a business in the country. Having operated a business in Nigeria, the Cookeys used some seed capital derived from their prior business to start their business in Ghana.

Moving to Ghana was a challenge. Despite the advantages that the Ghana Investment Promotion Council Scheme offered to new enterprises, settling in a new environment and without the social support that the Cookeys were accustomed to in Nigeria was a challenge. Moreover, establishing a business in the new setting proved to be a challenge, as the majority of the artisans that Lara employed to make the toys spoke a local language, Twi, making it difficult for her to communicate with them.

With a background in design, Lara had preconceived ideas about what would work in the learning products and playground equipment market, and proceeded to make some learning products, which did not fare well, as they were misaligned with the market's demands. With the initial products being poorly received, Lara conducted informal market research, approached several schools in Ghana, and worked with teachers to better understand their needs. In addition, Lara also attended various shows where she showcased her products to parents and gained useful feedback on the products.

Contextplay's launch

Having started Contextplay as a conventional for-profit business, Lara focused on selling learning products to the high-end private schools market. Developing the social aspect of the business took a concerted effort on Lara's part. While the core business – making educational and recreational tools for children – remained the same, the business strategy changed as Lara explored various solutions that would help her to create products that were affordable to a broader customer base that would include low-income families. In order to ensure that Contextplay's products were accessible to low-income families, the enterprise started using less expensive and sustainable products such as bamboo to make affordable and environmentally-friendly learning tools and playground equipment.

Contextplay formed strategic partnerships that are aligned to and integral in achieving its objectives. With an interest in a holistic approach in education delivery, Lara worked with education systems in Canada and Finland that focus on experiential approaches. She partnered with Master's in Calgary, Canada, to learn about its innovative, "profound learning" approach, and gained insight into Finland's experiential learning approach, "learning journey".

Contextplay also formed partnerships with SMEs that it subcontracted to make its learning tools and playground equipment. While Contextplay sourced most of its products from wood-working SMEs, the enterprise also sourced products such as metal accessories including pulley systems, pivots, bolts and nuts among others from SMEs. Contextplay also partnered with artisans who supplied the enterprise with recycled tyre products. Other partners included timber suppliers, who provided wood and other materials that were used in manufacturing playground equipment, furniture and other learning materials, as well as paint and finishes suppliers, who provided the enterprise with the right finishes that gave their products a professional look. In addition, Contextplay partnered with three outlets that stocked their learning materials.

Contextplay's growth and expansion

Lara attended the Empretec training in 2007. During the Empretec workshop, Lara realized how her behaviour affected her business decisions. She says, "The training opened my eyes to so many things. It empowered me in two ways. My business side was weak. I did not like to deal with numbers. The training gave me the confidence to look more critically at my

performance. It also helped me to understand the profit and loss accounts and eventually to develop a business plan." After the training, she modified her business strategy by narrowing the range of products and outsourcing their manufacturing. The result was a more streamlined set of products that meet the needs of the market, bringing together multiple learning experiences. She also learned how to be persistent: "I discovered that schools and other customers to whom I had made unsuccessful marketing pitches were not permanently a no-go area. Several of such people later became repeat customers."

With creativity and innovation at its core, Contextplay has focused on developing new products and adapting its business strategy to meet its market's demands. Although Lara initially focused on developing learning tools and recreational equipment for private schools, upon learning that Contextplay's products were inaccessible to low-income families, in large part due to their cost, Lara changed her business model and started making playground equipment and learning materials using low-cost, inexpensive, durable and environmentally-friendly kiln dried wood, setting Contextplay apart from its competitors who use wood.

Moreover, to meet the growing demand for culturally-appropriate children's educational materials and pedagogical tools, Contextplay started designing culturally-relevant learning materials and tools. For instance, alphabet picture shapes are made from culturally-relevant symbols easily recognizable to children – "y" for "yam", for example. Similarly, map puzzles are country-specific (i.e. Nigeria or Ghana) or continent-specific (i.e. Africa). Innovation contributed to Contextplay's growth. The enterprise, which faced ferocious competition from foreign-made learning products and playground equipment that dominated the education materials market, gained considerable market share by developing affordable, culturally-relevant learning materials that were also affordable and accessible to a broader customer base.

As an enterprise whose impetus was in large part due to the ECOWAS Trade Liberalization Scheme (ETLS), which eased export requirements for goods produced in ECOWAS countries, international trade was an integral part of Contextplay's business. Transporting educational and recreational products from Accra, Ghana, to Cross River, Nigeria, proved to be a challenge. Despite the relatively short distance, it was impractical to transport Contextplay's goods by road, as the region is overly mountainous. In addition, with at least six border checkpoints, coupled with lack of transparency among border officials and lack of compliance of ECOWAS trade liberalization

agreement requirements, made it cumbersome to get the goods into Nigeria.

To get its products to Nigeria, Contextplay had to ship the goods by sea, which proved to be too costly and a logistical challenge. Moreover, despite the exemptions under ECOWAS, which allowed products manufactured in ECOWAS countries to be imported duty-free, Contextplay's efforts to export its Ghanaian-made educational and recreational products to Nigeria were undermined by the imposition of duty charges, which rendered their products uncompetitive in Nigeria. As a result of the challenges associated with the international aspect of the business, Contextplay eventually relocated its manufacturing to Nigeria in 2011.

In 2005, Lara received the Pan African Women Invent and Innovate award for creating playgrounds. Following the recognition, she rebranded her products as award-winning, which helped to generate new business and contributed to Contextplay's bottom line. In 2014, Lara was among the E-WBA nominees. It helped to raise the visibility of her business, and she has since been approached by prospective buyers in South Sudan and Zambia who are interested in culturally-appropriate learning and recreational materials. Following Contextplay's initial success in Ghana, Lara learned several years after establishing the enterprise that a former employee had copied Contextplay's designs and established a competing business. As a small business, Contextplay lacked the financial wherewithal to patent its products. Although Lara sought legal advice on possible copyright infringement, because Contextplay's products were not copyright protected, she could not take legal action against her former employee.

Contextplay derives its revenues from the sales of its learning products, recreational tools and playground equipment. In 2013, the business earned \$50,000 in revenues. In its 17 years of operation, Contextplay has experienced fluctuations in business, with a decline in revenues in the past five years, both in Nigeria and Ghana. While the business no longer engages in direct sales and is currently not generating a profit, its collaborations with not-for-profit organizations and other partners have enabled Contextplay to continue making products available in places.

Contextplay
...toys that make kids smarter!

Sustainability

Currently based in Lagos, Nigeria, Contextplay, which evolved from a conventional for-profit business to a socially-oriented enterprise by developing products that are accessible to low-income families, has further broadened its social mission by ensuring its products are available to disadvantaged segments of society. The business has partnered with not-for-profit organizations in Ghana and Nigeria to provide learning products to poor and disadvantaged children as well as to install playgrounds for street children and those in refugee camps. Despite its decline in sales in recent years, Lara is optimistic about Contextplay's future. With its business objectives aligned with the Government of Nigeria's policy to encourage early childhood development, Contextplay is supplying playgrounds and teaching materials to 20 schools involved in a pilot in Nigeria. In addition, the enterprise is piloting a new prototype in the 20 schools and plans to reach an additional 200 state schools and a fifth of private schools countrywide. As part of its strategy to make an impact in the education arena in Nigeria, Contextplay has partnered with change agents in the education sphere. For instance, the enterprise has forged a partnership with Incubator Africa, and the Steven Adams Social Reformation Foundation, a not-for-profit organization that provides education programmes to disadvantaged children in Nigeria, to develop affordable structures that will be widely available to schools and low-income families.

Lara is assessing Contextplay's operations and is undertaking research to ensure that the enterprise stays abreast of the trends in the market and its products align with the market's needs. In addition, as part of the Contextplay's strategy to remain competitive and maintain its market share, its products' prices have been reduced. Besides TV to raise awareness of its work, the enterprise recently developed a marketing strategy designed to tap into the potential of social media for the purposes of marketing its products (available at www.contextplay.com).

Impact in the community

Contextplay is contributing to the education of young children in Ghana and Nigeria and is making an impact in the communities in which it operates. Its playsets, which cater to children with different levels of mental and physical ability, have become a vital element in the training for children with autism at Ghana's Autism Awareness Care and Training Centre School. Contextplay has partnered with several organizations in Ghana to install playgrounds for underserved children. For example, Anglo Gold

Ashanti installed playground equipment in a school in Iduaprim. World Vision Ghana provided playground equipment to a UNHCR-supported refugee camp in Budumburam, and Chance for Children installed a playground for street children in Accra. In addition to providing playground equipment to HIPS Charity School in Ghana, Contextplay also partnered with Ghana International School, whose nursery school children raised funds through school plays to support the installation of playgrounds in other communities. Contextplay has partnered with Incubator Africa, a development agency in Nigeria in collaboration with the Oando Foundation, an oil and gas company foundation, to provide learning materials to poor and disadvantaged children attending public schools. In addition, the enterprise has partnered with Coca-Cola Nigeria to provide playground equipment to a nursery school in Lagos as well as learning and teaching materials to Archbishop Taylor Memorial School in Lagos. As an environmentally-conscious business, Contextplay uses environmentally-sustainable products and solutions. For instance, the enterprise uses recycled car tyres in at least 30 per cent of its products, including for its popular “Mammy Wagon” plates, a recognizable West African cultural icon (a vehicle used to transport goods and people across the country), and for its swing seats. Contextplay has also integrated value engineering – an approach

that minimizes the amount of timber used on its playground equipment, as well as using kiln-dried timber, an environmentally-friendly resource, instead of conventional wood. In addition, as part of its strategy to conserve trees, the enterprise, which strives to use scarce wood in a sustainable manner, and supports tree-planting programmes, plans to develop more bamboo and recycled playgrounds. Through its value chain, Contextplay creates employment for craftsmen in the SMEs that it sources its products from, many of whom are trained in conventional woodworking methods and provides them with an opportunity to gain new skills.

Future plans

Lara plans to improve her products’ design so that their manufacturing can be completely standardized for self-assembly (like IKEA’s furniture) and can be sold worldwide. She is also exploring the use of other environmentally-friendly materials such as bamboo for use in making playground equipment. Lara is also diversifying her business and has started to develop a line of luxury African art as well as decorative items such as trays, candle stands and doorstops, among others. She has also launched a line of spiritual affirmations that are in picture frames or are available as apps.

Contextplay's impact

- Contributing to the educational development and recreation needs of young children in Ghana and Nigeria, including those with disabilities, those residing in refugee camps and other disadvantaged children.
- Created employment for 10 full-time employees in Ghana and Nigeria, as well as for craftsmen in the SMEs from whom it sources its products.
- Promotes environmental sustainability by using products such as recycled tyres and kiln-dried timber, thereby contributing to community development.

Tackling El Salvador's solid waste challenges



Aurora is a recycling business that specializes in the separation, recollection, preparation and commercialization of solid, inorganic waste such as plastic, paper and electronic equipment, as well as non-corrosive materials, batteries and oil from Salvadoran businesses and institutions. Despite its modest beginnings, Aurora, which sells solid inorganic waste to buyers in El Salvador and in other countries, has had steady growth in its 10 years of operation, while creating employment for individuals in poor communities and protecting the environment. In 2012, Maria Carlota Guevara (pictured), Aurora's founder, received UNCTAD's Empretec WBA in recognition of her innovative enterprise.

“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.”

The case study, which focuses on Aurora's strategy to tackle El Salvador's solid waste challenges through recycling, provides insights on how the social enterprise is addressing environmental challenges in El Salvador while creating employment for individuals from disadvantaged backgrounds and earning revenues.

Entrepreneurial motivation

Uncollected solid waste is not only unsightly – it can also be a health hazard, leading to the spread of diseases and posing a threat to the environment if improperly managed. Solid waste is particularly acute in poor urban communities in San Salvador, many of which lack proper garbage collection and disposal services, thereby posing a significant threat to vulnerable populations living in these communities, as well as to the environment. Concerns about the enormous amount of uncollected garbage piled up in the streets of San Salvador, which caused blockages

in sewage when it rained, resulting in contamination and posing a threat to human health and a hazard to the environment, spurred Maria Carlota Guevara to action.

With no prior knowledge of or background in waste management, Maria Carlota, whose love for and commitment to her community is matched only by her strong belief in taking care of the environment, had an idea to address the problem of uncollected solid waste in San Salvador. Realizing that solid waste, if adequately prepared, had market value, and at the suggestion of Gonzalo Hildago, a Chilean friend and business partner who noted that problems related to poverty could be addressed by cleaning the environment and selling solid waste, Maria Carlota, along with Gonzalo, were inspired to launch Aurora (which means “dawn” or “after the sun comes up” in Spanish).

With a passion for the environment and a strong mission to free El Salvador of solid, inorganic waste, Maria Carlota embarked on launching a recycling business whose focus was to sell solid, inorganic waste and create employment for individuals in poor communities, as well as generate income to improve the lives of individuals in poor communities. Launched in 2003, the San Salvador-based Aurora collects or buys inorganic solid waste from socially and environmentally-conscious businesses and institutions. Aurora's employees are trained to handle solid waste, sort the materials according to type such as metals, electronics, paper or plastics, and dismantle equipment. The recycled end product is then sold to clients, primarily buyers in El Salvador, or is exported in containers to other countries.

Start-up phase

Solid waste is a significant problem in El Salvador. While San Salvador's municipal government has historically been responsible for solid waste management, owing to the magnitude of the problem, and in an effort to better manage solid waste, small businesses and micro-enterprises in El Salvador have become increasingly involved in solid waste recovery, separation and recycling activities (PAHO, 2005).

Maria Carlota faced numerous challenges while trying to launch the business. While she had a passion for the environment and the zeal to help her community to get rid of solid waste, with limited know-how or experience in waste management, Maria Carlota needed to gain expertise in the industry and how it

functioned to start and operate an effective waste management business. In order to gain a better understanding of waste management, Maria Carlota and Gonzalo conducted market research on the waste management industry over a two-year period. As part of their research, they learned that, while collection of waste from homes would be unprofitable, waste collected from businesses was likely to have a market value and generate a profit. Having identified a possible business opportunity in waste removal in businesses, Maria Carlota developed a business plan that identified the systematic removal of solid waste in the business sector while adhering to environmental standards as the focus of the prospective business.

Second, to start and operate a waste management business, Maria Carlota needed significant capital to enable her to purchase trucks as well as recycling equipment for the business. With no collateral, she could not qualify for any loans or other financing from formal financial institutions to initiate the capital-intensive business. Although Maria Carlota did not have any loans or other financing from financial institutions, she nevertheless launched the business with a meagre capital of \$15.

Realizing that the capital was insufficient to rent an office from which to operate, Maria Carlota sought and received help from Fundacion Empresarial para la Accion Social (FUNDEMAS), Empretec's partner in El Salvador, which linked her to Escuela Superior de Economia y Negocios, which provided Aurora with an incubation grant. The School of Economics and Business also provided Aurora with logistical support that allowed Maria Carlota to access the institution's business incubator for a two-year period and use a fully-equipped office.

In an effort to better understand its prospective market and clients' preferences, Aurora formed alliances with other businesses that proved to be indispensable in learning about the prospective markets' needs and clients' preferences. Having been a part of Grupo Roble helped to open doors to businesses in waste management. Maria Carlota and Gonzalo visited all the businesses involved in waste management and gained valuable knowledge about the industry and the processes involved in inorganic solid waste management.

Third, with little knowledge or experience in waste management, Maria Carlota and Gonzalo needed to have a better understanding of the prospective clients' needs to compete effectively in the marketplace. Maria Carlota and Gonzalo also obtained training on environmental management and marketing, and received diplomas in planning and conservation,

marketing and fundraising. They also attended seminars on environmental management offered by the municipal government and the Ministry of Environment and Natural Resources, and visited companies, industries, service and educational institutions, as well as recycling businesses, to gain a better understanding of their environmental programmes. By participating in events and fairs, Maria and Gonzalo gained valuable insights into the challenges in the environmental sector and shed light on the apathy to recycling and the general disinterest in using landfills, which pointed to a need for public awareness as an integral part of Aurora in achieving its goals.

Aurora's launch

Lack of capital hampered the start-up. Although Aurora was established in 2003, its operations started in 2005, with its first sales in 2006. The business subsequently experienced financial difficulties over a five-year period. Aurora's goals are to tackle the problem of uncollected garbage in San Salvador by recycling solid, inorganic waste; create employment for individuals in poor communities by engaging them in recycling; and generate income to help people in poor communities.

Strategic partnerships are essential in the recycling industry and have been instrumental to Aurora's growth. Having partnered with businesses that have a strong commitment to social responsibility, Maria Carlota found organic waste clients – both buyers and suppliers, which include Avian, Intradesa, Recimafe, Negapapower, Siman, Integral, Amway, Delsur and Asociacion Salvadores des Industriales, who helped to lay a strong foundation for Aurora. She notes that “in the eyes of our clients and buyers, we have become a trustworthy source of waste disposal with personalized service, professional attention, compliance with delivery dates, regular pickups, qualified personnel, and guaranteed adequate clearing and transport”.

To ensure its viability, Aurora consistently seeks partners that share its vision of sustainability and have a strong commitment to promoting sustainability, and comply with environmental standards in El Salvador. With a strong belief that the business should not only just generate profits for its owners, but should also be of benefit to its local community and surrounding areas, Aurora established a non-government organization (NGO), the Aurora Foundation, in 2008. Financed with profits from Aurora, the Foundation helps micro-enterprises to create “green” handicrafts (shown below) from recycled waste for commercial purposes, which also reflect their cultural identity.



Aurora's expansion and growth

As the business grew, Maria Carlota faced new challenges and needed to obtain knowledge in business management to operate Aurora effectively. In 2010, Maria Carlota enrolled in the entrepreneurship programme offered by Fundación Empresarial para la Acción Social (FUNDEMÁS), Empretec's partner in El Salvador.²⁷ Through the training, which equips participants with various competencies, she obtained the business skills needed to operate her enterprise effectively.

