



**Forum 6:  
Social Enterprise in Adversity**



**Frank Millsop**  
Aga Khan Foundation



AGAKHAN FOUNDATION

# The role of AKDN

- The Aga Khan Development Network (AKDN) is a group of development agencies with mandates ranging from health and education to architecture, culture, microfinance, rural development, disaster reduction, the revitalization of historic cities, and the promotion of social enterprise.



02/05/2008



06/08/2008



29/08/2008



29/08/2008



09/02/2008



09/02/2008



04/08/2008



04/08/2008

# Rural Development program aimed at:

- Increasing opportunities for licit income generation;
- Reducing social and economic vulnerability;
- Strengthening traditional sources of livelihoods;
- Creating new livelihoods options through enterprise;
- Strengthening community institutions towards self reliance;
- Collaborating with government to establish and support; district level services in the areas of enterprise; development (BDS/ VT) and public service delivery;
- M4P Approach focusing on the poorest of the poor;



02/08/2008



15/03/2008

# Issues

- Security.
- Infrastructure & Communications.
- Economic decline over 30 years of war.
- Low investment.
- Lack of access to markets.
- Imports from Pakistan, China, and Iran.
- Lack of entrepreneurial flair.
- Education and Training.





13/02/2008



24/03/2008



23/03/2008



23/03/2008



12/06/2008



12/06/2008



15 10 2004

0509 1326  
SPEC 123 QTY: 25002  
GW: 25 kg NBR: 02 kg  
DIN: 96572112200  
MADE IN CHINA



2007 6 24



15 4:14PM



2007 6 24





22/07/2008



22/07/2008









30 3:21 PM





A cylindrical structure made of stacked mud bricks, topped with a white, gabled roof. A sign with the text "MUD NIVE" is mounted on the front of the roof. A small circular hole is visible in the center of the roof's peak. The structure is situated on a dirt path in a grassy area.

**MUD NIVE**

14/05/2008





08/07/2008



08/07/2008

Raisin  
Bars



04/08/2008

senior support



U. T. I. P. N.



09/03/2008



22/07/2008



12/06/2008



12/06/2008



ATCINCO 10

12/06/2008



22/07/2008



**Turkmenistan**

**Uzbekistan**

**Tajikistan**

**China**

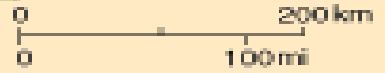
**Afghanistan**

**Pakistan**

**India**

**Iran**

© 2001 Maps.com





02/08/2008



02/08/2008







10/03/2008



04/04/2008



10/03/2008



23/03/2008



23/03/2008

*Advanced  
Formula*



**Prima**<sup>®</sup>  
*Egg*

**S H A M P O O**

**Daily Use**

For Normal To Dry Hair

8002/80/90  
06/08/2008

**PEPSODENT**  
**BI-ACTIVE**  
**ACÇÃO PURIFICADORA**  
 PARA UMA BOCA ACTIVAMENTE PROTEGIDA

SENTENÇA COM DORZANOL 0,05% p/v

- Sensação única
- Rápida libertação dos actives
- Actives de fruta e baking soda

100ml €2

5 601070 000000



**INOVAÇÃO**




**BI-ACTIVE**

**ACÇÃO PURIFICADORA**  
**RECARGA**

100ml €2

SPEND

**INOVAÇÃO**



**ACÇÃO PURIFICADORA**

100ml €2

SPEND

WORLD'S NO. 1

**head & shoulders**  
 with beautiful purifying  
 CLASSIC CLEAN

**head & shoulders**  
 with beautiful purifying  
 CLASSIC CLEAN

**head & shoulders**  
 with beautiful purifying  
 CLASSIC CLEAN

**head & shoulders**  
 with beautiful purifying  
 CLASSIC CLEAN

**Gillette**  
**Foam**  
 Clean Shave  
 Mousse à raser Pour les  
 Cheveux Très  
 Denses

**Gillette**  
**SERIES**

**Gillette**  
**Foam**  
 Clean Shave  
 Mousse à raser Pour les  
 Cheveux Très  
 Denses

**Gillette**  
**SERIES**

190

190

230

31/08/2008

**Prima**  
Egg  
SHAMPOO

Its ingredients make up the deficiency of PROTEINS in the hair and acts as an EXCELLENT CONDITIONER. Equally suitable for ALL TYPES OF HAIR.

