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Entrepreneurship Development in Africa

Report from a workshop
6 – 8 September 2010

By
*Henrik Schaumburg-Müller,
Søren Jeppesen and
Thilde Langevang*

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**Copenhagen
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HANDELSHØJSKOLEN

Centre for Business and Development Studies
Porcelænshaven 18, DK-2000 Frederiksberg, Denmark.
Email: cbds@cbs.dk, www.cbs.dk/cbds

Abstract:

This working paper is a report from the workshop on Entrepreneurship Development arranged by the Centre for Business and Development Studies at CBS and the Danish Ministry of Foreign Affairs in September 2010. The objective of the workshop was to use the participants' joint knowledge and experiences to discuss and provide conclusions on what role entrepreneurship development has played and can play to stimulate growth and employment in Africa. Entrepreneurship development is understood as the promotion and development of activities and processes that foster and support productive entrepreneurship in the society. The workshop should provide inputs to how entrepreneurship in Africa can be supported and be used in the development and implementation of the "Growth and Employment" priority of the new Danish strategy for development cooperation. The workshop had twenty participants with long standing insight to the challenges of entrepreneurship development and employment growth in Africa from international organizations, development cooperation partners, universities and private enterprises and organizations. The report contains the key issues discussed at the workshop and ends with conclusions and recommendations.

Keywords: *Entrepreneurship, Enterprise Development, Private Sector Development, Africa*

1. Introduction

The workshop on Entrepreneurship Development was arranged by the Centre for Business and Development Studies, CBS and the Danish Ministry of Foreign Affairs. Its objective was to use the participants' joint knowledge and experiences to discuss and provide conclusions on what role entrepreneurship development has played and can play to stimulate growth and employment in Africa. Entrepreneurship development is understood as the promotion and development of activities and processes that foster and support productive entrepreneurship in the society.

The workshop should provide inputs and recommendations to how entrepreneurship in Africa can be supported in the future and in particular make recommendations of use in the further development and implementation of the "Growth and Employment" priority of the new Danish strategy for development cooperation (see workshop format and program in Annex 1). The workshop had twenty participants with long standing insight to the challenges of entrepreneurship development and employment growth in Africa from international organizations, development cooperation partners, universities and private enterprises and organizations (see list of workshop participants in Annex 2).

The *first session* of the workshop identified main challenges for entrepreneurship development and employment in Africa. In the *second session* the main points from the previous session were taken into three break-out groups that discussed the following themes:

1. What are the characteristics of entrepreneurs that contribute to growth and employment?
2. Can we identify sectors where we find entrepreneurs with high potentials for growth and employment?
3. What is important for entrepreneurship development in the institutional environment; what constitute barriers and what is supportive; under what conditions and in which context do entrepreneurship contribute to innovation, growth and employment?

In the *third session* the participants of the workshop members participated in the public debate with the Danish Minister for Development Cooperation, Mr. Søren Pind, about the development and implementation of the "Growth and Employment" priority in the new Danish development cooperation strategy.

In the *fourth session* reports from the three break-out groups were presented and discussed, and thereafter the workshop closed by outlining conclusions and recommendations.¹

2. Entrepreneurship development: Key issues from research findings and experiences

The debate on entrepreneurship development focused on five issues: entrepreneurship and economic growth; informality-formality relationship; entrepreneurship training and education; access to finance and targeted interventions. It was initially observed that the term entrepreneur covers a wide range of different types of people involved in the management of firms from very small self-employed or family based micro enterprises to managers in large corporations. This is an important distinction to consider when we look at research results and experiences and even more importantly when we discuss policy recommendations and donor interventions.

Entrepreneurship and economic growth. There is a great entrepreneurship enthusiasm in African countries but there is little solid evidence that entrepreneurship promotes economic growth in Sub-Saharan Africa and many other developing countries. A main reason is that many do not become entrepreneurs by choice or because they take advantage of an opportunity but out of necessity because they cannot find wage employment and do not have any other source of income. They are forced to start a business and become self-employed. Others may have preferences and opportunities of going into politics or the public sector, become rent seekers or go abroad. Entrepreneurship programs may therefore often attract more people in environments where the wage employment opportunities are limited, but the downside can be that the sustainability of the entrepreneurial enterprise will then be low because there will be many necessity rather than opportunity entrepreneurs.

