



Summer Academy on

Sustainable Enterprise Development

In the context of the global economic crisis



International
Labour
Organisation

Summer Academy 2009 Faculty

Youth Entrepreneurship by Youth Entrepreneurship by Joni Simpson and Jens Dyring Christensen

Joni Simpson

Joni Simpson is a Specialist and the Coordinator of Women's & Youth Entrepreneurship development for the International Labour Organization. She has a background in Local Economic Development and has worked on social enterprise, community credit, sustainable livelihoods model and non profit management. At the ILO, she provides technical assistance to constituents and field specialists and projects. Joni is concerned with the inclusion and empowerment of marginalized populations and has been working on micro-enterprise development and employment issues for the last 12 years. Her academic background is in Cultural Anthropology and Education. Her research focused upon immigrant women entrepreneurs and their pathways towards livelihoods through entrepreneurship

Jens Dyring Christensen

Jens is based with the International Labour Organization (ILO) in Geneva and works in the area of youth entrepreneurship development. For the past ten years he has been supporting small business development and has designed and managed small enterprise and local economic development projects in Africa and Asia. He is a master trainer of business start-up programs and has facilitated a variety of seminars and workshops, developed business trainers and strengthened business service providers. He is currently managing a global research project that studies how entrepreneurship education leads to youth entrepreneurship development and more effective business start-up by young women and men and he is developing integrated youth entrepreneurship development strategies and programs for the ILO

Business Enabling Environment, by Graeme Buckley

Graeme Buckley

G. Buckley is an enterprise specialist at the ILO where he works on enterprise policy and business enabling environment issues. Previously he worked in the Policy Integration Department at the ILO, responsible for coordinating the ILO's work on PRSPs. He has worked in over 40 countries in various capacities, including long term assignments as economic adviser to the Minister for Finance in Swaziland and chief economist at the Foundation for Reconstruction and Development in El Salvador. He was previously at the UK Department for International Development (DFID), where he held posts as Economic Adviser/UK Alternate Director at the Caribbean Development Bank, based in Barbados; Economic Adviser for the China and East Asia Department and Enterprise Adviser responsible for the South Asia programme. Prior to that, he worked in the Evaluation Department at the Foreign Office. He has a PhD in development economics, an MBA and a first degree in economics and has published a number of books and journal articles on topics related to enterprise development, microfinance, social dialogue and poverty reduction.

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Policy responses to the global economic slowdown by P.Vanderberg and M.Clemensson

Martin Clemensson

Martin Clemensson is the manager of the Small Enterprise Programme (SEED) at the International Labour Organization's headquarters in Geneva. The SEED team supports the ILO field network in areas of enabling business environment, value chain upgrading, business development services, association building, informal enterprise upgrading, women and youth entrepreneurship etc. He is a board member of the Donor Committee for Enterprise Development. Before taking up the assignment in Geneva, he spent eight years in Eastern and Southern Africa with the regional "Start and Improve Your Business" projects, based in Kenya and later in Zimbabwe. The project introduced the programme to 16 countries in the Eastern and Southern Africa region. Before joining the ILO he worked as an economist at the Swedish National Board for Consumer Policies in Stockholm, Sweden. He holds an MBA from Business School Lausanne, Switzerland

Paul Vandenberg

Dr. Paul Vandenberg is Professor of Economics at the International Management Institute (IMI) in New Delhi, where he teaches macroeconomics and labour issues. He has also taught in the UK and briefly in Japan. Since 2002, he has worked as a consultant to the ILO in Geneva, New Delhi and Turin on issues related to labour, small enterprises, credit, employers' organizations, child labour and productivity. He has published a book on the Indian business community in Kenya and authored several articles in recognized journals. His most recent work focuses on flexicurity in Asia and on the policy responses for MSMEs during the current global slowdown.

Market Oriented Small Business Development Services (MOSBDS), by Peter Tomlinson and Julius Mutio

Peter Tomlinson

Peter Tomlinson has nineteen years professional experience in the field of enterprise development, including long term project experience in Latin America, the Caribbean and the South Pacific. He currently manages the enterprise development programme for the International Training Centre of the ILO in Turin, Italy (1999 to present day). He specializes in entrepreneurship, microfinance, business development services and enabling business environments for small enterprises. Mr Tomlinson holds a Masters degree in Development Administration and Planning (1995) from Bristol University, a degree in Economics and Accounting (1975) and the professional qualification of Chartered Accountant (1978). He has worked extensively on enterprise development projects for the International Labour Organisation (ILO), the European Commission (EC) and the UK's Department for International Development (DFID). He has practical experience in Enterprise Development in the Caribbean, Latin America, Africa, Europe, Asia and the Pacific.