أن العناصر المكونة في هذا الشامبو تضيف إلى شعرك ما ينقصه من اللحميات والتي تكيف شعرك على أفضل ما يمكن تكييفه. يفيد كل نوع من الشعر.

Net Wt. 7 ml

Retail Price Rs. 2.00



Manufactured by:  
**FORVIL COSMETICS**  
PAKISTAN  
[www.forvilcosmetics.com](http://www.forvilcosmetics.com)

80007/80/90  
06/08/2008

# Vocational Training Activities

- Auto Mechanics
- Barber/Beauty Parlour Services
- Carpentry
- Construction
- Electrical Infrastructure Installation Services
- Electronic Technician Services
- English Language and Computer Skills
- Metal Work
- Renewable Energy Technician services
- Plumbing
- Professional Driving
- Woollen Product Design and Development
- MHP Plant Operation & Maintenance Turbine Production Technology





01/08/2008



01/08/2008



01/08/2008



01/08/2008



01/08/2008



01/08/2008



07/08/2008



09/05/2008



05/08/2008



08/05/2008





# ETIHAD CARPET FINISHING CENTER

Best For Cutting of all Washing, Coloring and Cleaning  
types of Carpet

Supported by, Enterprise Development Program  
Aga Khan Foundation, Afghanistan

Location Khwaja Alwan

Date: 10 July 2008



01/08/2008



17/06/2008



01/08/2008



09/02/2008



09/02/2008



09/02/2008



01/08/2008



09/02/2008



01/08/2008



09/02/2008



17/06/2008



17/06/2008

# The BDSP / BDC Approach

## Business Development Service Providers (BDSPs)

- **Services Provided by BDSPs;**
  - Vocational and entrepreneurial training;
  - Training in the use of new technologies;
  - Assisting infrastructure development;
  - Assisting product development;
  - Facilitating market linkages;
  - Promotion of ventures;
  - Development of business plans;
  - Assisting in marketing;