Maria Carlota notes that the Empretec workshop helped to develop her entrepreneurial capacity, adding that "My entrepreneurial life has two phases: before Empretec and after. Before, I wasted numerous opportunities I had in front of me and did not recognize." Maria Carlota states that the training provided her with the foundation that she needed to operate the business in a proper way. She adds that "Empretec also made me to think about networking. By nature, I am not like that." As a result of participating in the Empretec training, Maria Carlota changed her business practices considerably and developed a clear vision for Aurora, including forming strategic alliances to help Aurora to reach its goals. In addition to the Empretec training, she has taken training in business planning, marketing, exporting as well as gained technical expertise in cloth designing. She says, "a real entrepreneur has to consistently improve him or herself".

While Aurora initially focused on selling solid waste to clients in El Salvador, recognizing the large demand for solid waste in Central America and to ensure that the business remained profitable, the enterprise expanded its customer base to include buyers in Central America. However, a Salvadoran law prohibiting the export of corrosive materials to other countries foreclosed opportunities for Aurora to expand its business by selling ferrous materials in potentially lucrative international markets.

²⁷ Available from www.fundemas.org/.

Consequently, Aurora's sales plummeted to \$33,382 in 2010 from \$47,794 in 2009, as the business could not export its corrosive products, resulting in the dumping of its ferrous and non-ferrous inventory at low prices, and with huge losses. While its inability to export corrosive materials was a lost opportunity, Aurora adapted its plan and identified other types of waste that it could export, as well as markets for these products. Currently, Aurora exports solid waste from Guatemala and Honduras, and has negotiated agreements that will enable the business to export recycled materials to Asia.

Aurora has diversified its functions to remain viable and sustainable. While recycling is its core business function, Aurora has ventured into other business areas. Aurora's environmental management training, which is offered to Salvadoran institutions and Chilean partners, has been critical to its growth, as it provides additional revenues through the fees collected from the training. Similarly, the enterprise's partnership with Salvadoran micro-enterprises that specialize in handicrafts also generates revenues from the income earned from the training that it provides to these businesses, contributing to Aurora's bottom line.

Despite its modest beginnings, Aurora employs 20 permanent and 10 seasonal employees, all of whom receive in-house training on sorting of different waste materials prior to preparing it for recycling, safety and protection, and behavioral management to perform various tasks effectively. With a strong focus on environmental protection, Aurora also offers training in environmental management to public and private institutions as well as schools, universities and community groups.

With recycling as its core function, Aurora derives its revenues primarily from the sale of recycled waste to clients in El Salvador. Aurora's operations in Guatemala and Honduras involve collecting waste materials and preparing them for export market. Following the 2008 global economic crisis, coupled with a ban on the export of materials, which created a monopoly in El Salvador, in 2012 Aurora started collecting electronic cards for refining precious metals, and formed an alliance with a recycling business, which helped to finance the initiative. However, Aurora experienced significant losses as its partner appropriated the cards without compensating Aurora, resulting in the loss of an opportunity for Aurora to engage in the refining business, and eventually ruining the partnership.

Aurora also earns revenues from the training it conducts in environmental management. A firm believer in education, Maria Carlota notes that "education is the most important way of moving people from poverty". As a Ministry of the Environment certified trainer in

environmental education and management, Aurora earns fees from training in environmental management that it provides to Salvadoran public and private institutions as well as schools, universities and community groups.

In addition to the environmental management training, Aurora also earns revenues from training Salvadoran micro-enterprises



that make handicrafts from green products as well as from its sustainable development activities. Aurora's greenhouse initiative, TOKA, which opened its doors in 2014, engages volunteers from universities who make compost from pruned plants and waste from harvested crops. TOKA also works on sustainable conservation initiatives that provide ecological benefit to the community, improve the landscape and air quality, and prevent the erosion and extinction of species.

Aurora's success in creating an innovative enterprise earned the business international recognition. In 2012, in recognition of her innovative business, Maria Carlota was awarded UNCTAD's Empretec Women in Business Award (WBA). As a result of receiving the award, Aurora forged new partnerships, some of which led to new business opportunities and contributed to its bottom line. In addition, the award also changed other businesses as well as the public's perception of Aurora. The enterprise is regarded as an innovative business that has a positive impact in San Salvador and in El Salvador. The recognition influenced Maria Carlota's family members who previously had unfavourable perceptions of her business, and now have a positive view of her work and Aurora's contribution to the community.

After receiving the award, Maria Carlota received an invitation from a German waste management company, Vecoplan, to visit its waste management facilities. Following her visit to Vecoplan's compost treatment plant in Edmonton, and as a result of what she learned during the visit, Maria Carlota was inspired to start an organic business, Aurora's greenhouse initiative, TOKA, which works with volunteers from universities to make compost from pruned plants and waste from harvested crops, thereby utilizing compost, which was previously disposed of in El Salvador.

Sustainability

As part of its strategy to ensure its sustainability, Aurora has become outward-looking and is seeking to take advantage of opportunities in international markets. While competition in the export market for solid waste is limited, in part because the demand from international buyers for solid waste exceeds the supply, owing to lack of financing, Aurora has not managed to take advantage of the opportunities in international markets, which is further compounded by its lack of expertise in international markets and with limited knowledge of international trade. Aurora is exploring the refinement of precious metals from electronic cards and needs a partner to collect the materials required for its international market as well as capital to take advantage of this opportunity.

With a growing business, Aurora also needs financing to expand its operations to purchase vehicles and machinery. Despite operating a viable business, unwieldy requirements by financial institutions have impeded Aurora from obtaining the financing that it requires to expand its operations. Moreover, the commercial industry's vision of selling recyclables to the highest bidder makes it difficult for small businesses such as Aurora, which are unable to offer high bids, from competing effectively, often resulting in the loss of business.

In a dynamic industry that is driven by changes in trends, Maria Carlota stays ahead of the curve by undertaking training and increasing her knowledge of trends in the waste management sector. She recently attended a course provided by FUNDEMÁS on corporate social responsibility as well as a workshop on ICT exports organized by El Salvador's Ministry of Economy.

Impact in the community

In the past five years, Aurora has created employment for 20 permanent and 10 seasonal employees from disadvantaged backgrounds, thereby securing their livelihoods and raising their living standards.

Beyond creating employment, Aurora's Foundation has trained more than 300 micro-enterprises, most operated by women entrepreneurs, in new processes on the development of textiles and product identity and the reuse of solid waste. Aurora has also helped to link these enterprises to national and international markets and find buyers for their handicrafts, in so doing, strengthening their capacity to generate income and to safeguard their livelihoods. In addition to promoting women's economic empowerment by

supporting women entrepreneurs, many of whom are better able to support themselves, Aurora has become a catalyst for social change as many of these women have become change agents within their communities.

While the Foundation has strengthened the capacity of Salvadoran micro-enterprises to commercialize their products, it lacks a retail location from which to sell the products. In order to broaden its customer base, the Foundation has established two websites (www.naturalpurses.com and www.tiendatradiciones.com) to showcase the handicrafts, which are made with natural and eco-friendly materials, and reach new customers outside of El Salvador.

Aurora is doing its part to promote environmental conservation. As a strong opponent of solid waste, Aurora is not only safeguarding the environment by promoting the recycling of solid inorganic waste, it is also promoting good environmental practices by encouraging poor farmers in El Salvador to adopt sustainable organic farming. In addition, Aurora is promoting environmental management through the training it conducts in El Salvador. Its partnership with clients has also helped businesses to become socially responsible and develop a strong commitment to promoting sustainability and protecting the environment. Through its greenhouse initiative, TOKA, Aurora is improving the landscape and air quality, and preventing erosion and the extinction of species, while promoting food security,

by encouraging people to plant vegetable gardens in small spaces.

Future plans

Maria Carlota hopes to expand the recycling business across Central America and plans to start exporting solid waste to Costa Rica and Panama in the next five years as well as extend the environmental management training to Nigeria, Rwanda and Uganda. Aurora's ambitious goal of "zero waste", coupled with the lessons learned while visiting Vecoplan's compost treatment plant, have inspired Maria Carlota to explore establishing a transfer station in the United States and a biomass generation plant and a transfer station for recycled materials in Uganda.

Maria Carlota has identified a potential business opportunity in recycling discarded used tires, a major pollutant in El Salvador, and a leading cause of dengue fever and chiconkuya. Despite identifying a market for used tires, Maria Carlota's plans to open a tire recycling plant are on hold as costs associated with obtaining equipment for the plant, estimated at US\$ 1 million, are prohibitive. She hopes that the equipment that Holcim Cement currently uses to generate power in its plants can be reused by Aurora to refine highly profitable precious metals, and provide the enterprise with the financing that it needs for its other business interests. Maria Carlota is also exploring undertaking a training course in textile design for a community group in Nigeria.

Aurora's impact

- Created employment for 20 permanent and 10 seasonal employees.
- Trained more than 300 mostly women-operated micro-enterprises in new processes on the development of textiles and product identity and the reuse of solid waste.
- Contributing to sustainable development by tackling environmental challenges in poor communities.
- As a certified environmental trainer, Aurora provides environmental management training to Salvadoran institutions and Chilean partners, earning the enterprise additional revenues through training fees.
- Promoting environmental sustainability by encouraging farmers to adopt organic farming.

Promoting growth among SMEs in low-income communities in South Africa



In 2012, Neo Mothobi Matsau (pictured), a young South African with a background and work experience in branding, established Bamboo Innovation Ecosystem, a black-owned and managed branding business whose goal is to promote business growth among black-owned enterprises and community organizations in low-income communities in South Africa through brand-centered innovation, while creating employment for creative young people. Since its launch, the business has helped to raise the profile of black-owned small enterprises and contribute to their business growth, while remaining profitable.

This case study provides insights into a youth-led business whose goal is to promote growth and innovation among businesses in underserved, low-income areas while creating employment for young people from these communities. It illustrates how Bamboo Innovation Ecosystem, a Johannesburg-based business, has helped to promote growth among small and medium-sized enterprises (SMEs) and community organizations in low-income communities by developing and managing their brands while creating employment for unemployed creative young people with expertise in branding who live in these communities.

Entrepreneurial motivation

Neo Mothobi Matsau, a young South African with a background and work experience in branding, had long wrestled with the idea of how to change the perception of black-owned enterprises in South Africa. Although he was brought up in the impoverished Soweto Township, Neo's mother struggled to ensure that he obtained a good education at a private school. After completing high school, he enrolled at a college and studied branding. Unable to complete his studies when his mother lost her job and could not pay his fees, Neo was forced to drop out of college and,

without a job, he had firsthand experience with living in poverty – an experience that left an indelible mark on him.

Determined to change his circumstances, Neo struggled and eventually found employment in a branding company. As a branding professional in the corporate world, Neo realized that black-owned SMEs and community organizations based in low-income communities lacked access to branding services that large corporations generally rely on to raise their visibility and ensure their growth.

While working in the corporate world, in 2011, Neo enrolled in Empretec, an entrepreneurship training programme that the South African Development Agency (SEDA) was piloting at the time, which he says marked a turning point in his life. Although he obtained some knowledge about entrepreneurship from his grandfather and two uncles who were entrepreneurs, Neo acknowledges the Empretec training provided him with the foundation that he needed to help him to start and operate a business.

With his expertise in branding and a belief that well-managed brands can drive incremental business growth, Neo aspired to start a business that would help to improve and raise the profile of black-owned businesses in Soweto. After completing the Empretec training, in 2012, Neo struck out on his own and along with three other young business partners launched Bamboo Innovation Ecosystem, a black-owned and managed business. With a goal to drive business growth among black-owned SMEs in low-income communities, Bamboo Innovation Ecosystem hoped to provide branding services that would help to raise these businesses' profile and change their perception. Moreover, with the sky-high unemployment among young people in South Africa, Neo hoped that the enterprise would tap into the potential of unemployed creative young people from impoverished communities and create employment for them.

Start-up phase

Starting a branding business in a low-income community in South Africa was a challenge for Neo and his partners. Like other businesses in their start-up phase, they needed substantial capital to launch the business, and approached several financial institutions, including Nedbank, the South African Bank, Standard Bank and FNB. As aspiring young entrepreneurs, Neo and his partners not only lacked the collateral

needed to qualify for a loan from a financial institution, but because they had limited business experience, they also faced lack of trust among officials in these institutions, who were skeptical about their ability to manage a loan and operate a business. While Neo and his partners, whose ages range from 25 to 32, initiated some of Bamboo's business activities from their homes, with savings from his earnings, Neo rented an office in Soweto and established a steady client base.

Despite having considerable experience in branding, launching a business was daunting for Neo. With very few young people starting or operating their businesses in South Africa, Neo had few people with whom he could discuss the challenges that he was facing. With no peer support, as there were very few other young black entrepreneurs that were working in branding with whom they could share their ideas, Neo and his partners sought mentors, who played an important role in supporting them during the start-up phase of the business. For instance, Neo's uncle, an entrepreneur, provided him with advice that was invaluable in starting and operating his business.

With no track record in operating a business, Neo and his partners experienced difficulties entering branding. In an industry that is largely driven by reputation, with no prior experience in operating a branding business, Neo and his partners lacked business contacts that could provide them with referrals for new projects. Advisors at SEDA provided Neo with the business knowledge and support that he needed during the start-up phase, as did the team at UNCTAD, who were supportive of his endeavors.

Bamboo Innovation Ecosystem's launch

In 2012, Bamboo Innovation Ecosystem began its operations in Johannesburg. The business, which has 10 employees, most of whom are young people, provides a suite of branding services, including brand development, strategy and implementation, as well as web development and social media services to black-owned SMEs as well as other enterprises in low-income communities in South Africa.

Bamboo Innovation Ecosystems' primary source of revenue is from the consulting fees that it earns from its branding services. The enterprise provides branding services to SMEs, the Taxi Scrapping Administration, Henkel – a German multi-national, Argon Asset Management, Swaziland Building Society, SABC, Brandpulse, and Baragwanath Hospital in Soweto.

Bamboo Innovation Ecosystem, which earned over \$100,000 in 2013, its first year of operation, derives the largest share of its revenues from branding-related services delivered to established organizations, with branding services provided to SMEs in low-income communities accounting for a small portion of its revenues.

Bamboo Innovation Ecosystem provides web-related services to *Shift*, a TV show which provides information on career opportunities to unemployed people, including developing a website that directs *Shift's* viewers to the site to obtain additional information on employment opportunities. Bamboo Innovation Ecosystems has partnered with MVP Productions to develop a show for the national broadcaster that explores university life as well as South Africa's first social media screen experience.

Partnerships have been essential to the enterprise's work. Bamboo Innovation Ecosystem has partnered with the Belief Network, a group of young people from Soweto to help them to better articulate their vision, and in so doing, gain access to individuals and organizations from whom they can obtain funding. The enterprise has also partnered with Arising Dawn in Alexandria Township to help hospitals to gather data on people seeking treatment as well as assist the institutions to build their brand.

Bamboo Innovation Ecosystem has also created a mobile-based application tool that compiles information on volunteers, thereby providing Baragwanath hospital with a list of volunteers that it can readily access during peak times, in so doing, allowing the hospital to better manage its time. Moreover, while volunteers generally participate sporadically in community activities or maintain a presence in high-profile events such as Mandela Day, Bamboo Innovation Ecosystem has found ways to engage volunteers based on their needs, thereby allowing them to participate within their communities routinely.

Bamboo Innovation Ecosystem's growth and expansion

Owing to its expertise in providing branding services to businesses in low-income communities, large multinationals that are interested in expanding their market share by serving low-income communities are seeking Bamboo Innovation Ecosystem's expertise. The business recently partnered with Henkel, a German multinational company, to develop a brand for their hair products, which are aimed at the low- to middle-income market in South Africa.

As part of its strategy to remain competitive, Bamboo Innovation Ecosystem, which attributes its growth to focusing on an untapped area – working with businesses in underserved communities – has distinguished itself from other branding businesses, such as InterBrand, which work with large enterprises and focus on a different market. The enterprise also regularly conducts market surveys to obtain feedback from customers, and has developed interactive games for young people, who have not only become loyal followers, but are also a potential customer base for Bamboo Innovation Ecosystem. Neo was fortunate to have attended the Empretec training offered by the South African Development Agency (SEDA) in 2011 prior to launching his business. Of the 10 competencies covered in the Empretec training, Neo says “opportunity recognition has had the greatest impact on the business as it allowed me to set recognize opportunities in my community”, adding that Empretec training “was a turning point in my life”.

Sustainability

Bamboo Innovation Ecosystem’s long-term sustainability hinges on its ability to obtain financing to support its growth. With innovation at its core, the enterprise implemented Vision Project in 2014, which aims to deliver value to its stakeholders. Operating in an industry that relies heavily on referrals, it needs to invest in innovation to grow. The business environment in South Africa, which is not conducive to young entrepreneurs, poses a challenge for the enterprise. Operating in an industry that tends to favour established businesses that have long-term experience in the industry, Bamboo Innovation Ecosystem had difficulties in securing large accounts because of the young team’s perceived inexperience in operating a business.

Finding creative young people to work in a small enterprise remains a challenge. Most creative young people who are seeking opportunities in branding and other creative fields prefer to work for established, large multinational corporations that offer high remuneration and fringe benefits. However, the enterprise has managed to retain its talent in an industry that is well-known for poaching talent, by providing an environment that encourages creativity among its

young employees and uses cutting-edge technologies that allow employees to stay abreast of the dynamics in the industry. Access to professional development and rewards and recognition for employees’ work as well as a team-oriented approach in operating the business, and the enterprise’s strong link to the community, also provide an enabling environment for a strong team.

Impact in the community

The enterprise has not only helped to raise the profile of black-owned SMEs, as well as other community organizations in low-income communities, by providing them with brand strategy and implementation, logos, web development and social media services which are generally out of the reach of SMEs, but has also contributed to the growth of these businesses and the economic development of the communities in which these enterprises operate.