Informality-formality relations. Often a transition from informality to formality is assumed to take place but the relationship between informality and formality is complicated. Formalization – or modernization – is a gradual process and it can be a two way process where dynamics of in-formalization also take place. The existence of an informal sector can also be crucial for the growth of the formal sector. For small enterprises in particular there may not be an interest to formalize business as there are risks associated with the transfer to the formal sector. Entrepreneurs in the informal sector can also have limited capacity or may be unwilling to take the risks to grow vertically but will prefer to expand horizontally to spread risks among different businesses and maintain informality. Furthermore, most entrepreneurship firms do not have a great capacity, which is a reflection of the small size and fragmentation of markets in many parts of Africa. However, for enterprises to pursue internationalization there is a strong pressure to become formalized. Finally, it was observed that urban and infrastructure planning often does not take the informal sector into account.

Entrepreneurship training and education. Appropriate training is key for entrepreneurs. Many entrepreneurs have limited education and cannot take academic executive courses and full-time education. Again training needs depend on the type of entrepreneurs in question. For smaller enterprises there may be a need for a holistic approach to entrepreneurship development with “wrap around” and mentorship

¹ Stud.merc.int. Simon Holm Klange and stud.merc.int Kamol Saliev assisted in reporting from the sessions.

services – an approach which however is difficult and costly to scale up. Other possibilities include short term modules on relevant issues tailored to the needs of small entrepreneurs. More generally the whole education system could be much more entrepreneurship oriented implemented throughout the educational system as life-skill education.

Access to finance. Access to finance is often claimed to be a main obstacle for entrepreneurs and small enterprises to start and to grow. That may be true but it will often be because they are not credit worthy or do not have collateral to obtain institutional credit. The majority of entrepreneurs start their business by their own means and funds from relatives and other private sources. Access to institutional capital is often available for sound entrepreneurial ideas. However, many micro-credit schemes have proved to be costly and without impact and sustainability; there are many commercial banks, they may be cheaper but are less risk willing and prefer other customers including the public sector; venture capital goes in and participates in risk taking but suitable providers attending to small and medium size enterprises are still few. Rather than finance per se, it is important to provide flexible forms of finance which can be used when the entrepreneurs experience needs for capital, not to start up but a particular key moment in the development of the business.

Targeted interventions. Targeting is in general a highly debated issue in industrial policy, but there is broad agreement that direct state intervention can provide high benefits when governance structures are right. It can be problematic to promote certain sectors like high-growth sectors. Entrepreneurship programs should not push entrepreneurs into certain industries but preferably support entrepreneurship indirectly. On the other hand markets may not function and direct support will be needed to stimulate private initiatives, including entrepreneurship through for example access to skills, markets and finance and to knowledge and technology information.

Additional observations related to interventions underlined the need for studying the specific context and institutional environment for entrepreneurship development when designing interventions and programs. Different forms and levels of support are also needed depending on the type of entrepreneurs, i.e. start-up entrepreneurs establishing a firm; existing firms that cannot expand due to horizontal and vertical obstacles or necessity entrepreneurs who are entrepreneurs because of no better options for work.

3. Reports from the break-out groups

Group 1: What are the characteristics of entrepreneurs that contribute to growth and employment?

Observations:

- ▣ There is a lot of entrepreneurial and growth potentials in many parts of Africa. However, there can be an apparent contradiction between studies at the macro level that show a lack of causal relationships between entrepreneurship development and growth and employment, and observations from the field documenting how entrepreneurship flourish and generate new employment opportunities.

- What is studied and how do we measure the growth?
 - Processes; training (of family members) effects; growth where both income and costs increase; lowering of risks (e.g. more than one buyer);
- Institutional context constraints – role of the state is to cater for:
 - Regulation of financial institutions; access to capital is often cited that includes micro credit, commercial bank credit, and venture capital not only for start-ups, but at the right time and in relevant amounts;
 - Education and training; quality of trainers and entrepreneurial orientation and provision of new knowledge and technology;
 - Soft (communication, innovations) and hard infrastructure (roads, energy);
 - Incentives for wrap around services – packaging and timing of these services.
 - Policy makers are the entrepreneurs’ dialog partners; they need a better understanding of the issues and problems.

Group 2: How to pick winners?

Rather than being caught in naming specific sectors, it might be more relevant to start asking questions like:

- What are the opportunities?
- Is the market saturated?
- Are there human resources to sustain the investments in specific industries?
- Is there adequate infrastructure?