**Turkmenistan**

**Uzbekistan**

**Tajikistan**

**China**

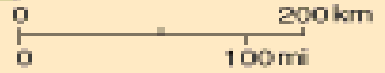
**Afghanistan**

**Pakistan**

**India**

**Iran**

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18/06/2008





08/05/2008



08/05/2008



08/05/2008



08/05/2008



08/05/2008



08/05/2008



08-25-2008







16/02/2008



21/06/2008



24/03/2008







25/03/2008



25/03/2008







24/03/2008



31/07/2008



24/03/2008



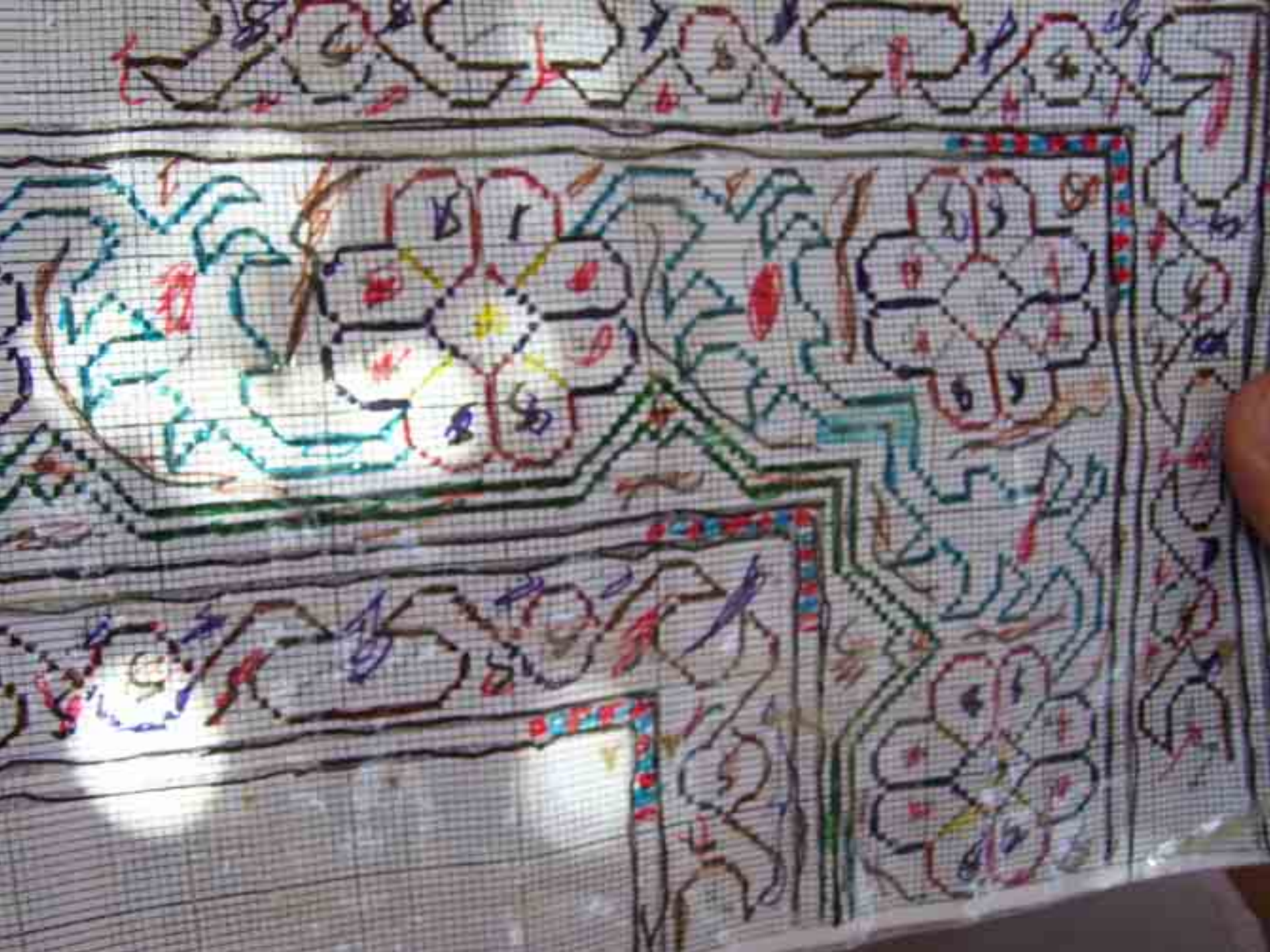




31/07/2008



06/04/2008







The journey begins in **Herat** and **Ghazni** and Ends 2500 plus miles later in **Andkhoy** and **Aqcha**.



**AFGHANISTAN**

- National Capital
- ⊙ Province Capital
- City
- Province Name
- - - International Boundary
- Province Boundary









24/03/2008



### Badakhshan Districts and Sub-Districts

- District Boundary 
- Sub-District Boundary 

The boundaries for sub districts are not exact

Produced by:  
AKDN Badakhshan Office



25/03/2008





22/03/2008



22/03/2008



26/03/2008



26/03/2008



26/03/2008



**Gerold Schwarz**

International Organisation for Migration  
in Kosovo

# International Organization for Migration



Social Enterprise in Political  
Instability

# Brief Profile of IOM



An intergovernmental organization established in 1951, the **International Organization for Migration (IOM)** is committed to the principle that humane and orderly migration benefits migrants and society

- 122 Member States and 92 Observers
- More than 400 field locations and missions
- Over 5,500 staff members working on more than 1,600 projects
- Annual budget 2007: 783 Mio USD

# Kosovo/a



IOM - OIM

- **Approx. 2,2 Mio people – 500,000 living abroad**
- **Independent since Feb. 2008**
- **Albanian, Serb, RAE**
- **GDP 2007: 1,150 EUR/ capita. Rank 188 (just below N. Korea and Cambodia)**
- **30% of GDP from Diaspora**
- **Unemployment: Over 40%**
- **Approx. 4,000 reg. NGOs competing mainly for international funding**