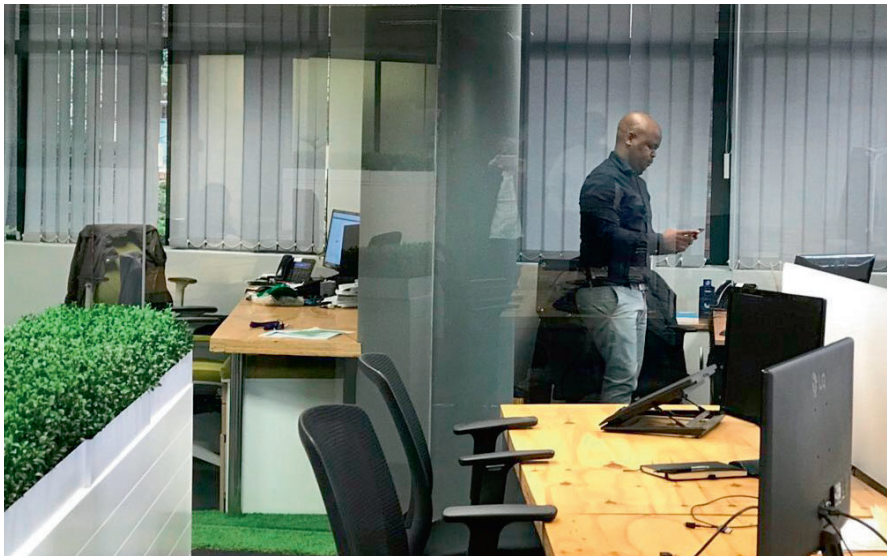
Bamboo Innovation Ecosystem’s collaboration with Bragwanath Hospital in Soweto resulted in increased revenue for the hospital from advertising, which enabled the hospital to recruit additional nurses as well as to improve service delivery among its clients in the impoverished Soweto township. Similarly, the enterprise’s collaboration with the Taxi Administration resulted in better coordination of the local taxi services and an improvement in the security of the taxi services. Beyond raising the profile of black-owned SMEs and community organizations in low-income areas, Bamboo Innovation Ecosystem has created employment for 19 people, the majority of whom are young South Africans who were unlikely to secure other employment. In addition, it has helped to raise their living standards as well as provide livelihoods for other employees from low-income communities, who can now support their families.

Future plans

Bamboo Innovation Ecosystem will focus on digital marketing and data mining. The enterprise hopes to grow to a medium-sized business in the next five years and expand its portfolio to include a range of digital services in all large cities in South Africa. It also plans to expand in East and West Africa.

Bamboo Innovation Systems' impact

- Raised the profile of black-owned SMEs as well as other community organizations in low-income communities in South Africa.
- Created employment for over 19 individuals, the majority of whom are young people.
- Serviced large corporates and small businesses.



Creating value added employment for women in Jordan



Renas Women's Cooperative Association, a female-owned and operated Jordanian business, has accomplished what takes years for other enterprises to achieve. Launched in 2010 in Al Salt City, the business increased its revenues nine-fold, from 4,000 Jordanian dinars (US\$ 5,600) in its first year of operation in 2011 to JD 36,000 (US\$ 51,000) in its second year.

A new entrant in Jordan's highly competitive olives and pickles market, Renas, the first female-owned and managed olive and pickles manufacturing business in Jordan, has created employment opportunities for previously unemployed, highly skilled agricultural engineers and low skilled women in the agricultural sector. In 2014, the founder of Renas, Leena Irshaid (pictured), received special recognition for Social Entrepreneurship from UNCTAD for creating employment for women while operating a sustainable business.

This case study showcases how Renas Women's Cooperative Association tapped into the potential of its members and created value added employment for unemployed women in Jordan's agricultural sector, while operating a viable olive and pickles manufacturing business in a competitive market.

Entrepreneurial motivation

In 2007, Leena Irshaid, a highly skilled scientist and lecturer at Al Baiqa Applied University, lost her job when the university closed the insect department where she worked. While volunteering at INJAZ, an organization that inspires and prepares young people to become productive members of society, Leena conducted a study on agricultural practices in local communities, which showed that a large proportion of women agricultural engineers were unemployed and living in poverty.

Unemployment in Jordan is high and is particularly acute among Jordanian women who, despite being highly educated when compared to their counterparts

in the Middle East and North Africa region, have one of the lowest female economic participation rates in the region (FAO, 2014). With a vision to tap into the vast underutilized expertise and potential of Jordan's highly skilled female agricultural engineers, Leena, along with 35 other female agricultural engineers, the majority of whom were unemployed because of the labour market's lack of absorptive capacity, established Renas Women's Cooperative Association in 2008. The Association's goal was to alleviate poverty among its members and realize their potential by creating value added employment in the agricultural sector for previously unemployed female agricultural engineers and low skilled women from low-income families and generate income for the women.

Inspired by her husband and parents, Leena says, "my husband provided me with logistical support that I needed in order to organize workshops. He assisted with the planning, graphic design of logo, posters and labels, and also looked after the children while I was away at meetings. When the business was launched, he provided his vehicle so that we could transport the raw materials to the factory and the products to market while maintaining costs", noting, "he believed in me while others did not". She adds, "without my parents' emotional support and also in taking care of my children so that I could attend meetings with Renas' members, it would have been impossible to participate in the social enterprise."

Start-up phase

Recognizing the importance to Jordan's economy of agriculture, which accounts for more than a quarter (28 per cent) of the country's GDP, Renas identified food preparation as an ideal economic activity that would tap into the skills and realize the potential of its members. Since the majority of Renas' members owned small olive farms, members identified the manufacture of olives, ranked 6th of the top 10 commodities produced in Jordan, and the 3rd among the top 10 commodities in value in 2012 (FAO, 2014), as an area of focus.

Starting a food manufacturing business was a challenge and a steep learning curve for Renas. Given that Renas' members had limited knowledge and experience in business, selecting the suitable olive products to manufacture and determining how to price them to compete effectively in the crowded olives and pickles market were other challenges the business had to contend with. Moreover, with the domestic market saturated by low-priced Syrian pickles, Jordanian

pickles experienced difficulty penetrating the market, and as a consequence, determining the ideal market fit that would ensure its products were competitive proved to be a critical challenge for Renas.

Having settled on manufacturing olives and pickles, Renas needed to have a better understanding of prospective customers' needs and preferences to compete effectively, as well as identify products that would have a competitive advantage in Jordan's crowded olives and pickles market. Renas conducted a feasibility study to assess their prospective market and customers' preferences in olives and pickled products, with findings suggesting there was a potential market for olives and pickles in Jordan. Results from Renas' market survey on Jordan's olive sector indicated that the sector was undergoing rapid growth in food production and exports, signaling a possible opportunity in olive and pickles manufacturing for Renas.

Second, although the majority of Renas' members had a background in agriculture, they had limited knowledge in business management, food production and human resource management. Given their significant gaps in business knowledge, identifying members with the required skills and competencies to engage in Renas' production team was a challenge. Moreover, because hiring individuals with requisite business skills was untenable, as Renas' goal was to create employment for its members, it became apparent that, without further training in business for its members, Renas' capacity to operate a food processing business would be severely limited.

To address its members' gaps in business knowledge, Renas embarked on building their capacity to operate a business. Following an initial screening and interviews with prospective employees, suitable candidates were selected and trained in various aspects of the business. Highly skilled women engineers received training in management practices, food preparation as well as marketing and human resource management, and upon the completion of the training, they were offered a one-month position on a probationary basis prior to being offered a full-time position. While the skilled members focused on standardization, management, development of recipes and marketing, Renas also engaged low skilled women in picking and sorting of olives as well as other tasks that demanded fewer skills.

Third, compounding the lack of business skills required to operate a food production business, Renas lacked the physical premises to manufacture its olives and pickles. Since Al-Salt lacked an olives and pickling factory, Renas rented warehouses in the

city for food production purposes that were unfinished and inadequate for food production. To operate a food production business in Jordan, Renas needed to meet the requirements for establishing a food processing facility and obtain the necessary certification for operating a food manufacturing plant. Renas hired a factory engineer to design a food production plant that meets Jordan's Ministry of Health's and the Food and Drug Administration's certification requirements. Equipped with a raw materials section, storage facilities, production area and packaging section, the production plant met both Jordanian food certification as well as ISO 2000 requirements. After obtaining legal certification in 2011, Renas engaged more women in different aspects of food production.

Fourth, financing was also a challenge for Renas. As a newly-formed association, Renas lacked the financing needed to establish a capital-intensive food manufacturing plant. Without collateral, obtaining a loan from financial institutions, most of which charge high interest rates, was difficult. Moreover, with the majority of its members unable to pay the Association's registration fees, which Renas expected would partially cover start-up costs, the Association could not launch the business. With financial and logistical support from some of its members' families and additional financing from the Agricultural Engineer's Association, which provided JD 2,000 (US\$ 2,826), Renas financed its start-up activities. A grant from the Canadian International Development Agency in the amount of JD 15,000 (US\$ 21,200) enabled Renas to complete the unfinished warehouses, pay for training in olive pickling as well as Hazard Analysis and Critical Controls Points 2009 certification and ISO 2000 for the highly skilled women to engage in food production, and to purchase olives as raw materials.

Launching Renas' manufacturing business

In 2010, Renas began its operations. In order to enable them to work in food production, the women received training in and certification from Jordan's Ministry of Health for food production. Initially, the enterprise focused on manufacturing traditional olive products. The pickled or oil-preserved olives were packaged manually to retain a homemade taste that appealed to Renas' customers, including working women as well as hotels and food establishments such as the Royal School of Culinary Arts. The business had 10 full-time employees in 2014, all of whom are highly skilled women with engineering backgrounds, and 20 seasonal employees, all of whom are low skilled women who work with Renas during the olive season (August to November) and harvest, clean, sort

and remove seeds from the olives, as well as clean materials and equipment, as hygiene is critical to the business.

Renas' primary source of revenue is derived from sales of olives and pickles. In 2011, Renas manufactured 2,000 kg of pickled olives in 2011, earning JD 4,000 (approximately US\$ 5,600) in revenue. In 2013, with increased production capacity, Renas earned JD 50,000 (US\$ 70,500). While the business initially had limited sales, the revenue generated covered the investment as well as operating and production costs, but did not generate a profit. Collaborations established with several entities were critical to Renas' growth. While the Canadian International Development Agency support helped Renas to establish its food production facility and provide training in food production for its members, the Agricultural Engineer's Association was instrumental in strengthening Renas' capacity to operate a food production business by supporting Renas' greenhouse permaculture initiative that promotes the utilization of rooftops to grow plants.

Renas forged partnerships with local olive and vegetable farmers, who supply the business with organic vegetables and olives. Its collaboration with the Royal Scientific Society was instrumental in facilitating its acquisition of the international standards certification – ISO 2000 – as well as in obtaining the Hazard Analysis and Critical Controls Points certification. In addition, Irada's Enhanced Productivity Centres facilitated linkages to suppliers that meet ISO certification requirements.

With promising sales in its first year, Renas wanted to increase its earnings. Lessons learned from operating a food production business in a competitive business environment in its first year prompted Renas to conduct a market survey among its customers to assess tastes and preferences, with results suggesting there was growing demand for healthy food products in Jordan. Moreover, the market survey results were reinforced by Renas' assessment of the olives and pickled products that were available in the market, which showed that they were high in sodium and loaded with preservatives, pointing to possible opportunity and potential market for healthy olives and pickles.

With this knowledge, Renas embarked on a product diversification strategy that focused on adding value to its olives and pickles by providing all-natural, low-sodium products, and free of additives, colorants or other preservatives. Introducing a new product line, which included green olive salad, stuffed olives, black or green olive tapenade/paste, pickled cucumbers and carrots, makdoos (stuffed eggplant with walnuts, red pepper and garlic) and olive slices (see photo),

paid off for Renas. Marketed under the brand name *Katarat Al-Nada* (Dew Drops), Renas' all-natural, low-sodium and additive and preservative-free products were popular with health-conscious working women as well as high-profile food establishments.



Renas' growth and expansion

Renas attributes its growth to innovating continually to meet the demands of its core market – health-conscious working women who lack the time to prepare pickled olives and other vegetables at home with high-quality, healthy products that are made with organically-grown produce. Since low-sodium olives and pickled products were unavailable in the market, Renas gained a competitive advantage over its competitors by capitalizing on the growing demand for healthy food and developing new products that meet health-conscious customers' tastes. Its emphasis on providing healthy and environmentally-friendly products that meet Jordanian and international quality standards not only propelled the enterprise's growth, but also helped to broaden its customer base to include high-profile institutions such as the Four Seasons and the Sheraton hotels in the Dead Sea region, five-star restaurants and educational institutions such as the

Royal Academy of Culinary Arts. With the launch of the new all-natural, low-sodium and additive- and preservative-free olives and pickles, Renas gained a 3 per cent share in Jordan's olives and pickles market and increased its revenues.

As part of its strategy to gain market share and grow the business, Renas raised awareness of its products and conducted more than 100 promotional activities, with the aggressive marketing strategy yielding considerable dividends for the business. In addition to providing Renas with critical market information, including customers' product preferences and tastes, the strategy has helped the business to find a niche in the market and create a new product line, contributing to its growth. Renas also tapped into social media to expand customers (see www.facebook.com/pages/Association-Rinas-the-womens-cooperative/).

Renas also rented a showroom in Amman from the Agricultural Engineers Association to showcase its products and engage directly with customers, including international participants from the Gulf States, Saudi Arabia and other countries in the Middle East. While attending the Jordan Olive Products Exporters Association exhibition, Renas learned that there is a growing demand from customers for organically-certified olive products, prompting the Association to explore the certification of its olives.

To operate the business effectively, Renas needed to strengthen its business management skills. Two years after the business's launch, Leena attended the Empretec training offered by Business Development Services in Jordan in 2013. Of the 10 competencies covered in the Empretec training, Leena says "planning has had the greatest impact on the business as it allowed me to set short- and long-term goals". Leena adds the Empretec training "was one of the most important turning points in my life", saying she learned "the importance of systematic planning and how to achieve 'SMART' goals", which she sets and reviews on a regular basis. In addition, the training also helped her to establish processes that allowed the enterprise to maximize the results from the team. Besides the Empretec training, Leena also received training from Jordan's Ministry of Planning on business plan development.

Strategic partnerships have been instrumental to Renas' growth. While in its first year of operation, the business relied on an olive farm in Al-Azraq to supply its olives, as Renas grew, the business identified other farms to supply organic olives and vegetables, including a certified organic farm as well as local farmers that are in close proximity, thereby ensuring that production costs remain low. Renas obtained

an interest-free loan in the amount of JD 50,000 (US\$ 70,500) with a six-month grace period from the Reyada Development and Employment Fund, an organization that provides funding to small businesses to support their expansion activities. The funding will be used to acquire heavy-duty machinery and packaging equipment that will enable the business to scale up its food production capacity as well as to purchase its olives, a seasonal product, a year in advance, to save on costs. Some of the funding will also cover marketing costs and staff training

Sustainability

As a way to promote ownership in the business and maintain its membership, Renas initiated an equity plan for its 37 members. As part of the plan, each member is expected to contribute JD 1,000 into the business. To ensure that members can contribute to the plan, each member is required to pay JD 60 (US\$ 84) per year for a period of 15 years. Members that cannot financially contribute to the plan can gain a share in the business' equity by working on the Association's projects or by having part of their salary converted into equity in the business.

Maintaining strong relationships with its members is critical to Renas' success and long-term sustainability. To engender positive relations among the Association's members, Renas encourages a participatory management style that involves its members in all aspects of decision-making that relate to the business. Instilling a strong sense of work ethic, however, remains a challenge for Renas as many of its members have been unemployed for long durations or have had limited job exposure to the world of work.

To ensure that the business can compete in the highly dynamic food sector, Renas needs to innovate continuously to retain its share in the market. To ensure continued demand of its products, Renas undertook a promotional strategy aimed at educating its customers on the scientific facts as well as the nutritional value of its *Katarat Al-Nada* natural products. Moreover, because the largest share of Renas products are pre-ordered by large hotels and restaurants, the Association maintains costs by hiring some of its staff on an as needed-basis.

Impact in the community

Renas' goal is to create employment for highly skilled unemployed female agricultural engineers and unskilled female farm workers from low-income families. In three years, the business created employment for 10 permanent highly skilled women and 20 seasonal

employees, in so doing, securing their livelihoods and raising their living standards.

Beyond providing employment for unemployed women, Renas has helped to challenge gender stereotypes. Since most manufacturing businesses in Jordan are generally owned by men, the success of a women-owned and operated enterprise has empowered Renas' employees. Moreover, Renas members' involvement in the association has also helped to raise their awareness of their social and economic rights and to inspire many unemployed highly skilled female graduate engineers to take an active role in agriculture and contribute to the economy. Renas, which encourages its members to participate in the business' decision-making and management processes, has fostered ownership in the Association, which now has 37 engineers.

Renas has established three greenhouses in collaboration with "Mezan Arabia" and provides opportunities for young people to learn skills in permaculture while working in the greenhouses. Beyond providing opportunities for young people, the greenhouses – which supply Renas with organic produce, including eggplants, peppers, carrot and herbs – have enabled the business to provide high-quality products to its customers and to maintain a competitive advantage in the market. As a strong opponent of genetically-modified foods, pesticides,

preservatives, the Association recycles organic waste that is derived from the manufacturing process into organic manure. The business, which also encourages its suppliers, to apply Integrated Pest Management strategies to have their produce certified as organic, helps to promote sustainable agri-business.

Future plans

Renas expects to increase production to 120,000 kg of different pickled olives and vegetables by 2016. With plans to double the size of the production facility by 2016, the business expects to establish a pickled olive production factory. To ensure high quality of its products, Renas plans to establish a laboratory to undertake testing of its products on its premises by 2016. In addition, a marketing department will be established and a customer service representative will be hired to handle customer relations. Renas expects to double its workforce to 20 full-time employees by 2016 and expand its production capacity by employing highly skilled women engineers. With a growing workforce, the business plans to introduce a new product line in the market – healthier, natural low-sodium pickled products. In the long-term, Renas hopes to purchase its own agricultural land to grow its own produce and establish a factory on the premises. In addition, Renas plans to start a small restaurant that will serve healthy meals.