Observations:

- Take a holistic approach to a business area (links between local enterprises, universities, multinational corporations);
- Take a focused approach when selecting sectors (select subsectors where potential value added is highest);
- For support to private business willingness to take risks is needed by the development partners (we might pick losers instead of winners). There must be rigorous impact assessment to see what works;
- Do not support individual enterprises but create incentive structures including business support and financial services, infrastructure, attractive tax regimes, smart approaches to nurture infant industries (foresee phasing out from the start), social campaigning (buy local campaigns, business plan competitions), trade policies opening access to new markets;
- Growth sectors could be Agriculture and Fisheries, Agro industries, ITC, Creative Industries, Mining, Tourism.

Controversial point:

Should we really select sectors as we may not know where the niches for successful entrepreneurs are? Probably it should be left to the entrepreneurs to make these choices.

*Group 3: What is important for entrepreneurship development in the institutional environment, and what constitutes barriers?**Observations:*

- ▣ Importance of a strong state for entrepreneurship development;
 - Systemic changes are needed;
 - Vertically in the educational sector
 - Supply of credit where micro-credit and commercial banks are not sufficient to cater for the needs, but here more risk willing capital is needed;
- ▣ Need for a change in the education system;
- ▣ Social discourses and culture around entrepreneurs need to change;
- ▣ Mentorship schemes – transfer of practical experience is needed but how to organize such schemes is still unclear; should it be market based, subsidized or based on social-networks? There are important unsolved questions of scaling-up mentorship programmes; lack of local role models and lack of trust because of fear of competition. There is little solid evidence of the impact of mentorship programmes in Africa.

Finally, it was observed that stimulation of trade and lower barriers to international markets would be more helpful for entrepreneurship development than aid interventions.

4. Conclusions and recommendations from the workshop

Overall conclusions from the workshop were that entrepreneurship development a) needs to have a holistic approach that includes economic, social and cultural attitudes toward entrepreneurs and entrepreneurship, and b) requires systemic changes in key policy areas.

From a policy and systemic perspective, the following points were made:

- ▣ Policy - changes in regulatory business institutions and international trade policies;
- ▣ People – changes in attitudes towards entrepreneurship and systemic changes in the education system including primary education, vocational training, and higher education and research where improved quality and capacity expansion is needed;
- ▣ Profit – the need for entrepreneurs to take initiatives and have sustainable business models;

Many policies and initiatives have been tried but in particular with respect to creation of youth employment and start-up of entrepreneurs there is very little evidence of what has worked and development partners have not made sufficiently rigorous evaluation of their support. There is need

for a better understanding of the contradictions and the causal relationships between entrepreneurship and development.

The **key recommendations** from the workshop relate to initiatives taken both by the state in its policies and interventions to foster entrepreneurship and employment, and by the development partners in their support to such initiatives.

From the policy and the development partner perspective it is important that scarce resources for support to entrepreneurship development benefit the type of entrepreneurs that has a good chance to develop and expand sustainable enterprises. Many of the necessity based enterprises are run by owners with no alternative source of income and with meager chances of success and growth. The workshop found that an appropriate definition of a growth oriented entrepreneur is a person who can cope with the challenges and has a plan to develop his business. Such entrepreneurs are driven by opportunities, not necessity. This is not to say that people who engage in business out of necessity do not need support in the form of social safety nets, skill training to strengthen their employment opportunities etc. The sheer number of necessity entrepreneurs merits enhanced efforts to nurturing development and employment of this segment of society.

For the development partners it is important that individual initiatives are 1) formulated to the specific country conditions and the local context (no 'one size fits all'), 2) integrated in a broader overall policy to develop entrepreneurship and create employment where policies facilitate system changes in key policy areas, and 3) coordinated and in agreement with other initiatives and strategies of development partners.

Important examples of needed support from a practical entrepreneurial perspective include:

- ▣ Reliable infrastructure services (e.g. power/energy supply);
- ▣ Applied research and development, and knowledge and technology dissemination (e.g. seeds developed to local conditions);
- ▣ Improved market access and market facilitating institutions (e.g. certification and inspector bodies to export markets);

This type of support need however to be integrated in systemic changes rather than being individual isolated interventions. Recommendations for support to systemic changes are:

- Vertical strengthening of the educational system to include broad acceptance of entrepreneurial skills and development;
- Support the financial system to provide flexible and timely credit and risk willing capital for example in the form of venture capital;
- Improve market information and access to local and international markets;
- Support value chains that stimulate local upgrading and supporting institutions; provide incentives to form linkages with multinational corporations that stimulate competitiveness and internationalization of local enterprises.

