
ENTREPRENEURSHIP AND ENTERPRISE DEVELOPMENT FACT SHEET

Chemonics works with private sector firms and entrepreneurs to create, grow, and sustain businesses that stimulate economic growth. Using a facilitative approach, we partner with local businesses and service providers to improve market linkages, foster innovation, develop products, increase access to new or improved inputs, and identify market opportunities. Our work improves access to capital, enhances technical skills, and strengthens the sustainability of high-quality business-development services, resulting in increased investment and job creation.

Project Portfolio Highlights

Current Projects

Philippines Strengthening Private Enterprise for the Digital Economy (SPEED). USAID/Philippines Strengthening Private Enterprise for the Digital Economy (SPEED) activity. This activity will (1) improve SME capacity and access to e-commerce platforms; (2) expand and increase the use of e-payment systems and other FinTech innovations; (3) improve the integration of e-commerce platforms with logistical supply chains, and (4) increase consumer awareness and protections.

Moldova Future Technologies Activity (FTA). The Moldova Future Technologies Activity (FTA), funded by USAID and Sweden continues the 15-year legacy of sector competitiveness programming, which includes the Competitiveness Enhancement and Economic Development I and II projects and the Moldova Competitiveness Project. FTA works with business associations and similar organizations to increase their organizational capacity, financial sustainability, and advocacy effectiveness and to improve the ecosystems for workforce development and investment. The activity also collaborates with small and medium enterprises to increase their competitiveness, value-added exports, workforce skills for employment opportunities, access to finance, and climate resilience.

By amplifying the voices of business associations, fostering sustainable global partnerships with the private sector, and aligning the workforce with market needs, the activity strives to drive the next leap in Moldovan innovation and Western market integration.

Iraq Durable Communities and Economic Opportunities (DCEO). The purpose of DCEO/Tahfeez is to support Iraqis to build resilient, adaptive communities and to advance economic well-being in Iraq by addressing underlying drivers of conflict, increasing community leadership of inclusive local development, improving private sector networks, and enhancing micro-, small-, and medium-sized enterprise (MSME) competitiveness through a buyer-led approach. DCEO's Five One Labs offer a three-month online incubation program and acceleration program that has equipped 19 entrepreneurs and 17 startups with the tools needed to launch their businesses. In partnership with Cross Boundary, the program has built a pipeline of investment-ready firms and facilitated \$60Min investment to date by entering into transaction advisory agreements with those firms to support three workstreams: 1) reviewing and enhancing financial models and conducting valuation analysis; 2) reviewing and enhancing pitch deck and investment teasers; and 3) supporting investor outreach and negotiations, including due diligence processes. Through the Marla Fund, a U.S. government-led initiative to support victims of war and terrorism, Chemonics provides

entrepreneurship, incubation, and small business acceleration services to establish, rebuild, and grow Iraqi businesses and help individuals acquire skills that help them secure quality employment. Since 2020, DCEO helped start 431 businesses in Sinjar, Duhok, and Mosul and has provided business support to over 150 Iraqi victims of conflict.

VISIT Tunisia Activity. Nine years after the Tunisian Revolution, Tunisia's biggest challenges include growing the economy and providing economic opportunities for its people. The COVID-19 pandemic has compounded the economy's fragile condition, leaving the government scrambling to rescue the nation's finances. The tourism sector's recovery is critical to reviving Tunisia's economy, particularly after the pandemic ends. The USAID Visit Tunisia Activity invests in Tunisia's tourism sector and capitalizes on the country's natural, cultural, and historical endowments to develop a more diversified and high-quality tourism sector. Through partnerships with the Ministry of Tourism and Antiquities, private sector organizations, tourist sites, and existing donors, the activity strengthens tourism products and experiences, including in Tunisia's underserved areas. By investing in one of the country's strongest sectors, the USAID Visit Tunisia Activity increases earnings and job opportunities for Tunisians, including women and youth, and fuels the country's overall economic growth.