Renas Women's Cooperative Association's impact

- Created employment for 30 women (10 permanent employees and 20 seasonal employees).
- Provides opportunities for young people to learn skills in permaculture while working in its three greenhouses.
- Reliable customer for local farmers who supply the enterprise with olives, pickles and other vegetables.
- Encourages environmentally-friendly practices by recycling organic waste that is derived from the manufacturing process into organic manure.

Providing entrepreneurial guidance to aspiring young entrepreneurs in Guyana



Since co-founding Pandama Retreat, Winery and the Centre for Creative Arts five years ago with her husband, Warren, Tracy Douglas enjoys the kind of success that many enterprises only dream of. While operating her lucrative wine and creative arts business, Tracy met many aspiring young entrepreneurs who had difficulties in pursuing their goals. Realizing that aspiring young entrepreneurs in Guyana focused on obstacles rather than the opportunities around them, Tracy was inspired to help young people to overcome their obstacles and pursue their goals. In 2014, Tracy (pictured here) received UNCTAD's Empretec Women in Business Award (WBA) for creating employment for women while operating a sustainable business.

This case study, which follows Tracy, co-owner of Pandama Retreat, Winery and Centre for the Creative Arts, provides insights into how a business can integrate social objectives while pursuing its economic ones. Determined to inspire young people and other individuals who want to operate businesses rooted in their passions, Tracy founded the "Why Not" Club – an informal group that provides entrepreneurial guidance to aspiring young entrepreneurs to help them to pursue their dreams.

Entrepreneurial motivation

Tracy Douglas did not need any motivation to start a business. Having sold her first painting as a young girl, she never looked back. A serial entrepreneur, she sold art at home and in New York City before moving to Dominica as a young woman, where she opened a studio and produced art and artwear, and taught young artists the fundamentals of Art and Design. During a short stay in Barbados, Tracy learned how to make homemade soaps, a skill that she has perfected over the years, providing her with an opportunity to earn additional income. Following a visit to Guyana,

Tracy, along with her husband, Warren, a native of Guyana, moved and she settled in Guyana in 2009, parlaying the business skills she had acquired over the years to establish Pandama Retreat, Winery and Centre for the Creative Arts.

Tracy has always been open to opportunities around her. With the motto "Why Not", she launched several business, including an art business, a soap-making business, a wine-making business, a retreat and camping business, and a bakery. In addition, her "Why Not Club" helps young people to believe in themselves and take advantage of opportunities around them. With a non-traditional approach to business that focuses on what one wants to create rather than making money as a goal, Tracy has helped young people to overcome their psychological barriers by instilling the idea that there is a need for what they have to offer.

Start-up phase

Having sold art as a young woman and eventually operating businesses in Dominica and North Carolina before settling in Guyana, Tracy learned how to navigate the business landscape at a fairly young age. When she got to Guyana, she continued to sell art while exploring wine-making as a possible business venture.

Tracy faced numerous challenges in starting a wine-making business. Although her husband had learned how to make wine from his grandmother and through research, Tracy and her husband both lacked the technical knowledge required to make wine for commercial purposes. While Tracy's husband, Warren, had learned how to make fruit wine from his grandmother, the Douglas's needed to obtain professional knowledge in wine-making to launch a commercial wine business. Also, despite having operated several businesses, Tracy's lack of formal business training, which was essential to operating a formal business, limited her capacity to start and operate a commercial wine-making business. In an effort to learn about wine-making, the Douglas's enlisted the support of the Canadian Executive Service Organization (CESO), an organization that provides business development services and technical assistance to small and medium-sized enterprises (SMEs) in developing countries. CESO provided immeasurably support to the Douglas's and

linked them to a Canadian expert in the fruit wine manufacturing who coached and mentored them.

Without in-depth knowledge about the wine market in Guyana, and with imported wine being widely available and popular in Guyana, gaining entry in the wine-making market proved to be a challenge. While Tracy and her husband realized that the tropical fruit wine market was untapped, they nevertheless needed to gain a better understanding about Guyana's wine market as well as the prospective customer base for tropical fruit wines to properly position their business in the marketplace. With CESO's support, the Douglas's not only learned how to make wine, but also to operate the business efficiently by reducing production time and ensuring consistency in the quality of the production process. Having gained the technical know-how and expertise they needed to make quality wine, the Douglas's launched a commercial wine-manufacturing business in Madewini.

Although Tracy had long been involved in entrepreneurial activities, she needed financing to start and operate a wine-making business. As a relatively new resident in Guyana, she did not qualify for loans from financial institutions or other financial resources available in the country. In order to support the wine-making business, Tracy used earnings from her artwork to finance the launch of the wine-making business and subsequently started a soap-making business and the Retreat to finance the wine-making business. Profits made from these businesses were reinvested in the wine-making enterprise, providing it with a significant financial boost that allowed them to commence the distribution of their wines in Guyana.

PANDAMA RETREAT & WINERY

Pandama's launch

Launched in 2009, Pandama Retreat, Winery and Centre for the Creative Arts, named after the Pandanus palm, a green and yellow palm tree, employs five part-time employees. In the past five years, its sales revenues have soared as Pandama Retreat has expanded its product line, which includes several brands of fruit wines, notably, Jamoon (from the Jamun fruit), Aunty Desmond (from wild African berries), Carambole (from star fruit), Soursop (from Soursop) Malacca Pear (from the Guyanese Cashew), Mead (Honey Wine), Sake (Japanese Rice Wine), Boulanger (from eggplant) and Rosé.

Pandama wines

Pandama Retreat derives its revenue from the sales of its wine, which accounts for a third of its business. To meet its sales goals, Tracy also operates a retreat facility on the property, which rents cabins to tourists. She also makes and sells all-natural health and beauty products, including soaps that are made from oatmeal and coconut oil. A long-time artist, she also makes and sells artwork. Additional income is also derived from hosting government events, reunions and corporate workshops. With the wine sales accounting for a third of the business, the other business activities collectively account for two-thirds of Pandama's revenues. Since its launch in 2009, Pandama's revenues have increased. In 2010, the first year of its business, Pandama earned US\$ 12,000 in sales. In 2011, the business earned US\$ 18,000, US\$ 36,000 in 2012, and US\$ 60,000 in 2013.



Pandama Retreat's key business partners include Bounty Supermarkets and Distribution Services Limited (DSL), which sell their wines and, as part of promoting the wines, also offer wine-tasting events. Several foreign embassies and missions provide Pandama with used bottles for packaging their wines. Pandama has also forged partnerships with local businesswomen, from whom it sources coconut oil for its soaps as well as local farmers who provide the tropical fruits for its wines.

Pandama's growth and expansion

Pandama Retreat attributes its business growth to its unique wines made with tropical fruits. Although imported wines are widely available in Guyana and pose some competition to the enterprise, having carved a niche in the untapped fruit wine market, Pandama wines have gained a share in the competitive wine business market. Moreover, owing to the significant gap in the quality of other locally-produced fruit wine, Pandama's high-quality and competitively-priced fruit wines have over the years given the business a competitive edge in the market.

Diversification is at the core of Pandama's expansion strategy. Due to the growing demand for their wines, the Douglas's launch a new wine flavour every year at the Guyana Expo, as well as gourmet vinegars, tonic

wines, herbal cleansers, natural insect repellents and body butters. In addition to the wine-making business, Pandama also operates a retreat on its property, which includes a cabin that tourists rent for overnight stays.

Over the years, Pandama has also received considerable publicity. The business has been showcased on NCN, a public television channel, and in various local events, including the Fashion as well as Horticulture Shows in Guyana. As a non-traditional agricultural product, Pandama wines, which are certified by Guyana's Food and Drug Administration, are also marketed by the Guyana Marketing Corporation. In addition, the business has been featured in *Caribbean Life Magazine* in New York and *In-Flight News* in the Caribbean. Pandama's website (www.pandamaretreat.com) as well as its Facebook page have been indispensable in helping the business to reach a broader audience.

In 2012, Pandama received the Agri-tourism Award for "Best New Product Line" from the Guyana Tourism and Hospitality Association, and has been named as the recipient of the Guyana Tourism Authority "Tourism Entrepreneur of the Year 2014" award.

In order to obtain the business knowledge required to operate a formal business, in 2010, Tracy enrolled in Empretec, an entrepreneurship programme offered by Empretec Guyana that provides the fundamentals of entrepreneurship. Tracy says "the Empretec workshop was life altering", noting that "opportunity recognition was the most important competency" that she learned during the training.



Sustainability

Pandama wines faced competition from imported wines that are widely available in Guyana. To ensure continued demand for their wines, Pandama has pursued a vigorous marketing strategy that includes TV advertising and showcasing its products at the Guyana Expo, among other events. In addition, referrals by

their customers as well as interviews in the media, and an open and supportive marketplace, as well as use of electronic and social media for marketing purposes, have also helped to raise the Pandama's profile and boost its wine sales.

Pandama Retreat has diversified its reliance on wine as a primary revenue source to include other sources such as its retreat, artwork (see photo) and soap-making ventures, and is continually seeking ways to tap into resources while minimizing the impact on the environment. The Douglas's are exploring the possibility of launching an eco-tourism activity that will focus mainly on bird-watching tours. With over 200 species of birds as well as a variety of monkeys, deer, reptiles and insects on their property, eco-tourism is expected to earn additional revenues for the business.

Tracy's artwork



Impact in the community

Having a social impact in the blackwater region in Madewini has been an integral part of Pandama's business. Guided by her beliefs and a non-traditional business approach rooted in focusing on one's passion rather than on obstacles and limitations, Tracy founded the "Why Not" Club, which provides entrepreneurial guidance to aspiring young entrepreneurs and motivates other young people to pursue their goals. As part of the "Why Not" Club's activities, Tracy has conducted two workshops with the Rotaracts – the youth arm of the Rotary Club in Guyana that are designed to help young people to confront their psychological barriers and identify their passion and turn it into a business using SMART (specific, measurable, achievable, realistic and timely) goals to achieve their objectives. Since the Club's inception in 2010, Tracy has reached 250 young people and hopes to hold a workshop aimed at helping aspiring young entrepreneurs to launch their businesses.

While Pandama Retreat employs five full-time workers, it has created employment for 20 part-time employees, half of whom are women. By employing these individuals, Pandama Retreat has not only secured their livelihoods, but has also raised their living standards. Besides its employees, Pandama Retreat provides a steady source of income for local farmers, who supply the business with fruits for their tropical wines as well as local women who supply the enterprise with coconut oil for their soaps, thereby securing their livelihoods.

Pandama is doing its part to minimize its impact on the environment. The enterprise promotes recycling by reusing bottles that it collects from the expatriate community in Guyana for its wines. In so doing, Pandama contributes to environmental protection by repurposing bottles that would have otherwise been disposed in dumpsites. Moreover, the business promotes minimal wastage and imports only what it needs to produce its wine. For instance, slush derived from the wine manufacturing process is used as a liquid base for its soaps.

Pandama Retreat is encouraging people to use their land sustainably by showing them how to use the produce on their land to generate income. Tracy helped

a young man living with his dad in dire conditions to tap into the abundance in the small plot of land on which they lived to generate income from soursops, mangoes and passion fruits that were growing on the land, which would have otherwise gone to waste.

As part of giving back to the community, she has also assisted the Amerindian and HIV communities throughout Guyana through the “Fundamentals of Art and Design” – a course that provides participants with the foundation of colour and design, which aims to enhance their work.

Future plans

Tracy expects the business to grow in the next five years and plans to launch a wine-tasting tour as part of a “What to do in Guyana” event, and upgrade the wine-tasting area on the property into a cozy lounge made from locally-produced recycled materials. She plans to expand her line of blackwater soaps, creams and astringents to 10 local and regional outlets, launch a baked goods activity, and publish a coffee table book showcasing her artwork, as well as develop her meditation drawings on a large scale by reproducing them as note cards, postcards and posters.

Pandama Retreat's impact

- Served 250 young people through the “Why Not” Club.
- Created employment for 25 individuals (5 full-time and 20 part-time employees).
- Promotes recycling by reusing bottles and encourages sustainable use of land.

Promoting education and environmental protection in Ghana



In 1997, Tony Oteng-Gyasi established Tropical Cable and Conductor Limited (TCCL), an electrical cable and conductor manufacturing business located in Accra, Ghana. Although TCCL is a for-profit enterprise, the business, which manufactures a variety of electrical cables and conductors for electrical and telecommunications use, has a strong social mission that is rooted in Tony's personal values to set the right example, his belief in education as the way out of poverty and a commitment to improving life in his community by giving back. As part of its corporate social responsibility, TCCL focuses on making a positive impact in the community through supporting gifted young people from disadvantaged families to get an education and improves the quality of life in the communities in which TCCL operates by supporting various social and environmental initiatives.

This case study, which focuses on TCCL's corporate social responsibility objectives, shows how a for-profit business incorporates and pursues its social objectives while maintaining its economic objectives.

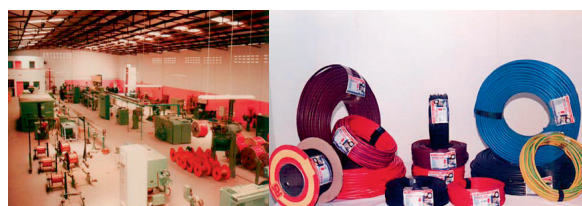
Entrepreneurial motivation

Tony Oteng-Gyasi had always wrestled with the idea of being his own boss. Having obtained a university education, and with a stable career at a multinational company, British Petroleum in Ghana, where he held several executive positions, it seemed unlikely that he would leave a stable and well-paying job for an uncertain future as an entrepreneur. Moreover, in a society where paid employment is highly valued, Tony was acutely aware that family members and friends would at best be disappointed by his plans and at worst, discourage him from leaving a stable and well-paying job with a multinational corporation to pursue his entrepreneurial ambitions.

Determined to strike out on his own, Tony, whose parents were self-employed throughout their lives,

launched Tropical Products in 1986, a successful enterprise trading company which eventually became the largest wooden crates and palettes manufacturer in Ghana. Strong opposition by the environmental lobby on the use of hardwoods in Ghana which posed a threat to his wooden crates and palettes business prompted Tony to explore other business opportunities. While he seriously weighed venturing into the timber industry, concerns about the sustainability of a business in the timber industry and its potential impact on the environment forced him to look elsewhere, with a visit to Asia broadening Tony's perspectives and the possibilities of other business opportunities that he could pursue.

In 1997, Tony launched TCCL. The impetus for the business came from a policy decision made by the Ghanaian Government in 1980 to implement a national electrification plan over a 30-year period. With an entrepreneurial mind-set, Tony recognized a potential market opportunity in the electrical utilities sector and embarked on identifying possible business opportunities in the sector.



Start-up phase

Up to the 1980s, the electrical cables that were used in Ghana were largely imported. Starting an indigenous electrical cable manufacturing business in a sector that was dominated by imported cables in a developing country was a daunting challenge. With the electrical cables market in Ghana dominated by imported cables, Tony realized that starting an indigenous electrical cable manufacturing business meant having to compete with imported electrical cables that were preferred by electricians, property developers, electrical utility companies, homeowners, among other users, as well as a local manufacturer that was a subsidiary of a large multinational cable manufacturer. In addition, it also meant that potential competitors were willing to offer the same products at a lower price, making it difficult to compete in the market effectively. Realizing that local entrepreneurs who wanted to manufacture electrical cables locally not only lacked access to financing to start their businesses, in large part because donor countries provided funding to purchase cable

from their countries, but also lacked a share in the electrical and utilities market that was dominated by foreign businesses, Tony singlehandedly lobbied the Government to ensure that indigenous businesses got a fair share of the growing electrical and utilities market.

Second, technical expertise in electrical cable manufacturing was essential to operate a cable manufacturing business. Despite having a background in economics and experience as an entrepreneur, Tony lacked the technical expertise needed to operate an effective cable manufacturing business. Given that the majority of cables were imported at the time, Ghana lacked the technical expertise required to develop a viable electrical cable manufacturing business, which meant TCCL would have to employ international experts, resulting in high hiring costs. Given his lack of expertise in the area, Tony sought a partner with expertise in cable manufacturing to provide TCCL with the expertise it needed to operate a viable business. Empretec Ghana, a business development services organization in Ghana, linked TCCL with a retired engineer from the British Executive Service Office (BESO) with extensive experience in cable manufacturing, who provided TCCL with the expertise that it needed to effectively operate an electrical cable manufacturing business.

Third, starting a cable manufacturing business required substantial financing to purchase the equipment, acquire industrial land for production purposes and employ highly skilled personnel with technical know-how to work in the business. Moreover, because businesses seeking financing to purchase electrical equipment were often forced to purchase equipment from donor countries that were funding Ghana's electrification plan, indigenous businesses that wanted to use local materials to make cables were ineligible for funding, making it difficult for these businesses to establish viable local cable manufacturing enterprises, which created an uneven playing field on which indigenous enterprises could not compete.

To compete effectively in the electrical and utilities sector, Tony focused on ensuring that TCCL manufactured high-quality cables. From the outset, TCCL's cables were manufactured to meet Ghana's standards, a rarity in Ghana at the time. Having operated a successful wooden crate and palette manufacturing business, Tony used savings from Tropical Products to launch TCCL. To start the business, TCCL used refurbished equipment purchased from Europe, which enabled TCCL to keep the costs of operating a capital-intensive business low. In an effort to ensure that TCCL was well equipped to manufacture cables, the enterprise needed highly skilled technical expertise in electrical utilities equipment.

TCCL's launch

Launched in 1997 with only seven employees, TCCL is a successful cable and conductors manufacturing business in Ghana. The first Ghanaian-owned and ISO-certified cable and conductor manufacturer has 150 employees. TCCL's subsidiary, Western Rod and Wire Limited, which manufactures aluminium rods, has more than 50 employees. With an annual production capacity of over 6,000 tons of aluminium and copper, TCCL distributes cable and conductors nationwide and exports its products to various countries in the subregion, including Burkina Faso, Liberia, Nigeria, Sierra Leone and Togo.