From a donor process perspective formulation of initiatives should be based on business indicators that are better adapted to the local institutional and infrastructural environment, and to the needs of local enterprises. Development partners should in the formulation of support to entrepreneurship and private sector development initiatives:

- ▣ Be prepared to take more risks;
- ▣ Create evidence of what works;
- ▣ Celebrate successes and take them to scale;
- ▣ Be passionate of the initiatives;
- ▣ Be skeptical about markets and not afraid of subsidizing.

Workshop on Entrepreneurship Development in Africa
6. to 8. September 2010
at the Copenhagen Business School

**Arranged by the Centre for Business and Development Studies at Copenhagen
 Business School and the Ministry of Foreign Affairs**

Objective and key questions

The objective of the workshop on entrepreneurship development in Africa is to use our joint knowledge and experiences to discuss and provide conclusions on what role entrepreneurship development has played and can play to stimulate growth and employment in Africa. We aim at providing inputs and recommendations to how entrepreneurship in Africa should be supported in the future based on our accumulated knowledge from research and practical experiences.

Our thoughts – questions, conclusions and recommendations – will feed into and inspire the afternoon’s public debate on “Entrepreneurship, Growth and Employment”. The workshop participants will together with the Danish Minister for Development Cooperation, Mr. Søren Pind, engage in the debate on how entrepreneurship development contributes to growth and employment, and what type of policies and support, including foreign aid, can be recommended. The public debate is an opportunity to influence how the “Growth and Employment” priority in the new strategy for Denmark’s development cooperation can be developed into practical initiatives.

Key questions for the workshop debate are:

- Based on our research knowledge and experiences what are the future key challenges (opportunities and threats) for entrepreneurship development in Africa?
- How do we see the balance between a conducive institutional environment and the entrepreneurs’ resources and capabilities to further the establishment of sustainable and innovative firms that create jobs?
- What are the lessons learned that can help us in the future to support (policies; programs and projects) entrepreneurship development, and what kind of activities can we recommend for Danish support to entrepreneurship development?

Output

A short report with key findings and recommendations from the workshop

Programme

Monday 6. September

18:30 Working dinner introducing the objectives of the workshop and the participants at FUHU Faculty Club, CBS Solbjerg Plads

Tuesday 7. September

8:30 - Registration at Raavarebygningen, Room R417, 4th floor Porcelaenshaven, CBS

8:45 - Introduction of workshop theme and key questions

- Short introduction of the findings of the Africa Commission and to the New Danish Strategy for Development Cooperation related to entrepreneurship development in Africa (by MFA)

9:00 Debate chaired by Henrik Schaumburg-Müller

1. Key issues from research findings and experiences on entrepreneurship development. To structure this debate the following issues are in a non-exhaustive and -prioritized sequence proposed:

- What are the characteristics of entrepreneurs that contribute to growth and employment (e.g. formal sector/opportunity versus subsistence/necessity/survivalist in the informal sector)?
- Can we identify sectors where we find entrepreneurs with high potentials for growth and employment (presently agriculture and agribusiness are the buzzword sectors, but what about IT, tourism and other sectors)?
- What is important for entrepreneurship development in the institutional environment; what constitute barriers and what is supportive; under what conditions and in which context do entrepreneurship contribute to innovation, growth and employment?

2. In view of our analysis of potentials what are the future challenges - can we make a SWOT analysis with entrepreneurship development as the unit of analysis?

3. What kind of policy and support is needed (should it be and can it be supported?) and what works – what doesn't? (size; general-selective; gender; youth; financial-technical assistance; policy environment and institutions; training and education; research a.o.) and how can development partners contribute?

10:30 Coffee/tea break

10:50 Debate continues if needed in smaller groups

- 11:30 Summing up on the morning's debate and findings, and preparing key points and questions for the afternoon's public debate with the Minister for Development Cooperation
- 12:00 Sandwich-lunch and interviews undertaken by the media-group for the afternoon's public debate
- 14:00 Public debate on the Growth and Employment theme in the new Strategy for Denmark's Development Cooperation with the Danish Minister of Development Cooperation at Ovnhallen, Porcelaenshaven CBS (*close at 17:00*)
- 19:00 Workshop dinner at Restaurant Bar Deli