Julius Mutio

Julius Mutio (MBA) has worked with ILO for over 10 years as a SED Consultant in Africa and Europe. He joined EMP/SEED as Business Development Services Coordinator in August 2008 after having served in the field as an ILO Chief Technical Adviser in Papua New Guinea in 2007/8. Prior to that he worked as a Enterprise Development Centre Training Manager at the London Borough of Tottenham, in England. He has also work as an SME Development Consultant for for UNDP and World Bank. Mutio has worked as a Resource Person at the



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ILO Turin Centre.

Women Entrepreneurs Starting and Running Sustainable Enterprises through WED promotion By Joni Simpson and Kholoud Al Khaldi

Joni Simpson

Joni Simpson is a Specialist and the Coordinator of Women's & Youth Entrepreneurship development for the International Labour Organization. She has a background in Local Economic Development and has worked on social enterprise, community credit, sustainable livelihoods model and non profit management. At the ILO, she provides technical assistance to constituents and field specialists and projects. Joni is concerned with the inclusion and empowerment of marginalized populations and has been working on micro-enterprise development and employment issues for the last 12 years. Her academic background is in Cultural Anthropology and Education. Her research focused upon immigrant women entrepreneurs and their pathways towards livelihoods through entrepreneurship.

Kholoud Al Khaldi

Ms Kholoud Al-Khaldi (Jordan) has sixteen years of experience as a trainer, researcher, project manager and expert on micro and small enterprise development with a strong emphasis on promoting an entrepreneurship culture in the Arab region and a focus on disadvantaged women. Ms Al-Khaldi joined the Enterprise Development Programme of the International Training Centre of the ILO in 2002 and is responsible for designing, organizing and conducting training activities on women's entrepreneurship development, microfinance, creating an enabling environment for small enterprise development, business development services and policies and strategies for generating quality employment in micro and small enterprises. Ms Al-Khaldi managed the Centre's Italian funded project on women's entrepreneurship in conflict-affected Afghanistan between 2003 and 2005. Ms Al-Khaldi holds a Masters degree in Entrepreneurship Studies from the University of Stirling (UK) and a degree in Economics from Bir-Zeit University (Palestine). Her working languages are Arabic and English.

Enterprise restructuring and business services for MSEs by N. Rogovski - Ulrich - Z. Liangrong

Nikolai Rogovsky

Nikolai Rogovsky is a Technical Specialist at the Job Creation and Enterprise Development Department of the International Labour Office (ILO), Geneva, Switzerland. Prior to joining the ILO in 1996 Nikolai has been working as a management consultant and was teaching at a number of business schools in the USA. In the 1980s he worked for the Economic Research Institute of the State Planning Agency (Gosplan) of the USSR. Nikolai did his PhD and MA in Management at the Wharton Business School of the University of Pennsylvania. He also attended Moscow University and the University of Oxford. Dr. Rogovsky is an author of more than 30 books and articles on international human resource management, cross-cultural management, corporate social responsibility, value chain analysis and development.

Zu Liangrong

Zu Liangrong holds a PhD in business and management from Nottingham University, UK. His thesis was on corporate social responsibility, corporate restructuring and corporate governance. Before joining the International Training Centre of the ILO in 1995, he worked



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for the Ministry of Labour in China, where he gained expertise in labour management and human resource development. Since the late 1990s, he has worked for the Centre's training programme on corporate social responsibility and corporate restructuring for developing countries. His book, "Corporate Social Responsibility, Corporate Restructuring and Firm's Performance: Empirical Evidence from China", was published by Springer in 2008. He has also published many articles.

Linking microfinance and BDS for MSEs

Merten Sievers

M. Sievers is responsible for Business Services and Value Chain Development at the EMLD Programme of ILO's International Training Centre in Turin. In the last 9 years he has been working on enterprise development for the ILO in Geneva and Bolivia and as a consultant based in Panama. He has mainly worked on developing business service markets and value chains, on linking these to financial services and on local economic development. He has recently published on linking BDS and financial services.