Over the years, TCCL's revenues have grown. In 2013, the business grossed over US\$ 10 million from the sale of its cables, with its subsidiary, Western Rod and Wire Limited, also contributing to its bottom line.

TCCL's growth and expansion

To ensure that TCCL remained competitive in the marketplace, in 2004 TCCL received certification in the internationally recognized ISO 9001 quality management systems, becoming the first cable manufacturing business in West Africa to achieve ISO certification. By adopting internationally-certified quality requirements ISO 9001, TCCL gained prominence and became a leader in the industry, enabling the business to grow in Ghana's competitive electrical and utilities sector. In the absence of a strong regulatory environment, in recent years, sub-standard and less expensive products from the South-east have gained entry into the Ghanaian electrical and utilities market, posing competition to TCCL's highly developed cable products.

Getting Ghanaians who were accustomed to purchasing imported products to accept locally-manufactured product was a challenge. With a growing middle class in Ghana that was building homes, TCCL needed to ensure that prospective homeowners were well-informed about the availability of high-quality, locally-manufactured cables that were available for residential purposes. To raise awareness among homeowners about its products, TCCL advertised its products in the media and launched an education campaign aimed at educating homeowners about the importance of purchasing high-quality electrical equipment for home building.

Although TCCL started with a narrow range of products, over the years, the enterprise expanded its range of products and became the first manufacturer in Ghana to develop armored cables. As part of its diversification strategy, in 2007 TCCL established an aluminium rod manufacturing business, Western Rod and Wire Limited, the first of its kind in West Africa and the preferred supplier of aluminium rod to other cable manufacturers in the region.

While TCCL operates nationally and has distributors all over Ghana, the enterprise has considerable presence in the subregion and exports its products to several countries in West Africa, including Burkina Faso, Liberia, Nigeria, Sierra Leone and Togo. Exporting goods remains a challenge for TCCL, partly because the inter-country network is underdeveloped. Numerous police checks and customs delays also make it difficult to transport goods to other countries in the subregion. While the preferred mode of transportation is by sea, it is untenable for countries that are landlocked, adding costs for TCCL. Moreover, although the ECOWAS Trade Liberalization Scheme (ETLS) in theory allows for duty-free access for goods manufactured in the subregion, in practice, the provisions of the Scheme are rarely honored.

Empretec Ghana was instrumental in TCCL's growth and played an important role in Tony's foundation as an entrepreneur. While he had successfully operated Tropical Products and was running TCCL, Tony notes that the Empretec training, in particular the personal entrepreneurial competencies, were important in unlocking his potential as an entrepreneur. A self-described introvert, Tony states that "the training helped me to overcome my shyness. I learned how to network and to open my mind to possibilities." He notes, "the Empretec training also helped me to realize the importance of developing a business plan. It does not matter how small the business is. It is important to develop a business plan."

In 2003, TCCL became the first cable manufacturing business to be listed on the prestigious Ghana Club 100, which recognizes and rewards successful enterprises in Ghana for their corporate excellence. In addition, TCCL received the Chartered Institute of Marketing Ghana Manufacturing Company of the Year Award, the National Quality Award and the Ghana Board Award for Quality. In addition to raising TCCL's visibility, the recognition that the business received helped to ensure acceptance of TCCL's products in the construction, mining and electrical industries that the business serves.

Sustainability

Quality is at the core of TCCL's sustainability. As the first cable manufacturing business to receive ISO-9001 accreditation in West Africa, TCCL has received product acceptability among foreign-owned businesses in the region, thereby driving the enterprise's sustainability. In addition, to ensure its long-term sustainability, TCCL has invested in production facilities and has built an ultra-modern facility. Equipped with state-of-the-art equipment, the facility has contributed to an increase in TCCL's production capacity and product range, and ultimately to its bottom line.

Staff retention is key to the business' long-term competitiveness and sustainability. As part of its strategy to ensure staff loyalty, TCCL takes the professional development of its staff seriously and has invested in upgrading its staff's skills. Over the years, TCCL has ensured its staff has access to training locally and abroad, including in the United Kingdom, Germany, Belgium, Taiwan Province of China and India.

Impact in the community

TCCL's corporate social responsibility objectives focus on supporting social causes as well as minimizing the enterprise's impact on the environment, measured by what Tony refers to as "total impact". Beyond making profits and good returns on investment, TCCL has a strong commitment to making a positive impact in the communities in which the business and its subsidiaries operate, which is exemplified in the practices and actions that are embedded in the business.

TCCL's philanthropic efforts, in particular its support for education, have influenced Tony's personal experiences and his belief in education as the way out of poverty and its power to transform an individual's life. TCCL provided scholarships that have allowed several young people to attend university in Ghana and abroad. In 2010, he established the Tropical Saint Anthony Foundation, which provides scholarships to young people who have gained admission to the University of Ghana, but lack the financial wherewithal to pay for their education. With funding amounting to 200,000 cedis (approximately US\$ 62,000) in 2010 and 2012, the foundation has enabled numerous students in Ghana to obtain a college education.

Moreover, recognizing that young women are underrepresented in science and mathematics, TCCL started a scholarship aimed at supporting young women who are interested in studying science and mathematics at college level to pursue studies in these areas in Ghana and abroad. In so doing, TCCL

is not only encouraging young women to enter non-traditional fields such as mathematics and science, but is also challenging ideas about women's participation in non-traditional careers. TCCL also provides three-month internships to engineering undergraduate and technical college students, which offer the students first-hand experience in a factory environment. As part of Ghana's national service programme, TCCL provides engineering graduates with a one-year paid employment opportunity in its manufacturing business, allowing them to acquire much-needed work experience and skills. Over the years, TCCL has provided financial support to several schools and exchange programmes.

At the core of TCCL's corporate social responsibility is its involvement in and support of initiatives that address broader societal concerns. For instance, TCCL has been involved in supporting health-related initiatives in Ghana by providing financial support to the Ho Rehabilitation Centre and the Children's Heart Foundation, as well as to health associations. Beyond supporting entities, TCCL has provided financial assistance to individuals in need of cost-prohibitive health care.

Advancing broader societal goals such as ensuring the availability of electricity has prompted TCCL to donate cable equipment to numerous organizations in the communities in which it operates, including the Society of the Infant Jesus, the Otumfuo Educational and Health Fund and the Mante-Din Primary School, among others. TCCL has also provided financial support to the Ghana Athletics Association's young athletes and the Ministry of Youth and Sports to participate in the 2014 World Cup in Brazil. TCCL has

a strong commitment to minimizing the impact on the environment.

As part of its environmental protection objectives, the enterprise recycles waste products from its manufacturing plants. As a recipient of the environmental certificate that is issued by Ghana's environmental protection agency, TCCL does not discard waste products haphazardly. For instance, its scrap aluminium is remelted and reused, and its scrap copper is baled and exported to Europe. TCCL also supports the protection of biodiversity and has over the years provided financial support to environmental initiatives such as the "Let's team up to clean up" campaign, which supports cleaner communities. TCCL is integrating social and environmental issues in supply chain relationships. The enterprise localizes the suppliers and inputs from local sources as much as possible. For instance, Western Rod uses local aluminium from the only aluminium smelter in the country. In addition, TCCL uses local engineering services to produce spare parts, ensuring that the enterprise reduces its carbon footprint.

Future plans

Tony's vision for TCCL is to be the preferred electrical utilities supplier in the subregion. With quality as its driving force, TCCL's goal is to ensure that its clients – who include mining companies, real estate developers and non-professional builders – can come to rely on TCCL's quality. Although Tony plans to retire as the TCCL's Chief Executive Officer, he expects to remain involved in the business as its Chair of the Board. He hopes TCCL will outlive him and possibly become an industrial giant in Africa.

TCCL's impact

- Created jobs for 200 individuals in Ghana.
- Ensured access to education among disadvantaged youths as well as young women who want to pursue non-traditional careers.
- Ensured access to health care as well as reliable energy through its health initiatives and the donation of cable equipment.
- Promotes environmental sustainability by recycling waste products from its manufacturing plants, including scrap metal, which is remelted and reused.

4. SELECTED POLICY MEASURES TO ENHANCE THE CONTRIBUTION OF ENTREPRENEURSHIP TO SUSTAINABLE DEVELOPMENT

Recognizing entrepreneurship's contribution to sustainable development, governments need to ensure that an enabling environment is in place for entrepreneurs to succeed in relevant fields – such as education or health care. Relevant measures could facilitate the scaling up of their products and services through public-private partnerships or other innovative business models. As suggested by the findings of the seven case studies presented in the previous sections, and taking into account the key policy areas identified by UNCTAD's Entrepreneurship Policy Framework, policymakers can create an enabling entrepreneurial environment that takes into account inclusive and sustainable business models by adopting the type of policy recommendations highlighted in table 1.

The rationale of the selected policy areas and objectives is explained below.

Optimizing the regulatory framework: To create a supportive environment, policymakers need to address regulatory barriers that hinder entrepreneurs from engaging in business activities and develop measures that will create a friendlier business environment for all entrepreneurs, including women, young people and the poor, among other disadvantaged groups, to engage in formalization. For emerging areas such as social entrepreneurship, legal frameworks that recognize social enterprises can play an important role in promoting entrepreneurship for sustainable development. Policymakers can also ensure that the public sector plays a role in promoting inclusive and sustainable outcomes through public procurement and devising provisions that support investments in underserved areas, including the mobilization of corporate social responsibility and philanthropy.

Upgrading education and skills development: For entrepreneurship to foster sustainable development, it is crucial to ensure that women, youth and socially disadvantaged groups have access to relevant education and skills development that will enable them to acquire the requisite competencies and in-demand skills to engage effectively in self-employment or participate in the labour market. In addition, providing socially disadvantaged groups with business knowledge, information and advice through mentoring and access to networks is imperative in ensuring that these groups have the necessary support to

effectively engage in business activities. Policymakers can ensure investments are made in education and training that will provide in-demand skills and support the capacity of institutions to provide relevant skills, as well as improving the support, in particular, access to networks and mentoring.

Improving access to finance: It is necessary to improve access to innovative financing and support the development of the necessary infrastructure such as incubators and accelerators that can help to catalyse the development and scaling of sustainable business models. For example, funds to support social enterprises have been established in several countries. Venture capital is also playing an important role in catalysing the green sector, with venture capital funds being used to spur green entrepreneurship.

Facilitating technology exchanges and innovation: It is important to remove economic, social or spatial barriers that might prevent or limit the potential for inclusive innovations, actors and learning. For example, policy can support use of innovations among marginal communities. It can guide and highlight good practices and help expand impact of innovations as they diffuse. Policymakers can support markets on the demand side, pushing more affordable and expansive use of innovations within low-income communities. Engaging in partnerships with stakeholders in the private sector, NGOs and informal sector business development agencies can stimulate the development of skills and knowledge necessary for effective use of innovations. In addition, supporting ICT infrastructure development will facilitate integrating ICT in business models, lowering costs and allowing businesses to reach low income customers.

Promoting awareness and networking: There is a need to promote interfirm networks and encourage the development of associations of entrepreneurs, in particular of women and youth entrepreneurs and other disadvantaged groups. To nurture diffusive capacity of innovative local networks to support flows of local knowledge and innovations, public and private partnerships can develop platforms to promote dialogue between these groups and policymakers. Particular attention should be devoted to facilitate the participation of these networks to specialized fairs and trade promotions to stimulate business opportunities, peer-to-peer learning and exchanges.

Table 1 Selected constraints and policy recommendations emerging from the business cases

Business case	Direct contribution to Sustainable Development Goals	Selected constraints	Policy recommendations
Aurora	Sustainable production (Sustainable Development Goal 12)	REGULATION: Lack of regulations on waste management and environmental standards	Build enabling regulatory frameworks for green and social entrepreneurs
Lira Integrated School	Quality education (Sustainable Development Goal 4)	EDUCATION: Lack of entrepreneurship capacity-building programmes for women	Promote women's economic empowerment and equal rights
		FINANCE: Lack of finance to scale up social enterprises	Encourage innovative financing arrangements for social and green entrepreneurs
Context Play	Quality education (Sustainable Development Goal 4)	EDUCATION: Lack of educational tools adapted to promote green and social entrepreneurship	Integrate green and social entrepreneurship into educational systems and curricula
Bamboo Innovation Ecosystem	Reduce inequalities (Sustainable Development Goal 10)	FINANCE: Lack of facilitated access to finance under the Black Economic Empowerment (BEE) Programme	Encourage crowd-funding, peer-to-peer lending and digital financing for women and youth entrepreneurs
Pandama Retreat, Wine and Creative Art	Sustainable production (Sustainable Development Goal 12)	TECHNOLOGY and INNOVATION: Limited use of ICT	Establish accelerators and incubators that provide specialized business support to social and green entrepreneurs
Renas Women's Cooperative Association	Gender equality (Sustainable Development Goal 5)	REGULATION: Lack of facilitation mechanisms to integrate women cooperatives into domestic value chains	Implement targeted public procurement measures for disadvantaged groups
		AWARENESS and NETWORKING: Lack of information on the value of inclusive entrepreneurship	Promote inclusive entrepreneurship networks, among and for women and youth
Tropical Cable and Conductor Limited	Sustainable production (Sustainable Development Goal 12)	AWARENESS and NETWORKING: Lack of information on the importance of corporate philanthropy and entrepreneurship mentoring	Promote programmes encouraging entrepreneurship mentoring, with a focus on women and youth

The following sections review these specific policy measures that could serve as guidelines for maximizing the economic, social and environmental benefits of entrepreneurship. These specific measures should, however, be part of a coordinated and coherent framework promoting entrepreneurship in general, as detailed by UNCTAD's Entrepreneurship Policy Framework.

4.1 INTEGRATE SUSTAINABLE DEVELOPMENT GOALS INTO NATIONAL ENTREPRENEURSHIP STRATEGIES

National entrepreneurship frameworks can create an enabling entrepreneurial environment that encourages entrepreneurs to engage in business activity and allows for the development of new businesses that will

contribute to job creation and economic growth, while fostering social inclusion and addressing environmental challenges. Government has a role to play in creating an enabling entrepreneurial environment for sustainable development. Ideally, strategies designed to promote sustainable development should align with and need to be embedded in an overall national entrepreneurship strategy that has a strong institutional framework that addresses all the relevant policy areas to effectively contribute to sustainable development.

Recognizing entrepreneurship's contribution to sustainable development, governments are increasingly adopting strategies and frameworks to support these areas. Several countries have enacted laws to spur social entrepreneurship. For instance, the Republic of Korea enacted the Social Enterprise Promotion Act in 2007 and the Basic Law

on Cooperatives in 2012, contributing to the increase in social enterprises' registration. Similarly, in 2015, Thailand approved its draft Social Enterprise Promotion Act, which not only institutionalizes social enterprises and recognizes them as legal entities, but also provides them with a favourable tax structure. In Europe, where social entrepreneurship is relatively well developed, action plans to support social enterprises have been developed in Bulgaria, France, Luxembourg, Slovenia, Sweden and the United Kingdom.

Similarly, frameworks to support green entrepreneurship have also been developed in many countries, with the growing realization that green growth can contribute to economic development by promoting the uptake of new technologies and encouraging the diversification to more efficient green processes, practices as well as products and services providing the impetus for the sector's growth. Recognizing green growth's importance in tackling environmental challenges while promoting economic growth and social development, strategies that promote green growth, which aim to enable a transition to an inclusive green economy, have been developed at the national and international levels.

At the international level, the Organization for Economic Cooperation and Development (OECD) has developed a green growth framework that illustrates how countries can achieve economic growth while preventing costly environmental degradation, climate change and inefficient use of natural resources. At the same time, many countries – including Chile, China, Germany, the Republic of Korea, Mozambique and Rwanda, among others – have developed strategies aimed at promoting green growth. In 2013, Chile developed its green growth strategy that is designed to encourage the creation of environmental goods and services and promote eco-innovation and entrepreneurship as well as green employment and training. Similarly, Japan's Comprehensive Strategy, which focuses on four areas, among them green and SMEs, emphasizes building local communities driven by individuals and entrepreneurs supported by agriculture to reap the benefits of a new society.

Efforts are also being made to promote entrepreneurship strategies that ensure the inclusion of socially disadvantaged groups. Recognizing that women entrepreneurs face constraints that hinder their economic potential – including barriers in the regulatory environment, lack of access to financing, inadequate education and skills training as well as lack of access to markets – measures to promote women's entrepreneurship, which aim to promote greater gender equality and more equitable

distribution of economic resources, as well as ensure increased livelihood opportunities, thereby reducing poverty and inequality, are being integrated in national entrepreneurship frameworks.

At the international level, the International Labour Organization (ILO) launched its Women's Entrepreneurship Development Strategy, whose goal is to unleash the potential of women entrepreneurs. The Strategy, which is holistic in its approach, ensures gender mainstreaming at the micro, meso, macro and meta levels. At the national level, several countries have developed national plans of action designed to promote women's entrepreneurship. As part of its efforts to promote inclusive, sustainable development, Croatia has developed a strategy aimed at promoting women's entrepreneurship. The Strategy of Women Entrepreneurship Development (2014–2020), whose goal is to promote gender equality, aims to address the structural barriers that limit women's participation in economic activities in Croatia, and identifies policy measures aimed at addressing increased risk of poverty, high unemployment and women's underrepresentation in entrepreneurship.

Similarly, there is growing realization among many governments that an effective youth entrepreneurship strategy can be an indispensable tool in responding to the challenges related to creating economic opportunities for young people. With global youth unemployment currently at unprecedented levels, coupled with the absence of comprehensive national youth entrepreneurship frameworks to address the challenges in providing employment and economic opportunities for young people, countries are increasingly developing entrepreneurship strategies that will help them to address the challenges that young people are facing.