Wednesday 8. September

- 8:30 Morning coffee/tea at Porcelaenshaven 16B, Room 2.18, 2nd floor CBS
- 9:00 Using yesterday's outcomes from the workshop and the public debate to finalize our findings and recommendations to produce the short report.
- Chair: Soren Jeppesen
- Conclusions on key issues (adjusting the SWOT)
 - Priorities and recommendations for policies and donor support
 - The process for reporting from the workshop
- 12:00 Closing of the workshop

Participants

- See separate list of participants

Background documents for the workshop

- "Freedom from Poverty – Freedom to Change", Strategy for Denmark's Development Cooperation, MFA 2010;
- The Africa Commission Report (selected sections), MFA 2009;
- Progress report from the Danish Africa Commission, MFA 2010;
- Danida Business Sector Support Instruments; MFA (ERH);
- "Promoting Entrepreneurship in Developing Countries: Policy Challenges" by Wim Naudé; Policy Brief No. 4, UNU-Wider 2010;

List of workshop participants

Donath Olomi



Senior Lecturer, University of Dar es Salaam Business School (UDBS), Tanzania

Dr. Donath R. Olomi is a Senior Lecturer at the University of Dar es Salaam currently on Sabbatical Leave at the Institute of Management and Entrepreneurship Development (IMED). His main area of expertise is entrepreneurship and small business development. He was the founding director of the University of Dar es Salaam Entrepreneurship Centre

(UDEC) in 1999 and left this position in 2009 with the centre being a leader in the East African region. Dr. Olomi studied in Tanzania, Canada and Sweden and holds a B.Com, MBA and a PhD. Prior to joining the University of Dar es Salaam in 1989, he worked as an export officer with a timber company. Parallel to his academic career, Dr. Olomi has founded successful small businesses and has been a member of several governmental programmes, NGOs and private companies.

Dr. Olomi has co-edited two books and published widely in the area of entrepreneurship and small business development in Africa. He has also consulted widely in this area in Tanzania, Kenya, DRC, Sudan, Ethiopia and Djibouti. His clients have included private companies, NGOs, business associations, the Government of Tanzania, IGAD, COMESA, the World Bank, UNIDO, ILO, Nuffic, etc. He has also been working as an Associate Consultant with Ernst and Young and Price WaterHouse Coopers.

Dorothy McCormick



Professor of Development Studies, University of Nairobi, Kenya

Dorothy McCormick is Professor of Development Studies at the Institute for Development Studies (IDS), University of Nairobi. She has worked in IDS since 1988 and was its Director from 2001 to 2007. Her main research area is the relationship between industry and development, especially micro and small producers in Kenya and elsewhere in Africa. She has led research on

firm growth, collective efficiency, entrepreneurship, clustering, and business systems, as well as studies focusing on the textile and clothing sector and donor supported projects. She holds a BA from Trinity University (Washington DC), MBA from the University of Pennsylvania, and MA and PhD degrees from The Johns Hopkins University.

George Owusu



Senior Research Fellow, Institute of Statistical, Social and Economic Research (ISSER), University of Ghana

Dr. George Owusu holds a PhD in Geography (with focus on urban and regional development) and a Master of Philosophy degree in Social Change - all from the Norwegian University of Science and Technology, Norway. He obtained his B.A (Hons.) degree from the University of Ghana, Legon, Ghana. Currently, Dr Owusu is a Senior Research Fellow in ISSER, University of Ghana, Legon. He is also the Coordinator of Graduate Programmes (MA, MPhil., PhD) at ISSER. Dr Owusu's main areas of research include urbanization and regional development, land tenure, decentralization and participatory approaches to development. He has also in recent times focused on youth unemployment in urban Ghana.

Dr. George Owusu is a member of a core team of experts currently drafting a National Urban Policy (NUP) for Ghana. He has several publications on urban development and decentralization in national and international journals.

Grace Mueni Nyaa



Managing Director, Kyome Fresh Company Limited, Kenya

Grace has a Diploma Graduate in computer studies. After graduation she worked in several companies as a computer tutor, programmer and finally as a sales and marketing executive. She felt there was still a vacuum in her career and wanted to move on, but since she was working for an exports company, she felt it would blend well with her dream of doing horticulture and to turn around her dry village (Kyome) into an active agricultural area.

In 2003 she decided to leave her formal employment and set up Kyome Fresh as a sole proprietor and later on other investors joined and formally converted the company into a limited company. Today, Grace Mueni Nyaa is the managing Director of Kyome Fresh which has a workforce of 22 permanent employees, 63 contracted, and over 3000 seasonal workers. Grace has watched the company grow from an initial capital base of 280,000Kshs (2,600Euros) in 2003 to over 13,000,000Kshs (123,8000Euros) seven years down the line with an average annual sales turnover of 1.6million euros. Her vision for Kyome is to propel it to be a lead exporter of fresh fruits and vegetables from Africa and moreso while along the way eradicating poverty and creating self reliance to the workers.