Ukraine Competitive Economy Program (CEP). USAID CEP supports SMEs to become more competitive and contribute to sustainable economic growth in Ukraine. To date, in response to the Russian invasion, USAID CEP has helped 113 businesses relocate away from the front lines, more than 1,230 people keep their jobs, and created 188 new jobs, out of which 32 have been filled by internally displaced persons. For example, the Lviv Kharkiv Hub of seven SMEs in the creative industry relocated from Kharkiv, which generated \$75,000 in sales by the end of the quarter. Grantee Astar, which united four SMEs engaged in the textile industry in the Khmelnytskyi region in the "Podillya Fashion Cluster" to produce undergarments, supported 9,750 internally displaced persons, helped retain 71 jobs (including 58 jobs held by females), and indirectly benefited 15 raw material suppliers for the four SMEs. CEP continues to support entrepreneurship and workforce development through support to modern university curricula such as Youth Entrepreneurship Partnership's (YEP's) Entrepreneurial University, incubation programs such as eō Business Incubators, and, more recently, reskilling initiatives. Due to the high demand generated by USAID CEP's IT Generation reskilling project, initiated at the end of last quarter, the number of Ukrainians aged 21 to 60 who will have the opportunity to master a new profession and start a career in IT increased from 1,000 to 2,191.

Timor-Leste Tourism For All (TFA). TFA promotes Timor-Leste's competitiveness as an international tourism destination while preserving its unique environmental and cultural heritage. The purpose of this activity is to expand and improve Timor-Leste's tourism offerings using an inclusive and sustainable approach; to facilitate private investment by working with the government to establish incentives and obligations that are more private sector-friendly; to promote steady and sustainable tourism growth; and to safeguard and conserve the environment and social characteristics of Timor-Leste's local communities. During its fifth year of implementation, the project organized two events including a Tourism Marketing Destination Workshop and World Tourism Day Roundtable discussion. The former was attended by 73 stakeholders mostly from the private sector. The project also facilitated staff at Tourist Information Center to upload 12 reports to the e-library and publish the 7th edition of Timor-Leste Tourism Update Newsletter. Google analytics indicates that during FY2022 there were 1,146 downloads from the e-library, most occurring in Q4. Timor-Leste's national tourism website attracted 65,424 pageviews, 86% of which were from new visitors/users. Through collaboration with MTCI and Universidade Nasional Timor Lorosa'e, the project also organized a roundtable discussion titled "Rethinking Tourism" to commemorate World Tourism Day.

Tunisia Jobs, Opportunities, and Business Success (JOBS) seeks to create employment in Tunisia by providing targeted technical assistance to individual firms. The approach focuses on helping firms identify and overcome specific business constraints to increase their competitiveness, which leads to increased sales and enables them to expand and hire additional workers. At the same time, the project assists universities, vocational schools, and career centers with workforce



development and job placement as well as advocates for improvements in Tunisia's business enabling environment. Now in its fourth year, Tunisia JOBS has assisted over 4,861 firms and SMSEs, including partners and grantees, and mobilized around \$102 million in commercial financing through lending and investments to more than 21,304 micro and small/medium enterprises. During Year four, JOBS has created 14,833 jobs and sustained 44,873 jobs by reaching 26,312 enterprises. Additionally, they have streamlined business registration procedures that saved more than 12,000 businesses about \$1.97 million annually, mobilized 492 short-term

consultants through JOBS' Business Development Service Provider, conceptualized and forged buy-in through public-private collaboration on a sustainable model for university placement centers, impacting 103,000 youth in the next year, facilitated public-private dialogues, resulting in 27 policy reforms instrumental in Tunisia's negotiations for an agreement with the International Monetary Fund (IMF), and validated a total of 13.5 billion TND (\$5 billion) in sales from partnership agreements signed in Years 1-3.

Developing Sustainable Tourism in Bosnia and Herzegovina (Turizam). Turizam facilitates broad-based, tourism-driven economic growth and promotes social harmony by capitalizing on the country's rich cultural heritage and natural beauty. Turizam supports the recovery of the tourism sector from the negative impacts of the pandemic by fostering collaboration among all levels of government, industry, and community stakeholders. To transform Bosnia and Herzegovina into a more competitive destination, the project is improving the economic regulatory environment, enhancing the quality and diversity of products and experiences, professionalizing human and institutional capacity, and creatively branding and promoting Bosnia and Herzegovina to high-yield visitors. During their second year of implementation, Turizam selected the Foreign Trade Chamber (FTC) as a strategic partner for developing the Herzegovina Wine Route and BiH wine tourism destination brand, conducted a needs assessment, and selected a consultant to develop a business and advocacy plan. The Business plan is being developed as part of the Herzegovina Wine Route development initiative.

Closed Projects

Pakistan Small and Medium Enterprise Activity (SMEA).