South Africa's Youth Enterprise Development Strategy, which identified promoting youth entrepreneurship and accelerating the growth of youth-owned and operated enterprises capable of increasing self-employment among young people as objectives, is designed to address the high unemployment among young people in the country. At the global level, international organizations are supporting governments' efforts to create economic opportunities for young people, in particular, those related to youth entrepreneurship. UNCTAD, in collaboration with the Commonwealth, has developed a *Policy Guide on Youth Entrepreneurship* (2015a), which aims to support policymakers in designing effective youth entrepreneurship strategies that address the challenges faced by aspiring young entrepreneurs.

Table 2 Examples of measures that integrate sustainable development into national entrepreneurship strategies

Country/economy	Measure
Chile	Chile's Green Growth Strategy aims to promote economic growth and development within the context of sustainable development. Developed in 2013 by the Ministries of Finance and the Environment, the strategy, which runs through 2020, is designed to reduce the impact on the environment while creating jobs and promoting social equity. Available at www.mma.gob.cl/1304/articles-55866_National_Green_Growth_Strategy.pdf .
Global	Established in 2012, Global Green Growth Institute is an intergovernmental organization that was created to accelerate the transition to green growth based on the principles of social inclusivity and environmental sustainability. The organization partners with countries to develop and implement strategies that simultaneously address poverty reduction, social inclusion, environmental sustainability and economic growth. Available at http://gggi.org/ .
Global (OECD)	OECD's Green Growth Strategy offers a framework for how countries can achieve economic growth while preventing costly environmental degradation, climate change and inefficient use of natural resources. The strategy is viewed as a tool for expanding economic growth and job creation through more sustainable use of natural resources and efficiencies in the use of energy. Available at www.oecd.org/env/towards-green-growth-9789264111318-en.htm .
Colombia	Created in 2011, the Department of Social Prosperity addresses social inequality through the sector for Social Inclusion and Reconciliation. As part of the 2011 Presidential decree Prosperity for All, the Department coordinates all government activities on poverty reduction and peacekeeping, including overseeing all programmes aimed at poverty reduction, promoting entrepreneurship development, among them impact investment and social enterprise, and new innovations in welfare and peacekeeping service delivery. Available at www.dps.gov.co/portal/default.aspx .
Peru	In 2011, the Ministry of Development and Social Inclusion was established to coordinate social policies and programmes across different sectors and levels of government. In 2012, the Ministry developed a policy for development and social inclusion aimed at eradicating poverty and extreme poverty. Available at www.midis.gob.pe/ .
Poland	In 2014, Poland adopted a national strategy for social entrepreneurship, which aims to promote the social economy sector. The objective of the National Strategy of the Social Economy Development is to ensure that by 2020 social entrepreneurship becomes a driver of employment, social cohesion and development. Available at www.en.bbn.gov.pl/download/3/1314/NSSRP.pdf .
Thailand	Thailand established the Thai Social Enterprise Office in 2010 under the Thai Health Promotion Foundation Act, with a goal to implementing its Social Enterprise Master Plan (2010–2014). Available at http://tinyurl.com/omgus27 .
United States	The Office of Social Innovation and Civic Participation coordinates public and private sector activities that support social innovation. The Office also advises the United States President on policy issues related to social enterprises and social innovation, and helps to create and implement policies. Available at www.whitehouse.gov/administration/eop/sicp/about .
Colombia	Colombia Joven Emprende 2013 is a youth entrepreneurship strategy within the President's Programme for Youth that aims to promote a culture of entrepreneurship among young people. Available at http://wsp.presidencia.gov.co/ColombiaJoven/estrategias/Paginas/colombia-joven-emprende.aspx .
Fiji	Fiji's National Youth Policy has integrated youth enterprise as an objective and small enterprise as a key area of focus in the country's 20-year youth development strategic plan. Available at http://tinyurl.com/o9x2ow6 .
Global	UNCTAD, in collaboration with the Commonwealth, has developed a Policy Guide on Youth Entrepreneurship which aims to support policymakers in designing entrepreneurship policies for youth. Available at http://tinyurl.com/nv3at9o .
Croatia	The Strategy of Women Entrepreneurship Development (2014–2020) aims to promote women's participation in economic activities, including entrepreneurship. The Strategy, which is part of Croatia's Strategy on Entrepreneurship Development (2013–2020) that aims to increase SMEs' competitiveness, also complements the European Union's Strategic Framework, Small Business Act, Women's Charter and 2020 Strategy, whose goals are to promote sustainable development. To operationalize the Strategy, an Action Plan that identifies the measures and activities that will be undertaken as part of an overall strategy to promote women's entrepreneurship has been developed. Available at http://eige.europa.eu/content/strategy-of-women-entrepreneurship-development-in-the-republic-of-croatia-20142020 .
Ethiopia	Ethiopia's Growth and Transformational Plan (2011–2015) identifies the micro and small and medium-sized enterprises (MSME) sector as a critical element in increasing women's income through job creation, and addresses economic empowerment of women and youth. At the same time, the National Action Plan for Gender aims to eliminate gender and cultural biases that hinder women from engaging in economic activities. Available at www.ata.gov.et/priorities/national-growth-transformation-plan/ .
Regional	The African Development Bank has implemented the African Women in Business Initiative, which promotes women's entrepreneurship by supporting an enabling business environment, including ensuring access to finance for women-led SMEs. Available at www.afdb.org/en/topics-and-sectors/initiatives-partnerships/african-women-in-business-initiative/ .

4.2 BUILD ENABLING REGULATORY FRAMEWORKS FOR GREEN AND SOCIAL ENTREPRENEURS

For emerging areas such as social entrepreneurship, legal frameworks that recognize social enterprises can play an important role. In North America and in most European countries, laws recognizing social enterprises have helped to institutionalize these entities and catalyse the social economy sector's growth. Out of 28 member States in the European Union, 20 have a national definition of social enterprises. Finland, Lithuania, Poland, Slovakia and Sweden clearly articulate social enterprises in their national laws and/or in policy documents. Recognizing social enterprises as legal entities can allow these entities to register and start their businesses and to access funding and other business support that is essential for their operations. Conversely, where social entrepreneurship is in its infancy, lack of laws recognizing social enterprises as legal entities has not only constrained the development of the sector by making it difficult for social enterprises to register and obtain licenses to operate as businesses, but has also restricted their access to funding as well as public business support that could be available to these entities.

Recognizing their importance in sustainable development, governments are providing incentives aimed at encouraging the development and uptake of social enterprises. Tax incentives are being used to stimulate investment in underserved areas, thereby creating the conditions that will spur economic and social development. In the United Kingdom, for example, the Community Investment Tax Relief that is available to social enterprises has encouraged these entities to invest in poor communities. Similarly, Thailand's newly drafted law on social enterprises – the Social Enterprise Promotion Act, has a provision on a favourable taxation structure for these entities. Belgium has implemented measures for a social economy, including a reduced value added tax rate for some social economy initiatives and a reduced tax exemption for integration of enterprises.²⁸ It is important to note that favourable taxation structures that take into account social enterprises' dual mission, and provide appropriate fiscal relief that does not penalize these entities for pursuing social goals, can enhance the development of and ensure the long-term sustainability of social enterprises.

Regulatory barriers can hinder the transition from inefficient and ineffective sectors to those that are more efficient and effective, and ultimately more productive.

Despite the growing recognition that green processes, products and services can contribute to efficiency while enhancing sustainability, many countries lack frameworks that can encourage the use of efficient products and services, such as clean technology and renewable energies, that can help to spur the development of the green sector. The adoption of regulatory frameworks that support the transition to efficient green processes, practices as well as products and services that contribute to environmental sustainability, can also catalyse the green sector's development. For example, Israel adopted policies to reduce consumption and encourage water recycling in which created favourable conditions that led to the growth and development of new water technology firms that created numerous jobs.²⁹

Entry barriers can pose challenges to new firms seeking to enter emerging sustainable entrepreneurship sectors. In the green sector, for example, regulatory barriers can hinder new firms' ability to take advantage of new technological or business opportunities or challenge the business model of existing firms.³⁰ Reducing business entry costs such as business registration, and start-up costs such as legal fees for start-ups, for example, can enhance the regulatory environment for entrepreneurship, and help to stimulate the development of new businesses in emerging sectors. For example, prior to developing its Green Growth Strategy, Chile, adopted policy measures to enhance the regulatory environment for entrepreneurship by reducing the procedures related to starting a business to one day and at no cost, and amended the bankruptcy law to allow for easy transfer of assets from failed companies to new businesses, thereby facilitating re-starts.

4.3 PROMOTE WOMEN'S ECONOMIC EMPOWERMENT AND EQUAL RIGHTS

Legal frameworks can hinder and in some cases exclude groups of people from engaging in business activities. Laws and regulations that discriminate against women's involvement in business activities in some contexts, for example, not only limit women's economic opportunities, but also contribute to greater gender inequality and increased poverty among women and girls. According to the World Bank, in 2014, 128 out of 143 countries had at least one legal difference between men and women, including restrictions on women's right to own property, establish creditworthiness and get a job, with laws

²⁸ Policy Brief on Social Entrepreneurship: Entrepreneurship Activities in Europe, OECD, 2014a.

²⁹ Entrepreneurship at a Glance 2011, OECD, 2011.

³⁰ Report of the Green Growth Strategy, OECD, 2010.

Table 3 Examples of measures to build regulatory frameworks for green and social entrepreneurship

Country/economy	Measure
Israel	The implementation of policies to reduce consumption and encourage water recycling in Israel created favourable conditions that led to the growth and development of new water technology firms that created numerous jobs. Available at www.oecd.org/israel/48354947.pdf .
South Africa	The 2010 New Growth Plan, which identifies job creation as a driver of economic growth, and the 2011 Green Growth Accord, which supports the improvement of waste management through recycling, are stimulating employment opportunities in waste management in the formal and informal sectors. Available at http://tinyurl.com/pnkecnc .
Regional	In the European Union, the European Commission's Buying Social: A Guide to Taking Social Considerations in Public Procurement provides guidance on how public procurement can achieve social goals. Available at http://ec.europa.eu/social/ .
United Kingdom	In 2013, the United Kingdom enacted the Social Value Act, which requires public entities to procure services that improve the social, economic and environmental well-being of the areas in which the services are obtained. Available at www.legislation.gov.uk/ukpga/2012/3/enacted .
Viet Nam	In 2014, Viet Nam amended its Enterprise Law to recognize social enterprises. These entities have preferential treatment in receiving licenses and certificates, and can obtain funding, sponsorship and investment from Viet Nam, as well as from international supporters. Available at www.scribd.com/doc/257708524/Law-on-enterprises-2014-pdf#scribd .
Zimbabwe	As part of the Green Jobs Initiative, Zimbabwe has adopted regulatory frameworks to accommodate emerging technologies or practices such as guidelines for construction in the green sector. Available at http://tinyurl.com/nzs2hmj .

restricting women from opening a bank account or laws permitting a husband to formally object to his wife engaging in a business or a profession, often resulting in business closure or cessation of employment for the woman, thereby constraining women's ability to engage in business activities.³¹

The gender gap in entrepreneurship that is characterized by fewer female entrepreneurs when compared to male entrepreneurs globally, and the propensity for women entrepreneurs to engage in necessity-driven rather than opportunity-driven entrepreneurship, and their reluctance to scale their businesses or to enter less tested markets,³² coupled with the greater likelihood for women entrepreneurs to operate smaller firms in less profitable sectors that are less productive when compared with their male counterparts,³³ has long-term consequences on women's economic potential, with the unequal access to economic opportunities for women not only having a detrimental effect on their welfare and economic empowerment, but often contributing to women lagging in earnings and productivity when compared with men.

Moreover, in some countries, administrative constraints in the business environment often discourage female entrepreneurs from engaging in business activities. Challenges in meeting legal requirements prior to

registering their businesses, which in some cases can result in higher business registration costs for women when compared with men, can deter women from participating in economic activities. In addition, high business costs in certain regions – particularly in sub-Saharan Africa, Asia, and the Middle East and Africa – contribute to higher business discontinuation rates among women entrepreneurs when compared with their male counterparts.³⁴ Lack of transparency, corruption and complex tax regulations in some countries, compounded by institutional discrimination against women, make the business environment particularly difficult for women entrepreneurs to operate in, contributing to informality.³⁵

Removing restrictions that deter women from engaging in business activities can ensure greater gender equality and, as evidence suggests, it can also contribute to higher female participation in the formal labour force and greater income equality.³⁶ Equal legal treatment of men and women in OECD countries, Eastern Europe and Central Asia has allowed women to access institutions and engage in business activities, resulting in increased opportunities for women's participation in the labour force and higher female participation in entrepreneurship. Government can play a role in addressing administrative barriers in the regulatory environment that have the greatest impact

³¹ Women, Business and the Law 2014: Removing Restrictions to Enhance Gender Equality, World Bank 2013.

³² Global Entrepreneurship Monitor 2012 Women's Report.

³³ Gender Equality and Development Report, World Bank 2012.

³⁴ Global Entrepreneurship Monitor 2012 Women's Report.

³⁵ Doing Business: Women in Africa. World Bank.

³⁶ Women, Business and the Law 2014: Removing Restrictions to Enhance Gender Equality. World Bank 2013.

Table 4 Examples of measures to promote women's economic empowerment and equal rights

Country/ economy	Measure
Chile	According to Women's Entrepreneurial Venture Scope (WE Venture Scope), Chile has the most conducive business climate for women entrepreneurs in Latin America and the Caribbean. Its low corporate taxes, highly supportive business climate, a simplified tax regime that facilitates start-ups, and adequate provision of social services for female entrepreneurs, makes it an ideal environment for women entrepreneurs. Available at www.weventurescope.com/ .
Global	ILO's Gender and Entrepreneurship Together for Women in Enterprises (GET Ahead) is a skills training programme that is oriented to women entrepreneurs. Available at www.ilo.org/empent/Publications/WCMS_116100/lang--en/index.htm .
Global	Intel's SheWillConnect addresses biases to STEM education and access to technology for women and girls. Available at www.intel.com/content/www/us/en/technology-in-education.html .
United States	The Small Business Administration's Women's Business Initiative provides training to women entrepreneurs of all ages. Available at www.sba.gov/tools/local-assistance/wbc .

on women entrepreneurs. Measures that can go a long way in improving the regulatory environment for women entrepreneurs include simplifying tax payment systems by reducing payments and establishing standardized tax rates and payment systems for registered businesses, which can enhance transparency as well as instil confidence in the system.³⁷ In addition to eliminating restrictions that prevent women from starting their own businesses, giving preference to women by allocating quotas that will allow them to engage in emerging sectors or in non-traditional sectors can encourage their participation in economic activities.

Ongoing gender biases related to women's access to technical resources, including skills training, hinders their capacity to engage in economic activities, with detrimental consequences on their economic empowerment as well as on overall economic development. Gender differences in access to skills training exists in some contexts where women are less likely to attend training sessions than their male counterparts, with long-term negative effects on their economic potential. Moreover, evidence suggests that skills training may be insufficient for women entrepreneurs, as they tend to face other barriers, including lack of confidence or belief in their entrepreneurial skills, which influences their performance. Combining business skills along with financial education as well as access to credit and networks can be effective in ensuring positive outcomes for women entrepreneurs.

Women are underrepresented in high-growth fields such as science and technology. In order to address gender disparities among young women and men, efforts should be made to ensure that young women

have access to science and technology. Within the education system, girls and young women need to be encouraged to participate in science, technology, engineering and mathematics (STEM). Promoting women's participation in male-dominated vocations can significantly improve young women's employment outcomes and reduce occupational segregation. According to the World Bank, *ProJovem*, a youth employment programme in Peru, demonstrated that incentives to overcome women's time and productivity and promoting women's participation in male-dominated vocations improved women's outcomes.³⁸

4.4 IMPLEMENT TARGETED PUBLIC PROCUREMENT MEASURES FOR DISADVANTAGED GROUPS

The value of public procurement represents a significant proportion of countries' gross domestic products (GDPs). For example, public procurement has been estimated to be worth 9–13 per cent of developing countries' GDP, and almost 19 per cent of the European Union's GDP. Consequently, as a potential revenue source for entrepreneurs and enterprises, public procurement can play an important role in promoting inclusive and sustainable development.

With the growing realization that public procurement can contribute to sustainable development, by promoting social inclusion and environmental protection, efforts are being made at the national and international levels to use public procurement to stimulate demand and supply of products and services that contribute to social and environmental objectives. At the international level, initiatives such

³⁷ Ibid.

³⁸ Gender at Work 2014.

as the International Trade Centre's Global Platform for Action on Sourcing from Women Vendors, which aims to increase the share of corporate, institutional and government procurement secured by women vendors by linking them to international networks, are engendering greater inclusion and promoting gender equality. At the national level, several countries have implemented procurement policy measures that target disadvantaged groups. As part of its strategy to integrate previously disadvantaged groups (PDCs) – specifically blacks, women and persons with disabilities – into the mainstream economy, South Africa's Preferential Procurement Act provides preferential allocation of contracts to PDCs. Similarly, Australia recently launched an indigenous procurement policy that aims to provide preferential allocation of contracts to indigenous groups, a disadvantaged group in the country.

Increasingly, public procurement is being used to stimulate the demand and supply of products that contribute to social and environmental objectives. To harness the potential of public procurement to contribute to sustainable development, several countries have implemented regulatory frameworks that have catalysed the development of new sectors. For example, the enactment of the Social Value Act

in the United Kingdom in 2013, which requires public entities to procure services that improve the social, economic and environmental well-being of the areas where the services are obtained, has helped to support the uptake of the sector.

Public procurement is also promoting environmental objectives by supporting SMEs in the green sector. Following the European Union's implementation of reforms in 2004 that allowed SMEs to bid for public contracts, SMEs, including those in the green sector, account for 33 per cent of the value and 60 per cent of public contracts or 16 per cent of the European Union public procurement market. However, evidence suggests that SMEs' potential in green tender procurement in the region remains largely untapped, with only 12 per cent of SMEs bidding for public procurement tenders with environmental requirements, and 7 per cent winning bids.³⁹

Lack of transparency in procurement procedures, difficulties in obtaining information about tenders, lack of knowledge about tender processes and procedures, inadequate time to prepare proposals,

³⁹ SMEs, Resource Efficiency and Green Markets. Flash Euro-Barometer 2013.