A systemic approach to value chain development, by Matthias Herr (The Springfield Centre for Business in Development Ltd.) by M. Herr and J. Mutio

Matthias Herr

Matt joined the Springfield Centre in early 2008 and has taken a leading role in applying market systems thinking and practice to the development of value chains. Most recently, in Armenia, he has been researching the meat and vegetables value chains, as part of a new programme design exercise. Similarly, in Serbia, he has been working with partners in the South and South-West regions to analyze and design more systemic approaches to their value chain programmes. More widely, Matt has led a research review process into the application of the market systems approach to making healthcare markets work better for the poor in Bangladesh. Prior to joining the Springfield Centre, Matt worked for the ILO where he led efforts towards formulating a more consistent and rigorous agency wide approach to value chain development. This involved working directly with their Enterprise for Pro-Poor Growth project in Sri Lanka, where he led the implementation of several value chain initiatives, and more widely, while based in Geneva, working on the development of operational guides, the design and delivery of training programmes throughout Africa and Asia, and the development of monitoring and evaluation systems for value chain projects. Matt graduated from the University of Leipzig in Germany as a political scientist and economist.

Julius Mutio

Julius Mutio (MBA) has worked with ILO for over 10 years as a SED Consultant in Africa and Europe. He joined EMP/SEED as Business Development Services Coordinator in August 2008 after having served in the field as an ILO Chief Technical Adviser in Papua New Guinea in 2007/8. Prior to that he worked as a Enterprise Development Centre Training Manager at the London Borough of Tottenham, in England. He has also work as an SME Development Consultant for for UNDP and World Bank. Mutio has worked as a Resource Person at the ILO Turin Centre.

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*Productivity and Greener Production by Karl-Oskar Olming***Karl-Oskar Olming**

Karl-Oskar Olming is the global project manager of the ILO-SCORE programme, Sustainability through Competitive and Responsible Enterprises. The SCORE programme contributes to sustainable development through supporting the application of responsible and productive workplace practices that positively contribute to SME competitiveness and employment. The project approach builds on good practices in cluster development, business development services and working with mass media to foster productive and responsible workplace practices. Karl-Oskar has been with the ILO since 2002, specializing in implementing, coordinating and researching various aspects of the ILO's business development services programme.

Elisa Tonda (UNIDO)

Elisa Tonda (UNIDO) holds an University degree in environmental engineering, with focus on design and management of environmental plants. She is auditor for environmental management systems according to the standards UNI EN ISO 14000 and EMAS; lead auditor for SA 8000 - SAI - Social Accountability International. Her previous working experience includes: Design and management of waste facilities, Environmental management systems, and Industria/contaminated site identification.

*Sustainable Enterprise Promotion through good workplace practices and human resource management, by P.Tomlinson and Lenni George***Peter Tomlinson**

Peter Tomlinson has nineteen years professional experience in the field of enterprise development, including long term project experience in Latin America, the Caribbean and the South Pacific. He currently manages the enterprise development programme for the International Training Centre of the ILO in Turin, Italy (1999 to present day). He specializes in entrepreneurship, microfinance, business development services and enabling business environments for small enterprises. Mr Tomlinson holds a Masters degree in Development Administration and Planning (1995) from Bristol University, a degree in Economics and Accounting (1975) and the professional qualification of Chartered Accountant (1978). He has worked extensively on enterprise development projects for the International Labour Organisation (ILO), the European Commission (EC) and the UK's Department for International Development (DFID). He has practical experience in Enterprise Development in the Caribbean, Latin America, Africa, Europe, Asia and the Pacific.

Lenni George

Lenni has a master degree in Training and Organisational Development and has almost twenty years experience in this field. Prior to establishing her own consulting company, she worked for the United Nations on a range of issues supporting the Secretary General's Reform process. A great deal of Lenni's work has been to support organisations and associations under going change and transition. She is currently working with a number of countries preparing for accession to the European Union. Lenni also trains in Management and leadership development, how to build effective partnerships and consultancy skills for international development projects



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Policy responses to the global economic slow down, by Paul Vandenberg

Paul Vandenberg

Dr. Paul Vandenberg is Professor of Economics at the International Management Institute (IMI) in New Delhi, where he teaches macroeconomics and labour issues. He has also taught in the UK and briefly in Japan. Since 2002, he has worked as a consultant to the ILO in Geneva, New Delhi and Turin on issues related to labour, small enterprises, credit, employers' organizations, child labour and productivity. He has published a book on the Indian business community in Kenya and authored several articles in recognized journals. His most recent work focuses on flexicurity in Asia and on the policy responses for MSMEs during the current global slowdown.