Helder Malauene



AYP Steering Committee Member, Southern Africa

Helder Malauene, is a young man (34) from Mozambique that has been involved in various programs, processes and settings to which youth participation is seen and considered as an added value for their success and sustainable follow up, at National (Mozambique), Regional (Southern and Eastern Africa), Continental (Africa) and global level (CIVICUS, DAC). In 2008, he was recommended by the Southern African Youth Movement to the Danish NGO Forum for his inclusion to the African Youth Panel (AYP), as a platform for the promotion of youth participation and Africa Developmental Agenda under the Danish Africa Commission for effective contribution to the Africa Youth Panel process and to make valuable submissions to the commission, ensuring youth participation in DAC processes, being the group identified as the main target and with potentials to be explored and taken forward on a sustainable manner.

Henrik Schaumburg-Müller



Director, Centre for Business and Development Studies, Copenhagen Business School (CBS), Denmark

Henrik Schaumburg-Müller is professor in business and development studies and director of the Centre for Business and Development Studies at the Copenhagen Business School. He is working on strategies of developing country firms, their positions and upgrading in global value chains and their linkages to transnational corporations. He has also a research interest in business sector development and support initiatives. He was coordinator of a recent IFC supported project on establishment of enterprise development centers at universities in Ghana, Kenya, Rwanda and Tanzania. At present his empirical research interests focus on internationalization of firms in Vietnam and more recently on leadership and firm strategies in Africa. Recent publications include “The New Asian Dragon – Internationalization of Firms in Vietnam” (editor, Copenhagen Business School Press), “Synthesis of Evaluation on Support to Business Development” (Danida Evaluation Study 2009/5) and “Firms in Developing Countries: A Theoretical Probe into the Borderland of Business Studies and Development Studies” (together with Michael W. Hansen in European Journal of Development Research 22:2).

Janne Laigaard Schneider



Chief Consultant, Business and Contracts Department, Ministry of Foreign Affairs, Denmark

Her main responsibilities lie within business cooperation strategy in development assistance, including the Business-to-Business (B2B) Programme and Programme for Innovative Partnerships for Development (IPD).

Jens Dyring Christensen



Manager, Youth Entrepreneurship Facility, Tanzania

Jens Dyring Christensen is the manager of the Youth Entrepreneurship Facility - an initiative of the Africa Commission, the Youth Employment Network and the International Labour Organization – which seeks to unleash the entrepreneurial potential

of Africa's youth as a means for growth and employment creation. Jens has been working in the field of small business development for the past 12 years and is facilitator of entrepreneurship education and business management training programs.

Katherine Gough



Associate Professor, Department of Geography and Geology, University of Copenhagen, Denmark

Katherine (Kate) Gough is a British trained geographer (University of Cambridge and University College London) who has been based in Scandinavia for the past 20 years. Her primary research focus is on urban issues in the global South. She has an unusually broad

profile having conducted research in Latin America (Colombia and Brazil), Africa (Ghana, Zambia, Uganda and Tanzania) and the Asia-Pacific region (Vietnam and Solomon Islands). The main themes of her research are: housing and home, urban governance, urban youth, and comparative urbanism. Kate is currently leading a major comparative research project on 'Youth employment' (YEMP) in which, together with teams of researchers from Ghana, Uganda, Zambia and Denmark, she is exploring the role of entrepreneurship in generating youth employment in African economies. She also has a particular interest in conducting longitudinal research and recently returned to the city of Pereira, Colombia, the site of her original PhD research, to explore how housing and households in low-income settlements have changed. She is currently employed as Associate Professor in the Department of Geography and Geology, University of Copenhagen though will shortly take up a position as Reader in Urban Geography at Loughborough University.

Lettice Kinunda Rutashobya



Professor, University of Dar es Salaam Business School (UDBS), Tanzania

Born in Tanzania, Professor Lettice Kinunda-Rutashobya, is a full professor of business and management, former Dean of the now University of Dar es Salaam Business School, and former Director of

Postgraduate Studies at the University of Dar es Salaam, Tanzania. She holds a PhD in Business administration and is the first African female (2nd African) recipient of a Honorary Doctorate Degree in Economics (doctor honoris causa) of the University of Umea, Sweden (awarded on 30th October, 2004).