Table 5 Examples of public procurement measures for disadvantaged groups and new business sectors

Country/ economy	Measure
Australia	Australia has launched an Indigenous Procurement policy that sets aside a mandatory number of contracts for indigenous groups who have historically been underserved. The policy, which became effective in July 2015, had set a target of awarding 3% of all contracts to indigenous businesses by 2020. Available at www.dpmc.gov.au/indigenous-affairs/about/jobs-land-and-economy-programme/ipp .
Global	The International Trade Centre's Global Platform for Action on Sourcing from Women Vendors aims to increase the share of corporate, institutional and government procurement secured by women vendors by linking them to international networks. Available at www.intracen.org/itc/projects/women-and-trade/the-global-platform-for-action-on-sourcing-from-women-vendors/ .
Kenya	In 2013, Kenya amended its procurement regulations, which now require 30% of its tenders be allocated to women, youth and persons with disabilities, thereby providing an opportunity for SMEs from previously disadvantaged groups to benefit from the mainstream economy. Available at http://ppoa.go.ke .
Mexico	Mexico prioritizes public procurement from MSMEs by legally requiring that 35% of government supplies be sourced from MSMEs. Available at www.iisd.org/sites/default/files/publications/empowering-smes-eight-big-ideas-mexico.pdf .
Regional	In the European Union, the European Commission's Buying Social: A Guide to Taking Social Considerations in Public Procurement provides guidance on how public procurement can achieve social goals. Available at http://tinyurl.com/q25wmcu .
South Africa	As part of its Broad-Based Black Economic Empowerment (B-BEE) strategy, South Africa has implemented policies aimed at integrating previously disadvantaged communities (PDCs) into the mainstream economy, including black, women as well as persons with disabilities. As part of the strategy and the Preferential Procurement Act, South Africa provides preferential allocation of contracts to PDCs. Available at www.treasury.gov.za/divisions/ocpo/sc/PPPFA/default.aspx .
Regional	Enterprise Europe Network promotes the European Code of Best Practices Facilitating SMEs access to public procurement contracts. Available at http://een.ec.europa.eu/ .

as well as administrative costs associated with bidding for contracts, are constraints that prevent entrepreneurs and SMEs from taking advantage of public contracts. SMEs involved in green procurement tenders in Belgium, Czech Republic and Slovakia cite complex administrative procedures as barriers to establishing resource efficiency actions, while the cost of environmental actions have been identified as barriers for SMEs in Malta, Spain and Portugal.⁴⁰ Government can enhance public procurement for SMEs and entrepreneurs by reducing administrative burdens and costs associated in seeking public tenders. In addition, ensuring transparency of procurement systems and in the allocation of tenders enhance these systems' accessibility to entrepreneurs as well as SMEs.

4.5 INTEGRATE GREEN AND SOCIAL ENTREPRENEURSHIP INTO EDUCATIONAL SYSTEMS AND CURRICULA

Lack of skills and the expertise needed to start or manage a business are barriers that constrain the development of the private sector and also prevent businesses and SMEs in particular to engage in productive activities in emerging sectors such as green and social entrepreneurship. SMEs, which tend to rely on on-the-job training, often lack the capacity to invest in the skills required to transition to emerging sectors. Moreover, lack of existing institutions' capacity and/or the lack of availability of national programmes to provide the skills that the emerging sectors demand, make it difficult to offer the skills and develop the expertise that emerging sectors need.

Recognizing the need to support the development of sustainable entrepreneurship, efforts are being made at the national and international level to enhance skills development and develop the expertise for green and social entrepreneurship.

To increase green skills, ILO has integrated green entrepreneurship in its flagship Know Your Business curriculum. At the national level, countries have taken concrete steps to strengthen the capacity of the green sector by developing frameworks to support skills development. For instance, in 2009, Chile developed its National Policy on Education for Sustainable Development and a Policy Action Plan, both of which are designed to teach Chileans the skills and attitudes necessary to foster harmonious existence

between them and the environment. At the same time, green skills are increasingly being integrated in entrepreneurship education. JVE, a programme in Togo that has integrated environmental education and green entrepreneurship in schools' curricula is helping to raise awareness of green issues among young people.

Efforts have been made to promote skills development and develop expertise in social entrepreneurship. At the international level, platforms such as Business Schools for Impact, an UNCTAD initiative in collaboration with the Global Business School Network (GBSN) and the Global Alliance on Management Education (CEMs) networks and top business schools around the world, are promoting sustainable development by focusing on pro-poor business solutions. At the same time, social entrepreneurship is being integrated into business schools' curricula and is now taught as a subject in many universities around the world.

Apprenticeships in social entrepreneurship are being offered as a way to provide individuals with skills in this area. In the United Kingdom, UnLtd is promoting apprenticeships for social entrepreneurship that are aimed at providing young people in school, college and university with exposure to social entrepreneurship, with a goal of making it a viable career choice. Moreover, efforts are being made to provide professional qualifications in social entrepreneurship. For example, in the United Kingdom, Real Ideas Organization (ROI) and SFEDI Awards have established a social entrepreneurship pathway with a professional qualification, Social Enterprise Qualification (SEQ) at diploma level that provides students with skills in business planning, marketing and sales negotiation. Also, curricula aimed at providing skills in social entrepreneurship have also been developed. The Transformative Action Institute has developed a curriculum for social entrepreneurship that teaches skills that social entrepreneurs require.

Government can play a role in strengthening the capacity of educational systems, including vocational training centres to provide the skills and competences needed for sustainable entrepreneurship. In the United Kingdom, the Government is playing an important role in supporting the education system's capacity to develop the next generation of social entrepreneurs. The Higher Education Council Funding for England is supporting higher education institutions' capacity to fund, support and develop the next generation of social entrepreneurs.

⁴⁰ Ibid.

Table 6 Examples of measures to integrate green and social entrepreneurship skills into educational systems and curricula

Country/economy	Measure
China	As part of China's efforts to develop green entrepreneurship training and skills, the Decent Work in Green Economy Programme is developing a training curriculum for green jobs in selected sectors in the energy-efficient building sector. Available at www.ilo.org/beijing/what-we-do/publications/WCMS_141713/lang--en/index.htm .
Ghana	Ghana's Climate Innovation Centre launched a Green Innovation Bootcamp designed to provide training, foster peer-to-peer learning and other supports to green entrepreneurs and SMEs in the country. Available at www.ghanacic.org/ .
Global	ILO has integrated green entrepreneurship in its flagship Know Your Business curriculum. Available at http://tinyurl.com/ph2bvwb .
Global	Business Schools for Impact, an UNCTAD initiative in collaboration with the GBSN and CEMS networks and top business schools around the world, is promoting sustainable development by teaching skills to build the base of the pyramid businesses. Available at http://business-schools-for-impact.org/ .
Thailand	Thailand's newly drafted Social Enterprise Promotion Act has a provision on providing opportunities for capacity-building for social enterprises and the integration of social entrepreneurship in the education system. Available at http://tinyurl.com/ped9tjy .
Togo	Jeunes Volontaires pour L'Environnement, JVE, a youth initiative, is integrating green entrepreneurship and environmental education in schools' curricula. Available at http://jve-international.org/index.php .
United Kingdom	UnLtd has partnered with 56 higher education institutions across the United Kingdom to embed a culture of social entrepreneurship. Available at https://unltd.org.uk/partners/our-partners/ .

4.6 ENCOURAGE INNOVATIVE FINANCING ARRANGEMENTS FOR SOCIAL AND GREEN ENTREPRENEURS

Lack of access to finance hinders the development of the private sector in general and the development of green and social entrepreneurship in particular, thereby contributing to the protracted transition to the green economy and hampering the development of the social economy sector in many countries. Access to finance for entrepreneurs is therefore critical for sustainable development.

Despite entrepreneurship's potential to contribute to development challenges, perceived risks associated with the emerging green and social sectors have hindered investment in these areas. Financial institutions' reluctance to invest in social enterprises, which stems from their lack of knowledge about social enterprises' business models and unfamiliarity with these entities' needs, makes it difficult for financial institutions to assess social enterprises' risk of investment. Also, social enterprises' perceived lack of experience in operating a business and their engagement with disadvantaged groups, in particular, the poor whom financial institutions perceive as risky investments contributes financial institutions' hesitance in investing in these entities.

With the growing importance of social and green entrepreneurship in addressing development challenges, innovative financing arrangements that can support the development of and catalyse the green and social economy sectors and unleash their potential have emerged. Public investments are increasingly being made to spur the development of new sectors. At the regional level, the European Union's European Social Fund, whose objectives include promoting youth entrepreneurship and employment, is fostering social inclusion by supporting projects aimed at assisting disadvantaged groups as well as social entrepreneurship. Funds to support social enterprises have been established in several countries. France, for instance, allocated 100 million euros in 2010 to support the social economy and social enterprises. Similarly, India's National Innovation Council established the Inclusive Innovation Fund, whose objective is to catalyse the development of an ecosystem that supports enterprise and entrepreneurship that is targeted at individuals at the bottom of the economic pyramid.

Venture capital can be important as a source of funding for social and green entrepreneurship and is increasingly being used to catalyse the green and social economy sectors. Venture capital is supporting promising green and social start-ups that target socially disadvantaged groups. In Brazil, Vox Capital,

a venture capital fund, is investing in businesses that serve low-income communities and whose goals are to have a positive social impact and address problems in these communities through the products and services that they provide. Venture capital is also playing an important role in catalysing the green sector, with venture capital funds being used to spur green entrepreneurship. China, India and Brazil have made investments to support clean technologies and renewable energy, boosting these sectors' growth considerably. Government can play an important role in providing the appropriate legal and regulatory frameworks to support venture capital investment. Regulatory frameworks that encourage investment in venture capital to support the development of start-ups are essential. Enacted in 2004, Ghana's Venture Capital Trust Fund Act, which provides the framework for supporting low-cost financing to businesses, including SMEs as well as social enterprises, has been instrumental in supporting sustainable entrepreneurship. In addition, financial incentives such as tax rebates, subsidies and tax exemptions can also encourage venture capital investment and help to catalyse the development of emerging sectors.

Capital markets for social good, which support socially responsible investing, are growing in popularity. Social stock exchanges, which allow social enterprises to raise capital in traditional capital markets based on their social, financial and environmental returns, have been established in some countries in Asia. Impact Exchange, Asia IIX, a Singapore-based Social Stock Exchange links social enterprises to financing, allowing these entities to raise capital that will help them to scale and strengthen their social and environmental impact. Similarly, green bonds are being used to raise capital to support green initiatives. At the global level, international financial institutions, notably, the World Bank and the International Finance Corporation (IFC) have been at the forefront of investing in the green sector. Since 2008, the World Bank has issued over US\$ 10.2 billion in green bonds in 18 currencies to support renewable energy, energy efficiency, sustainable transportation and low-carbon projects in various countries.

Ethical financing is another emerging trend in the evolving financing landscape. With an emphasis on investment in socially-oriented initiatives, ethical

Table 7 Examples of innovative financing measures for social and green entrepreneurs

Country/economy	Measure
Brazil	Brazil's State Fund for Scientific Knowledge is stimulating innovation, technical knowledge and competitiveness. Available at http://tinyurl.com/nap5cca .
France	France allocated 100 million euros in 2010 for the social economy and social enterprises. Available at http://tinyurl.com/otq8cp5 .
Ghana	Venture Capital Trust Fund (VCTF) has leveraged funding to provide low-cost financing to businesses, including SMEs as well as social enterprises that address pressing social issues such as unemployment, access to health and education. In 2011, VCTF established the Ghana Angel Investment Network (GAIN), which invests in early-stage growth-oriented enterprises. Available at www.venturecapitalghana.com.gh/ .
Global	Acumen Fund is a venture capital fund that is investing in social enterprises in many countries around the world. It has invested \$81 million in 72 social enterprises that are serving the poor in Asia and Africa. The Fund has created 55,000 jobs and reached 86 million people. Available at http://acumen.org/ .
Global	The G-20 has established GreenInvest, a platform that aims to mobilize private capital from institutional investors for inclusive green investments in emerging markets. The platform is designed to serve as a forum for private and public stakeholders to support knowledge sharing and to promote the development of new mechanisms to attract private capital for inclusive green growth. Available at http://gggi.org/g20-launch-of-greeninvest-to-mobilize-private-capital-for-inclusive-green-investments/ .
Global	The United Nations Framework Convention on Climate Change established the Green Technology Fund to support projects, policies and other activities that will catalyse the green sector. Available at http://unfccc.int/cooperation_and_support/financial_mechanism/green_climate_fund/items/5869.php .
India	Green India Venture Fund's goal is to contribute to a cleaner environment and sustainable development while generating revenues invests in clean-tech start-ups, including SMEs and other businesses. Available at www.ifcventure.com/Funds-Green%20India%20Venture .
Netherlands (the)	With a triple-bottom line approach that emphasizes people, the planet and profits, Triodos Bank lends to businesses and charities that offer social and ecological benefits. The bank, which offers a social venture account for social entrepreneurs, has also launched a green fund. Available at www.triodos.com/en/about-triodos-bank/ .
Regional	Impact Exchange, Asia IIX, a Singapore-based Social Stock Exchange, is connecting social enterprises to funding and allowing them to raise capital that will help them to scale as well as strengthen their social and environmental impact. http://www.asiaix.com/

financing is gaining momentum and has received considerable support. In France, for example, companies with more than 50 employees are mandated to provide a socially-oriented pension scheme to all their employees.⁴¹ A similar trend has been observed in the United States, where Certified Benefit (B) Corporations – purpose-driven for-profit enterprises that also pursue social goals – are promoting ethical financing by investing in B-certified banks and other socially responsible financial institutions. At the same time, ethical banking is taking hold in several countries, with financial institutions lending to businesses that offer social or ecological benefits, and in some cases, declining to invest in businesses that are deemed unethical. Triodos Bank in the Netherlands lends to businesses that offer social and ecological benefits. Banks are also developing products for social enterprises. Cooperative Bank in the United Kingdom has a bank account – Social Enterprise DirectPlus Account – for social enterprises that are registered as community interest companies.

With all the above types of financing, one of the key success factors is the financial education provided for entrepreneurs from underrepresented and disadvantaged groups. This may be provided in separate courses or offered as part of the finances package. Financial education programmes should also be included in general entrepreneurship training. It is also important that good quality financial literacy training is offered, by ensuring that trainers are qualified and that staff in banks and financial institutions are sensitized on special needs of these target groups.

4.7 ENCOURAGE CROWD-FUNDING, PEER-TO-PEER LENDING AND DIGITAL FINANCING FOR WOMEN AND YOUTH ENTREPRENEURS

Access to finance remains a critical barrier for all entrepreneurs, but in particular for those from disadvantaged groups. Lack of collateral and the need for documentation are constraints for women and young people seeking financing from financial institutions. While eliminating collateral requirements and reducing banking fees as well as using alternative credit risk assessment approaches can enhance the financial ecosystem for all, including disadvantaged groups, alternative sources of financing can complement traditional sources of financing and help to bridge the financing gap for entrepreneurs while ensuring financial inclusion. Crowdfunding, peer-

to-peer lending and digital financing are becoming important sources of financing for entrepreneurs and can also play a role in supporting green and social entrepreneurship.

Crowdfunding, which allows individuals or businesses to raise funds in small amounts from other individuals or businesses online, and increasingly, using mobile technology and on social media, can facilitate access to financing for entrepreneurs and among them for disadvantaged groups. Although Kiva is perhaps the most well-known online lending platform that is widely used by underserved groups to raise funds, other crowdfunding platforms such as Indiegogo, which helps entrepreneurs and SMEs to raise funds, are bridging the financing gap. While crowdfunding is a viable option for entrepreneurs seeking financing for their start-ups and holds promise for many developing countries, its potential has yet to be realized, in large part, because the infrastructure to support online platforms is underdeveloped in many countries.

Peer-to-peer lending is also growing in popularity. While peer-to-peer lending is not new, its current forms include online platforms that match borrowers seeking a loan directly with lenders. Increasingly, entrepreneurs as well as SMEs are using peer-to-peer online platforms to raise funds to support their businesses. Kiva Zip, a direct, peer-to-peer lending online platform, provides small no-interest loans to small businesses and underserved entrepreneurs. Unlike Kiva, borrowers under Kiva Zip have to be endorsed by Kiva Zip Trustees, who can be individuals or organizations in their communities who trust them. While peer-to-peer approaches are important for SMEs and entrepreneurs that need capital to start or grow their businesses, harnessing their potential to meet entrepreneurs' and SMEs' needs is hampered by lack of regulatory frameworks, particularly where online platforms are undefined, and where infrastructure to support online- and mobile-based platforms is lacking or underdeveloped. Government can play a role in developing the appropriate regulatory frameworks to support the development online- and mobile-based mechanisms, particularly where the infrastructure is underdeveloped.

Digital financing is an important source of financing for disadvantaged groups. Branchless banking, which provides financial services through digital channels, in particular through mobile phones, offers convenient, low-cost services when compared with traditional banking, and holds tremendous promise for fostering

⁴¹ OECD 2014.