Cluster Promotion by Anna Stancher and Miyata Mayumi

Anna Stancher

Anna holds a Master degree in International Development from the University of Manchester (UK) with a specialization in Industrial Strategies. She is a consultant at the Cluster and Business Linkages Unit of UNIDO, which specializes in the promotion of technical assistance projects, policy advice, design and implementation of training programs focused on the development of clusters, networks, export consortia and corporate social responsibility. Anna has been involved in technical assistance projects on cluster and network development and has contributed to the formulation of a number of methodologies and papers on the topic

Miyata Mayumi

Miyata is a member of the Cluster and Business Linkages Unit of UNIDO. Mayumi is currently involved in technical assistance projects on cluster development, with a focus on Ethiopia. She has extensive experience in development programmes in Asia including Bhutan and Cambodia, through UNDP/UNV and JICA, prior to joining UNIDO. She had also worked as a consultant in a management consultancy firm. She holds an M.A. in Economics from University of Kyoto (Japan) with a specialization in Business Administration.

Upgrading Informal Enterprises (MSEs) Gopal Joshi and Kholoud Al-Khaldi

Gopal Joshi

Mr. Joshi has been working on small enterprise development in the ILO for past several years. He has worked in South East Asia and the Pacific as well as in South Asia. Currently, he is working on informal enterprises in Geneva and is responsible for two Global Products on Labour Law and Informal Enterprises. After receiving his masters and doctorate degrees, Mr. Joshi was Professor of Management in the US for several years before becoming Adviser to the Prime Minister of Nepal on Administrative Reforms. He has had experiences as Director at Administrative Staff College in Nepal and resident consultant to UNDP. He has been responsible for research on labour law and MSEs. His latest publication was on Job Quality in Clusters in India (2005). His previous publications have been in the areas of informal economy, privatization and garments industry.

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Kholoud Al-Khaldi

Ms Kholoud Al-Khaldi (Jordan) has sixteen years of experience as a trainer, researcher, project manager and expert on micro and small enterprise development with a strong emphasis on promoting an entrepreneurship culture in the Arab region and a focus on disadvantaged women. Ms Al-Khaldi joined the Enterprise Development Programme of the International Training Centre of the ILO in 2002 and is responsible for designing, organizing and conducting training activities on women's entrepreneurship development, microfinance, creating an enabling environment for small enterprise development, business development services and policies and strategies for generating quality employment in micro and small enterprises. Ms Al-Khaldi managed the Centre's Italian funded project on women's entrepreneurship in conflict-affected Afghanistan between 2003 and 2005. Ms Al-Khaldi holds a Masters degree in Entrepreneurship Studies from the University of Stirling (UK) and a degree in Economics from Bir-Zeit University (Palestine). Her working languages are Arabic and English.

Member based enterprises in a world in crisis: the example of cooperatives , by Hagen Henry***Hagen Henry***

Hagen Henry is a German magistrate by training. In addition he received a Diplôme d'études approfondies in development law from the University of Paris (V) and a licentiate degree in law from the University of Helsinki. He did postgraduate work at the Institute for Development Studies of the University of Geneva. He is Dr.iur. and Adjunct Professor of comparative law of the University of Helsinki.

He worked at the Universities of Saarbrücken, Geneva and Helsinki for 6 years and for 8 years as legal advisor to the German Federal Minister of Economy. Before joining the ILO as COOP Team leader in 2007 he worked for 14 years as a consultant in cooperative policy and legislation in a great number of countries and for a great number of governmental as well as non governmental organisations.