Prof. Rutashobya has since 1980 been lecturing and doing research mainly in the areas of internationalization, entrepreneurship and small and medium enterprises (SMEs) development, including female entrepreneurship, strategic management, impact of FDIs in mining and tourism on business development and growth in developing economies, enhancement of SMEs capacity and internationalization through networking and the value chain analyses. She is the author and/or co-author of various books, chapters in books and over 50 scientific articles, and technical papers published locally and internationally.

Markus Pilgrim



Manager, Youth Employment Network, Geneva

Markus Pilgrim started working as Manager of the Youth Employment Network (YEN) in early 2008. YEN is a partnership of United Nations, International Labour Organization, and World Bank. The network is a global platform whose goal is to prioritize youth employment on the development agenda and to exchange knowledge on effective policies and programs to improve employment opportunities for youth.

Prior to joining YEN, Markus worked as a regional program manager for International Finance Corporation (IFC), World Bank Group, based in Cairo, Egypt, coordinating a portfolio of technical assistance projects on private sector promotion in the Middle East and North Africa. Other previous experience includes eight years as Managing Director of the Foundation for Economic Development and Vocational Training (SEQUA), a joint development agency of the German chambers and business associations. Markus holds a Ph.D. in Economics from Göttingen University, Germany.

Niels Arnfred



Niels Arnfred, Program Director, CBS-SIMI Foundation, and Technical Advisor, Inoorero University, Kenya

Niels Arnfred is former Dean of SIMI, Scandinavian International Management Institute. Copenhagen. He is presently advising the the Institute of Executive Education and Consultancy at Inoorero University, Nairobi, setting up training of trainer programs targeting mentors and advisors of the entrepreneurial sector in Kenya. He is also the director of a Danida B2B project launching a "hands on" Executive MBA program and industry specific programs in Kenya. He holds a Master of Science (political science) from University of Aarhus (1974). His thesis dealt with land policy issues and the transition process from colonial rule to independence in Kenya. He has served as lecturer of development policy at Copenhagen University, University of Aarhus, and Roskilde University.

Nneka Okekearu



Centre Manager, Centre for Enterprise Development Services, Pan-African University, Nigeria

Nneka is currently the Centre Manager of the Centre for Enterprise Development Services. A role which saw her being involved in a number of projects targeted at developing the capacity of entrepreneurs. One of such was the Access Bank/IFC GEM initiative (Provision of support services and technical assistance to 100 women owned businesses, National Coordinator for the International Trade Centre (member WTO) Access! Trade In services Program (Program targeted at developing capacities of women entrepreneurs to help in exporting their services). She also facilitates training sessions on customer service, effective communication and business ethics. She has a first degree in Banking and Finance and an MBA with specialization in Marketing. She is an associate member of the Chartered Institute of Marketing and an alumnus of the Lagos Business School. Her areas of interests include women entrepreneurship, succession planning for small and mid-sized businesses as well as corporate social responsibility for sustainability.

Peter Kragelund



Assistant professor, PhD, Department of Society and Globalisation, Roskilde University, Denmark

Peter's main research areas concern the global political economy, economic development and development interventions. Specifically, he focuses on issues related to the link between private sector development and development cooperation, foreign investments and local investments, and aid-relationships. Recent publications include: 'Knocking on a wide open door: Chinese investments in Africa' (Review of African Political Economy, 36(122)), 'Part of the Disease or Part of the Cure? Chinese Investments in the Zambian Mining and Construction sectors' (European Journal of Development Research, 21(4)), and 'The Return of Non-DAC Donors to Africa: New Prospects for African Development?' (Development Policy Review 26(5)).

Moreover, Peter has been involved in various consultancies including an IFC funded project on establishment of enterprise development centres in four African countries.

Rebecca Namatovu-Dawa



Lecturer, Department of Finance, Makerere University Business School, Uganda

Makerere University Business School: BBA Finance, MSC, Accounting and Finance MUK. Rebecca has eight years of experience as a lecturer in

Makerere University Business School and she has been involved in entrepreneurship research for the last seven years. She has been part of the Global Entrepreneurship Monitor (GEM) research project since 2003 when it started in Uganda. She is currently managing the project. She is also currently the country coordinator, of Youth and employment: the role of entrepreneurship in African economies (YEMP.) A DANIDA funded project that aims to analyze the role of entrepreneurship in generating youth employment in African countries in both urban and rural areas. She has been involved in the Students' Training for Entrepreneurial Promotion, (STEP) where she designed module on finding starting capital. She is also a country coordinator of the Entrepreneurship Education Project (EEP) a project running in over 100 universities hosted by Illinois state university USA. It is aimed at studying the impact of entrepreneurship education on entrepreneurship development of university students.