# IOM Kosovo Programmes



- **Assisted Voluntary Return & Integration**
- **Counter-Trafficking**
- **Disarmament and Demobilization**
- **Technical Cooperation on Migration**
- **Migration Health**
- **Humanitarian / Emergency Post Conflict**
- **Income Generation / Poverty Reduction**

# IOM Kosovo Income Generation



- **Part of IOM's mission to establish a safe and sustainable environment**
- **Across most IOM Kosovo programmes**
- **Currently three grant programmes for minorities and minority areas – total budget 12 Mio EUR**
- **Business start-up support for:**
  - **Victims of counter trafficking**
  - **Former UCK/ KLA personnel**
  - **Kosovar returnees from abroad**

# Challenges



IOM - OIM

- **Still huge tensions between ethnic groups**
- **Minorities often live in secluded areas often protected by KFOR**
- **Very high unemployment (est. over 40%)**
- **Difficult access to capital**
- **Infrastructure/ Power / Water supply**
- **Clan/ family culture**
- **Widespread corruption**
- **Sometimes ineffective international support**

# Social Impact



- **Since 2002, over 2,000 projects/ micro- and small businesses implemented**
- **Investments ranging from 4,000 – 1 MIO EUR**
- **Over 8,000 new employment**
- **Multiplier and Synergy effects**
- **Peace building and cooperation across cultures**
- **People from different background work/ trade and do business together**

# Lesson Learned and Outlook



IOM - OIM

- **Transfer of (Western) Models problematic**
- **Tired of import of concepts from abroad**
- **Low management and business capacity of local NGOs – focus on international donations**
- **Limited political/ legal framework for Social Enterprise type activities**
- **Presence on the ground/ local knowledge and trust**
- **Extreme flexibility**
- **Establish and promote model Social Enterprises**
- **Include local NGOs in capacity building efforts**
- **Raise awareness of Social Enterprise with international donor community – third element: between capacity building and economic development**

# More Information



IOM - OIM

[www.iom.int](http://www.iom.int)

[www.iomkosovo.org](http://www.iomkosovo.org)

[gschwarz@iom.ipko.org](mailto:gschwarz@iom.ipko.org)



**Robert Ashton**

Landmark Internship International



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# SOCIAL ENTERPRISE IN ADVERSITY

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**By Gbenga Ogunjimi,  
Social Enterprise World Forum,  
Edinburgh Scotland,  
2-5 September 2008**



# OBJECTIVES

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- ❑ Explore the challenges of developing enterprise in difficult conditions and locations (in Nigeria)
- ❑ Outline the barriers, challenges and impact from supporting enterprise development with internship programmes

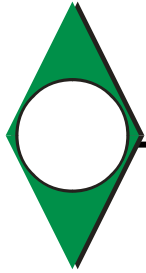


# PERCEIVED AFRICA (NIGERIA):

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“Say Nigeria to the average Western businessman and his eyes widen and his chequebook closes. They get too many dodgy spam emails from Nigeria to take the country seriously. Sure there are kidnappings, armed muggings and unsafe aeroplanes  
– **but you find those all over the world.”**

***--Robert Ashton, UK-based Entrepreneur and Business  
Author***



# QUESTION

In collaboration with developed countries,  
how can internship programmes turn  
perceived threat into real opportunity for  
Enterprise development in Africa?

# CASE STUDY

COME TO AFRICA Campaign,  
designed as a pipeline for a  
global  
pool of volunteers turning  
around  
Africa's struggling SMEs  
and nonprofits



**COME TO AFRICA launch at the  
3<sup>rd</sup> Global Knowledge Conference  
Kuala Lumpur, Malaysia, 2007**



# IMPACT OF INTERNSHIP PROGRAMMES IN DEVELOPING COUNTRIES

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- Business Culture Renaissance
- SME/ NGO Sustainability
- Enterprise Global Competitiveness
- Elongate Enterprise Life-span
- Increase Employment



# RECOMMENDATIONS TO DEVELOPED COUNTRIES

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- Increase incentive toward volunteer-work in Africa
- Streamline immigration barriers to skills acquisition in developed countries
- Support the global outsourcing trend to developing countries



# CONCLUSION

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Out of clutter, find simplicity. From discord, find harmony. In the middle of difficulty, lies opportunity.

***--Albert Einstein***