Microfinance Policies - Politiques de microfinance by Sahar Tieby***Sahar Tieby***

Ms. Tieby has 18 years of experience working in the Middle East and North African region in the sustainable development arena. During the last ten years, she has been dedicated to the development of the sustainable microfinance industry. Ms. Tieby has extensive experience in designing microfinance services and streamlining the management of institutions' operations. Since 1999, Tieby has been certified as a trainer of trainers for sustainable microfinance courses and has been actively involved in training initiatives in various countries in the MENA region. In 2001, Tieby served as a consultant to UNICEF in Yemen, where she helped them launch their Micro Credit Program. During this consultancy, she conducted intensive training, developed policies and procedures, mobilized targeted communities, and completed on-going monitoring and evaluation missions. In 2003, Tieby conducted a review of the policy constraints facing the microfinance industry in Jordan, with a focus on the regulatory, legal and financial environments. In early 2004, Tieby has focused her activities on capacity building and advocacy for sustainable microfinance initiatives in conflict zones and transitional



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economies in Sudan, Iraq and Afghanistan. During the last few years, Tieby has undertaken numerous short-term assignments in Afghanistan, Iraq, Yemen, Jordan, Lebanon, Syria, Egypt, Sudan, and Tunisia. These additional assignments covered sectors of primary health care, gender mainstreaming, community infrastructure program design and organizational restructuring. In this context, descriptive, impact and relevance analysis was carried out in addition to sustainability analysis to verify the potential of the continuity of the projects' benefits. Where necessary, policy review of the overall legal and regulatory environment was carried out and action plans presented to policy makers, donor organizations and stakeholders in order to minimize their negative effects and ensure the sustainability of their on-going developmental activities.

Post-conflict private sector development, by Jim Tanburn, Shukuko Koyama and Naoise Mac Sweeney

Shukuko Koyama

Shukuko Koyama joined the ILO in May 2007. Shukuko works on the development of manuals and tools on socio-economic reintegration of ex-combatants. From 2002 to 2005, she worked as a project officer for the Weapons for Development Project at the United Nations Institute for Disarmament Research (UNIDIR) in Geneva. Prior to coming to Geneva, she was a Disarmament, Demobilization and Reintegration (DDR) Officer with the United Nations Mission in the Democratic Republic of the Congo. Her main areas of expertise include socio-economic reintegration of ex-combatants, DDR, post-conflict private sector development, weapons collection, participatory monitoring and evaluation, and gender analysis. Shukuko has an M.A. in Conflict Resolution from the University of Bradford, and she is also a PhD candidate there. Her doctoral thesis is on security sector reform in post-conflict societies

Naoise Mac Sweeney

Naoise Mac Sweeney is a Research Fellow at the University of Cambridge, where she conducts research into ethnic conflict and nationalism in the Middle East. Since 2007 she has also worked for the Donor Committee for Enterprise Development (DCED) on the project 'Private Sector Development in Conflict-Affected Environments'; reviewing different approaches to programming in such situations, and exploring options for greater co-ordination.

Social enterprise business development by Andreas Klemmer

Andreas Klemmer

Andreas Klemmer is a senior enterprise development specialist of the International Labour Organization based in the ILO Sub-Regional Office for Southern Africa. In this capacity, Mr. Klemmer advises ILO constituents and other partner organizations in Southern Africa on the creation of decent employment through enterprise development. Mr. Klemmer has been instrumental in developing a programmatic response of the ILO to the social business development challenge worldwide and in the sub-region, and backstops the ILO Social Business Development pilot project of the ILO in South Africa. Mr. Klemmer is specialized on the promotion of Small and Medium-Scale Enterprises (SME), and can draw on extensive work experience, having managed SME development projects in Asia and working as Associate Expert in SME promotion projects in Africa prior to joining the ILO as regular staff. Mr Klemmer holds a Master Degree and a Post-Graduate Degree in Development Politics, has published various articles and reports on SME development and co-developed some

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of the SME development tools used by ILO..

Pro-Poor Value Chain Programme Implementation by Jim Tanburn and Merten Sievers

Jim Tanburn

Jim Tanburn has a wide range of experience, working in the oil industry before establishing an NGO focusing on enterprise development. He then worked in the ILO, supervising a range of programmes in Africa and Asia that were aiming to pioneer a new and more systemic approach to PSD. During that time, he also co-authored the Guiding Principles on Business Development Services under the auspices of the Donor Committee (then for Small Enterprise Development). He now works part-time as Coordinator of the Donor Committee for Enterprise Development (www.Enterprise-Development.org), in addition to undertaking occasional consultancies, particularly in the fields of results measurement and M4P programme design. He has published or contributed to several books, and is a graduate of the University of Cambridge.