

**Empretec** is an integrated capacity-building programme promoting the creation of sustainable support structures that help promising entrepreneurs build innovative and internationally competitive SMEs, thereby contributing to the development of a dynamic private sector.

Each national project:

- identifies promising entrepreneurs
- conducts training aimed at developing entrepreneurial traits and business skills
- encourages the exchange of experiences and networking among programme participants
- assists with the preparation of business plans and the securing of finance
- provides state-of-the-art advisory services to enhance productivity, competitiveness and modern business practices
- helps to arrange mutually beneficial partnerships with national and foreign companies.

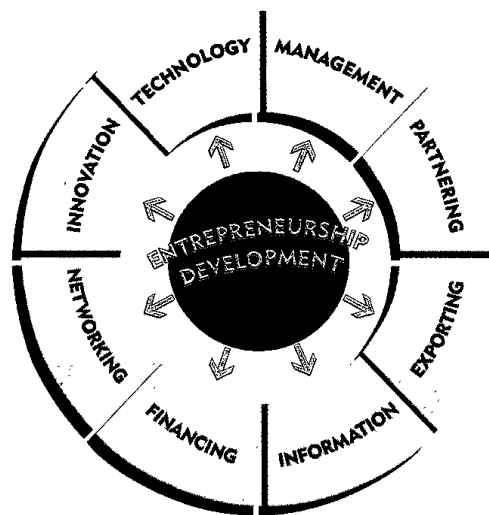
## Impact

Since Empretec's inception in 1988 the programme has become operational in Argentina, Bolivia, Brazil, Chile, Colombia, Ghana, Morocco, Nigeria, Uruguay, Venezuela and Zimbabwe. Results of the programme so far:

- 50,000 entrepreneurs applied
- 10,000 were selected, trained and received technical assistance (35% women)
- 80% of the enterprises recorded a sharp increase in productivity, turnover and market share
- 500 new businesses were established, mostly in non-traditional sectors
- 50,000 new jobs were created by the entrepreneurs who benefitted from the programme.

A central activity of the project is the Entrepreneurship Training Workshop which focuses on motivation and on strengthening entrepreneurial talents, not on traditional business skills.

Such training creates workshop bonds which are instrumental for business growth and partnering, and for building a critical base of competent, committed entrepreneurs, who become the driving force of the project and ensure the successful implementation of its subsequent stages.



Follow-up and export support to Empretec (graduates from the entrepreneurship workshops) is provided by the project, *or through other SME-support organizations*, and by specialised workshops on such subjects as: management of change, marketing, quality control, productivity improvement, accounting practices, and negotiating partnerships.

Entrepreneurs are further empowered through a network linking Empretec within countries and internationally, and through partnering events designed to facilitate business arrangements with each other and with SMEs of industrial countries. Seven such meetings have been held in Brazil, Chile and Uruguay.

In each country, Empretec builds an effective, active coalition of public institutions, private business associations, national and foreign companies, and multilateral organizations that grows into a self-sustaining infrastructure.

By emphasizing public-private sector cooperation and developing the local management and training capability to carry on the project, as well as by charging cost-recovery fees as the programme evolves, Empretec becomes largely self-sustaining in three to five years.

The core national institutional structure is composed of:

## Advisory Board

At the heart of each Empretec project is the Advisory Board, composed of local public and private sector representatives, banks, and international partners. The Board establishes policy and oversees the implementation of the project.

## Empretec National Centre (ENC)

A professionally staffed ENC managed by a Director assists the entrepreneurs in developing and implementing their business plans, securing financing, and getting the new ventures underway. In addition the Centre organizes all of the other national activities of the project.

## Entrepreneur Association

Empretec form an association to exchange experiences and actively pursue networking activities. The association is the driving force of each project and ensures that project management provides the services which the entrepreneurs really need.

## Business Plan Panel

Empretec supports sound projects only. An advisory panel of bankers and successful businesspeople reviews preliminary business plans, makes suggestions for improvement, and selects those with the most potential for further development and support.

## International coordination

**Empretec** is coordinated at the international level by a small team at UNCTAD that initiates and implements new country projects, monitors progress, and ensures the highest standards of project delivery. In particular, the coordinating team facilitates the exchange of best practices' between the country projects, and identifies and develops new modules to strengthen the services provided by the local Empretec National Centres.

## Recent initiatives

### Enterprise Africa

UNDP's Enterprise Africa programme is a regional initiative designed to promote entrepreneurship and enterprise development in Africa. Based on the Empretec model, it operates as a regional network and also as a focal point for coordinating existing and new initiatives sponsored by UNDP, other donor agencies, governments and NGOs, aimed at accelerating the growth, expansion and competitiveness of SMEs in Africa, and improving the quality of indigenous African entrepreneurship.

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### CIED

The Centres for Innovation and Enterprise Development (CIEDs) constitute an emerging network of change-generating agencies designed to promote technological innovation in manufacturing firms, and to stimulate the development of networks for innovation among firms, and between firms and local knowledge-producing institutions. The CIEDs will hereafter become a feature of new Empretec projects, or will be established as separate entities in partnership with Empretec projects.

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## Further information

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