Table 8 Examples of crowd-funding, peer-to-peer and digital financing for women and youth entrepreneurs

Country/ economy	Measure
Colombia	In 2014, Colombia passed a law creating a specialized electronic deposit and payment institution that allows non-bank entities to provide electronic financing. Available at http://tinyurl.com/p4hrn5s .
Global	Kiva Zip, an online peer-to-peer lending platform, matches underserved and financially excluded businesses and SMEs with lenders who can be brand ambassadors. Available at https://zip.kiva.org/about .
Global	Indiegogo is an online crowd-funding platform that helps individuals as well as businesses, including SMEs and social enterprises, to raise funds. Available at www.indiegogo.com/ .
Global	CGAP's Inclusive Payment Ecosystem initiative is working with businesses and on the regulatory and policy framework needed to support digital innovation while protecting customers. Available at www.cgap.org/topics/digital-financial-services .
United Republic of Tanzania	M-Pawa is a mobile savings account that allows users to save money through their mobile phone, earn interest from their savings and eventually obtain a microloan when needed. Available at www.vodacom.co.tz/mpesa/mpawa/welcome .

financial inclusion among the world's poor, who are unbanked and live in remote, rural areas. Globally, mobile money services have expanded significantly, with sub-Saharan Africa having the largest share of live mobile services. In 2014, 225 mobile money services were available across 89 countries, 60 per cent of which were in developing markets.⁴² In addition, 16 countries had more mobile money accounts than bank accounts, with East Africa having 93 million mobile money accounts.⁴³

Despite its tremendous growth, lack of and/or inadequate infrastructure to support mobile-based platforms as well as lack of regulatory frameworks to enable the provision of mobile money constrains the development of mobile financial services and hinders its potential to meet the needs of socially disadvantaged groups. Appropriate regulatory frameworks are needed to ensure that mobile money services can effectively deliver safe financial services to SMEs and marginalized groups. Reforms undertaken in Colombia, Kenya and Liberia in 2014 that allow banks and non-bank providers to provide services in a sustainable way have enhanced the regulatory environment for digital financing.⁴⁴ To ensure that digital financing meets the needs of socially disadvantaged groups, targeted approaches that are tailored to their needs can enhance access to financing and ensure financial inclusion. In Papua New Guinea, women-targeted financial literacy training, which helped to raise awareness of mobile money service products in rural areas, has contributed to the uptake of MiCash, a mobile savings account among women.⁴⁵

⁴² GSMA Mobile Money for the Unbanked. 2014 State of the Industry Report.

⁴³ Ibid.

⁴⁴ Ibid.

⁴⁵ Ibid.

4.8 ESTABLISH ACCELERATORS AND INCUBATORS THAT PROVIDE SPECIALIZED BUSINESS SUPPORT TO SOCIAL AND GREEN ENTREPRENEURS

Incubators and accelerators are critical to entrepreneurship. The structures, which support promising start-ups and entrepreneurs, and provide a range of business development services, promote collaboration and nurture innovation, enable enterprise development and sustainable job creation, while unleashing human creativity. Incubators and accelerators are particularly important in countries that lack the required infrastructure to facilitate technology transfer, and have the potential to contribute to green and social entrepreneurship. While they have generally been associated with the technology sector, incubators and accelerators are increasingly playing an important role in supporting the development of social enterprises.

Although social enterprises, like other businesses, require business support services, unlike other businesses, they may require general business support as well as tailored support to enterprises' specific needs. Social innovation parks, incubators and hubs, which promote collaboration and innovation among individuals working to develop enterprises that will address pressing social and environmental challenges, have emerged. NESsT incubators are supporting the development of sustainable social enterprises in several countries in Central and Eastern Europe, as well as in Latin America, and providing these entities with business training, entrepreneurship, management skills as well as early-stage start-up capital and access to professional consultancy services. In addition to providing long-term incubation for enterprises to launch, sustain and replicate their impact, NESsT incubators are targeting enterprises that work with groups that are

excluded from the labour market: micro-enterprises that operate through cooperatives and producer associations to increase incomes as well as enterprises that are commercializing affordable technologies that are designed to provide economic outcomes and improve the quality of life for disadvantaged groups.

Like social innovation hubs, green innovation hubs, which provide business support services to start-ups and an environment that supports collaboration, are emerging in developing countries. Icecairo, a green innovation hub in Egypt, is equipping young entrepreneurs with green skills as well as business support to enable them to pursue green entrepreneurship. Established in 2012 with funding from Germany's development agency, GIZ, Icecairo is addressing Egypt's environmental challenges through low-cost solutions. Similarly, Brazil's Centre

for Innovation, Entrepreneurship and Technology is supporting green start-ups.

Accelerators, which provide early-stage capital as well as business support, are increasingly supporting social enterprises. Armetisia Accelerator in Brazil provides intensive business support, including training, mentoring and links to investors to social enterprise start-ups whose businesses are creating social impact. Since its establishment, the accelerator has supported numerous social enterprises that are working in education, employment, health and housing.

Business incubators and accelerators are promoting green and social entrepreneurship by providing a conducive environment that nurtures innovation and by preparing entrepreneurs to take advantage of the economic opportunities that the digital economy offers. Incubators in

Table 9 Examples of accelerators and incubators that provide specialized business support to social and green entrepreneurs

Country/economy	Measure
Indonesia	FabLab Jakarta, an innovation hub, develops affordable, sustainable, low-cost prosthetic limbs. A partnership with Denmark's Waag Society and the Netherlands' HONF, the limbs are made with locally produced materials. Available at www.honfablab.org/ .
Philippines (the)	Gawad Kalinga has established a Village University that provides young people with agricultural skills and a Social Incubator that provides young entrepreneurs with business support services to help them launch their businesses. Available at www.gk1world.com/home .
Brazil	Hub São Paulo, a social innovation hub that is developing an ecosystem for social enterprises, is promoting sustainable entrepreneurship. Available at http://saopaulo.impacthub.com.br/ .
Egypt	Icecairo is a green innovation hub that equips young people with green skills and business support to enable them to pursue green entrepreneurship and develop low-cost solutions that will address Egypt's environmental challenges. Available at http://www.icecairo.com/ .
Global	The Global Green Growth Institute has developed an analytical framework that is designed to strengthen green growth innovation. A Guide to Innovation Systems Analysis for Green Growth illustrates how innovation occurs and policymakers' role in enabling and accelerating green growth. Available at http://gggi.org/ .
Global	The World Bank's InfoDev Climate Technology Programme has established a network of locally-owned and operated Climate Innovation Centres in the Caribbean, Ethiopia, Ghana, Kenya, India, Morocco, South Africa and Viet Nam, to accelerate the development and transfer of locally-relevant climate and clean technologies. Available at www.infodev.org/climate .
India	The Centre for Innovation, Incubation and Entrepreneurship is supporting enterprises in clean technology, food and agribusiness as well as social impact. Available at www.ciieindia.org/ .
Philippines (the)	The Asian Social Enterprise Incubator (ASEI) in the Philippines provides comprehensive services and state of the art technology for social enterprises at the base of the pyramid. Available at www.asei.com.ph/ .
South Africa	Reconstructed Living Lab (RLabs) Innovation Incubator in South Africa develops social business ideas that aim to have an impact and empower local communities through innovation. Available at www.rlabs.org/ .
Tunisia	Tunisian Centre for Social Entrepreneurship is a social incubator that is promoting social entrepreneurship in Tunisia by providing access to education on social needs and innovations, access to financing and networks as well as incubation for social enterprises. Available at https://medcsb.wordpress.com/about-the-center/ .
Spain	Bilbao's Social Innovation Park was established to create employment in an economically declining region. The Park, which hosts individuals, charities, NGOs and private sector organizations, provides services that are designed to promote job creation. Its Social Innovation Lab incubates social enterprises which receive supports, including training and mentoring. Available at www.socialinnovator.info/connecting-people-ideas-and-resources/innovation-intermediaries/hubs/social-innovation-parks .
United Kingdom	The British Council's Social Incubator Fund is providing 10 million pounds to help social enterprises in the United Kingdom to scale up. Available at www.biglotteryfund.org.uk/socialincubatorfund .

ICT and digital entrepreneurship enablers such as mLabs have been established in various developing countries, including Kenya, South Africa and the United States, while mHubs – networking organizations that are designed to meet the needs of entrepreneurs at various stages of growth – have been established in Georgia, the Republic of Moldova, Nepal, the United Republic of Tanzania and Uganda. There are indications that tech-based incubators are relaxing their criteria to accommodate non-tech-based enterprises. For example, Hub Accra in Ghana supports start-ups regardless of their sector, as does iSpace, a co-working tech hub that also runs social programmes such as Hack for Good events.

The potential for incubators, hubs and accelerators in addressing development challenges is promising. Government can play a role in supporting the development of these structures by providing financial support to catalyse their development. In addition, government can provide the appropriate regulatory framework that will enable other investment to support the development of these structures.

4.9 PROMOTE INCLUSIVE ENTREPRENEURSHIP NETWORKS, AMONG AND FOR WOMEN AND YOUTH

Networks play an important role in business creation, in enhancing the entrepreneurial environment for entrepreneurs and enterprises as well as in promoting a culture of entrepreneurship. In addition, networks help aspiring entrepreneurs to access financing and find business partners, suppliers, employers and customers. For aspiring entrepreneurs from socially disadvantaged groups, who tend to have lower levels of entrepreneurship skills as well as greater difficulty in navigating the business and regulatory environment, access to networks that can help them to overcome these challenges is particularly important.⁴⁶

Business networks can support women and youth entrepreneurs as they embark on entrepreneurship by providing them with information and guidance to help them manage and grow their businesses. In Slovenia, the Institute for the Development and Female Entrepreneurship coordinates business networks for women entrepreneurs. Similarly, business organizations such as Chambers of Commerce play an important role in supporting entrepreneurs by linking them with business advisors to provide guidance on how to run a successful business.

Increasingly, online business networks and virtual meetings are facilitating information exchange between

young entrepreneurs and their established counterparts. For example, Enterprise without Borders (EwB), an online initiative of Junior Achievement–Youth Enterprise (JA–YE) Europe, teaches the value and importance of international trade by providing young people operating small businesses with the opportunity to create cross-border international partnerships.

Networks are important drivers of business performance and have been instrumental in raising awareness of entrepreneurship opportunities. At the international level, youth-oriented business associations such as Junior Chambers of Commerce and Youth Entrepreneurship Associations and Clubs are increasingly linking young entrepreneurs with other entrepreneurs and established business people. At the same time, other networks, such as Youth Entrepreneurship and Sustainability (YES) are supporting youth entrepreneurship by helping young entrepreneurs to access markets. YouthTrade, an initiative of YES in the United States, in partnership with the Conscious Capitalism Institute (CCI), links enterprises operated by young people under the age of 35 to conscious businesses, which buy YouthTrade-certified products such as Whole Foods Markets, thereby helping young entrepreneurs to grow their businesses. Recognizing the importance of such networks, the Malta Government introduced a support measure aimed at encouraging and supporting entrepreneurs to visit international markets and meet with foreign chambers of commerce.

Diaspora networks can also be an invaluable source for entrepreneurs and SMEs in countries of origin. In addition to providing information on business opportunities, such networks can help to link entrepreneurs and SMEs in their native countries to international markets as well as business contacts.

Networks can help to raise their visibility of disadvantaged groups and in advocating for their needs. Women's entrepreneurship networks have been instrumental in creating a favourable business environment for women entrepreneurs. For example, the Uganda Gender and Growth Coalition, a network of women's groups, played an important role in advocating for improvements in overly complex business regulations in Uganda, which often discourage women from formalizing their businesses.

Networks also play an important role in supporting the development of an entrepreneurial culture and in identifying ways to promote entrepreneurship objectives. Networks such as CHOICE in Brazil, which comprises 64,000 students working on social entrepreneurship, is promoting sustainable entrepreneurship.

⁴⁶ OECD, 2014b.

Table 10 Examples of effective entrepreneurship networks for women and youth

Country/economy	Measure
Bangladesh	Bangladesh Women's Chamber of Commerce and Industry (BWCCI) is the first chamber of commerce in the country that works exclusively on women's economic and social empowerment. Established in 2001, the organization encourages and strengthens women entrepreneurs' participation in the private sector through promoting a women-friendly business environment. Available at www.bwcci-bd.org .
France	Jeun'ESS is promoting the social and solidarity economy in the education sector while encouraging the growth of youth-led social enterprises. Available at www.jeun-ess.fr/tag/entrepreneuriat-social/ .
Regional	Erasmus for Young Entrepreneurs is a cross-border exchange programme that provides aspiring entrepreneurs with opportunities to learn from experienced entrepreneurs running small businesses in other participating countries prior to launching their business. The exchange allows the visiting entrepreneur to acquire the skills needed to run a small firm and an opportunity to learn about new markets. Available at www.erasmus-entrepreneurs.eu/ .
Regional	Enterprise without Borders, an online initiative of Junior Achievement–Young Enterprise (JA–YE), allows young entrepreneurs to create cross-border partnerships; promote, market and export their products and services to another JA company; and network with peers around the world and gain valuable business experience and job skills. Available at www.jaewb.org/ .
Uganda	Uganda Gender and Growth Coalition, a network of women's groups, advocates for improvements in business regulations, which are overly complex, often discouraging women from formalizing their businesses. Available at http://siteresources.worldbank.org/INTAFRREGTOPGENDER/Resources/gender_econ_growth_ug.pdf .
Regional	The European Network to Promote Women's Entrepreneurship (WES) comprises members from 31 countries (28 from the European Union, Iceland, Norway and Turkey). Available at http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/women/wes-network/index_en.htm .

4.10 PROMOTE ENTREPRENEURSHIP MENTORING, WITH A FOCUS ON WOMEN AND YOUTH

Mentors can provide information, advice, coaching and other invaluable business support that can encourage aspiring entrepreneurs to engage in business activities and unleash their potential by pursuing entrepreneurship. Established entrepreneurs can play an important role in building a strong foundation by supporting aspiring entrepreneurs and offering them business advice that will help them to navigate the business environment and become successful business people.

Aspiring entrepreneurs from socially disadvantaged groups face unique challenges that hinder them from effectively engaging in business activities. It is well documented that women entrepreneurs generally lack confidence to pursue entrepreneurship while young people lack work or self-employment experience. In addition, lack of adequate information

and other business support are other constraints that hinder aspiring entrepreneurs from starting their businesses. Evidence suggests that mentoring can increase the likelihood of aspiring entrepreneurs to engage in business activities and/or to enter into self-employment. Across regions, networks have been established to support entrepreneurs from disadvantaged groups. The European Network of Mentors for Women Entrepreneurs provides support to women entrepreneurs in the region with business start-up, operation and growth advice. Similarly, cross-border business exchange programmes such as Erasmus for Young Entrepreneurs, which link aspiring young entrepreneurs in Europe with established entrepreneurs in other European countries, enabling aspiring entrepreneurs to acquire valuable business knowledge prior to launching their businesses, are invaluable for both the aspiring and established entrepreneur who have an opportunity to learn about different ways of doing business or identify new business opportunities or business partners.

Table 11 Examples of effective mentoring initiatives for women and youth

Country/ economy	Measure
Brazil	Engajamundo is a youth-led organization that fosters interactions between Brazilian youth and international conferences related to the environment, social development and gender. It promotes the engagement of youth in negotiations and solutions for sustainability. Available at www.engajamundo.org/ .
Egypt	Tahrir Square and PlugandPlay are business incubators that provide mentoring among other business supports to young entrepreneurs. Available at www.tahrir2.com http://plugandplayegypt.com/ .
United Kingdom	Erasmus for Young Entrepreneurs is a cross-border exchange programme that provides aspiring entrepreneurs with opportunities to learn from experienced entrepreneurs running small businesses. The exchange allows the visiting entrepreneur to acquire skills and learn about new markets. Available at www.erasmus-entrepreneurs.eu/ .
United Kingdom	Cherie Blair Foundation for Women's Mentoring Women in Business Programme is an online mentoring programme that aims to support women entrepreneurs in developing and emerging economies. Available at www.cherieblairfoundation.org/mentoring/ .
United Kingdom	HSBC's Young Enterprise links young entrepreneurs with business advisors and mentors who provide guidance and other support on how to run a business. Available at www.young-enterprise.org.uk/sponsor/hsbc-new/ .
United States	Goldman Sachs' 10,000 Women is a global initiative that provides women entrepreneurs around the world with mentoring, networking, business and management education and access to capital. Available at www.goldmansachs.com/citizenship/10000women/ .
United States	TechWomen, established by the United States Department of State, is a programme that brings together women leaders in the technology field in Northern California with their counterparts in the Middle East, North Africa and sub-Saharan Africa for a professional mentorship and exchange programme at leading technology companies. Available at www.techwomen.org/mentors/professional-mentor .

CONCLUSIONS

Entrepreneurs who contribute to sustainable development focus on the triple bottom line, considering the social, environmental and economic impact, making these aspects relevant for the firm's development, and creating loyalties from all stakeholders because of the special consideration given to their concerns. It is important that policymakers increase awareness about the potential for sustainable development by social and green entrepreneurs, as well as by people from disadvantaged groups such women and youth. Policymakers can support these entrepreneurs by easing start-up procedures, and facilitating access to credit and growth capital. Financial education can also be offered to help entrepreneurs identify and access the right source of financing. The skills needed for entrepreneurs in the selected areas may be different, and special education and skills development programmes can help them through a training and mentoring programme. Entrepreneurial networks are also important to stimulating and supporting social ventures and entrepreneurs from underrepresented and disadvantaged groups. This should be accompanied by promoting role models and celebrating their successes.

To support its mission to promote responsible investment in the most vulnerable economies and regions in critical sectors to sustainable development, and as part of its Action Plan for Investment in Sustainable

Development Goals, UNCTAD's Business Schools for Impact initiative is teaching skills to build Base of the Pyramid businesses. UNCTAD has also developed a curriculum designed to inculcate social entrepreneurs with the entrepreneurial competencies and behavioural skills needed to effectively function as entrepreneurs. The training for social entrepreneurs will be delivered through UNCTAD's international network of Empretec centres, based on country demands and needs. In addition, UNCTAD has also developed a policy guide to address the challenges of youth entrepreneurship (UNCTAD, 2015a). Continuing its efforts to support women entrepreneurs, UNCTAD facilitates women entrepreneurs' skills development. For example, the Women in Business Award that is awarded every two years to women entrepreneurs participating in the Empretec programme creates opportunities for networking and skills upgrading among the finalists and the network of institutions and stakeholders engaged.

As the momentum created by the adoption of the Sustainable Development Goals grows, many countries, particularly developing countries, will need to take wide-ranging economic, environmental and social actions, and undertake reforms to engage private sector development, building a new generation of entrepreneurs who engage in a common vision for sustainable development.

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