Richard Muteti



CEO, The Kenya National Federation of Jua Kali Associations (KNFJKA), Kenya

Richard Nzioki Muteti is currently serving the micro and small enterprises sector in various capacities both in Kenya and the East African Community in general, he's currently the chief executive of the Kenya National Federation of Jua Kali Associations (KNFJKA), sits in the Board of the Kenya Private Sector Alliance (KEPSA) as a Governor representing the MSE sector in Kenya and serves as the Regional Project Manager for the EAC Jua

Kali/Nguvu Kazi (MSE) Exhibitions at EA-CISO.in addition to the above, he is a Director at the Small and Medium Enterprise Support, East Africa (SMES-EA).

Søren Jeppesen



Associate professor, PhD, Centre for Business and Development Studies, CBS, Denmark

Affiliated with Centre for Business and Development Studies and Center for Corporate Values and Responsibility. My research concerns the development of firms in developing countries. I work on issues regarding the local factors which influences the development and growth potential of the developing country firms (or lack of same). It is particularly the firm internal conditions, but also industry, market and institutional (political, economic and socio-cultural) conditions. I also focus on issues regarding small and medium-sized firms (SMEs), corporate social and environmental responsibility (CSR) and which

driving forces (or lack of same) that influence the strategies of SMEs in developing countries in engaging in CSR issues (or not engaging).

Along with colleagues from the department, from Aalborg University and from universities in different developing countries I take part in studies of how outsourcing and collaboration between firms in developed and developing countries impact on the developing countries firms. It is mainly the under-

researched issue of the strategies and practices of the developing country firms that is in focus. Major research projects concern the strategies of South African textiles and clothing companies and the importance of Codes of Conduct for the working conditions in the textiles and clothing industry in Southern Africa (South Africa, Lesotho, Swaziland and Namibia). With regard to countries it is mainly South Africa and Southern Africa, which I deal with.

Thilde Langevang



Assistant Professor, Centre for Business and Development Studies, CBS, Denmark

Thilde Langevang is Assistant Professor at the Centre for Business and Development Studies at Copenhagen Business School. She is specialising in Youth livelihoods, entrepreneurship and development in Africa. She is involved in the Danida funded research project 'Youth and Employment: the Role of Entrepreneurship in African Economies' and conducts field research about youth, employment and entrepreneurship in Ghana, Uganda and Zambia.

Wim Naudé



Research Fellow, World Institute for Development Economics Research, United Nations University, Finland

Wim Naudé is senior research fellow and project director at the World Institute for Development Economics Research of the United Nations University, based in Helsinki, Finland. Born in Pretoria, South Africa, he obtains the M.Sc in quantitative development economics from the University of Warwick in 1991 – first class. He is awarded the *Shiv Nath* Prize for the best dissertation in development economics. Following completion of his PhD in economics at North-West University in South Africa in 1993, he joins the University of Oxford as lecturer, and research officer at the Centre for the Study of African Economies. He also teaches at Addis Ababa University.

Between 1998 and 2006 he is professor of economics and director of research at North-West University in South Africa. In 2000 he is elected, as an ANC candidate in South Africa's very first democratic elections on local government level, to the council of the Southern District Municipality of South Africa. In 2005 the South African Minister of Finance appoints him to the council of Statistics South Africa. In 2007 he joins the United Nations University where he directs amongst others its project on entrepreneurship in economic development. Wim has published widely on development economics and entrepreneurship, and according to *IDEAS/Repec* he is ranked amongst the top 5 % of authors in economics and amongst the top 10 economists in Finland. He has just edited a book on *Entrepreneurship and Economic Development* that will be published in 2010 by Palgrave Macmillan, and co-edited books on *Innovation, Entrepreneurship and Development*, and on *Small Island Developing States*, that will be published in early 2011 by respectively Oxford University Press and Routledge.

Winnie Estrup Petersen



Chief Consultant, Head of the Secretariat for the Africa Commission, Ministry of Foreign Affairs, Denmark

Her main responsibilities are related to the follow up on the African Commission on economic growth and job creation for the youth in Africa.