Period of Performance: 12/01/2016 – 12/31/2022

SMEA created jobs, foster entrepreneurship, and increased the competitiveness of small and medium enterprises (SMEs) in Pakistan. SMEA improved the financial and operational performance of competitive Pakistani SMEs in economic sectors such as ICT, hospitality, logistics, light engineering, minerals, textiles, and agri-business and processing, and supporting women-owned/operated SMEs of any sector. SMEA provided customized assistance to SMEs with high-growth potential to help access finance, streamline their production and management processes, upgrade capital equipment, obtain certifications, and expand access into lucrative domestic and export markets. Through its Challenge Fund, SMEA gave grant support to SMEs to promote the creation and diffusion of innovative, sustainable, and scalable business solutions to the competitiveness challenges in the project's target sectors. During six years of implementation, SMEA engaged with 6,291 public and private entities across all regions of Pakistan. SMEA helped 45 government institutions develop, analyze, and implement policy, leading to the advancement of 33 economic growth policies. SMEA facilitated the provision of business development services (BDS), training, and grants to 6,030 SMEs, of which 28.5%(1,720) were women-owned or women-led. As a result, SMEA's efforts to enhance SME competitiveness led to \$158 million in increased sales, including \$74 million in increased exports; 43,891 new job opportunities leading to 13,780 full-time equivalent (FTE) jobs; and \$51.5 million in private sector investment (PSI) leveraged by supported SMEs.

Lebanon Enterprise Development Project (LED).

Period of Performance: 10/01/2017 – 09/30/2022

LED's primary purpose was to increase employment opportunities for Lebanese citizens; as a catalyst for private sector job creation, LED would contribute to the country's social and economic stability. The activity was anchored on the premise that small and medium enterprises (SMEs) would be the best place to look for economic dynamism and employment generation. This is consistent with USAID's private sector engagement policy, which notes that the private sector creates nine out of ten jobs in the developing world. To that end, LED facilitated providing business consulting services to Lebanese enterprises, adhering to a buyer-or market-led approach, to enable them to expand their activities, increase sales, and create jobs. LED's theory of change indicated that private sector jobs had not kept pace with the number of Lebanese looking for work due to constraints on enterprise growth. LED posited that firms would expand their workforce if there was an expectation that their sales would increase and that more employees would be needed to sustain this growth. LED assisted 769 individual micro, small, medium, and large enterprises throughout the country from more than 30 sectors. LED served 518 client firms directly while grantees and technical subcontractors assisted an additional 203 and 34 unique firms, respectively. LED also engaged and assisted 14 grantees. The target for the three-year base period was 240 firms, and the final five-year target was 700.

Georgia Zrda Activity (Zrda).

Period of Performance: 03/15/2016 – 12/14/2021

Zrda targeted MSMEs across the country to help people in rural communities strengthen their skills and productivity and, in turn, contribute to broad-based economic growth and resilience. Partnering with four local grassroots organizations, Zrda also encouraged cooperation between the public and private sectors to create a shared vision of improved livelihoods. Through different interventions, Zrda supported approximately 350 guesthouses and catering businesses, certified approximately 90 tour guides; made more than 60,000 contributions to enhance digital footprints of MSMEs, and digitized 5,000 tourist sites for the "Digitize Georgia" campaign. The project also piloted the concept of sustainable tourism in Georgia, combining environmental considerations, respect for socio-economic heritage, and a commitment to equitable distribution of gains from the tourism sector to communities in Tusheti. As a result, tourism MSMEs generated new sales of \$19.5 million and created 1,005 new jobs including 662 full-time equivalents.



Jordan Building Economic Sustainability through Tourism (BEST).

Period of Performance: 06/01/2015 – 05/31/2021

The USAID Building Economic Sustainability through Tourism Project (BEST) worked closely with government, communities, civil society, and the private sector to develop Jordan's tourism sector. BEST achieved this by increasing and diversifying products and services, increasing investment in the sector, raising service standards and quality of education, and boosting marketing efforts. Through its various activities and grant support, BEST created 4,748 tourism jobs and leveraged private sector investments of more than JOD 116 million in tourism. By the end of the project, visitors to Jordan, tourism receipts, and the number of people employed directly in the sector increased. BEST's combined interventions contributed to the development of a sound foundation in marketing, business quality and services, human capital capacity, and investment promotion within Jordan's tourism sector. Although it is difficult to determine what proportion of increase can be attributed to the actions guided by the strategy, it had a significant impact through the introduction of low-cost carriers and wide-reaching digital marketing campaigns that targeted key niche markets. The period between 2016 to 2019 saw a 12 percent increase in visitors to Jordan, a 41 percent increase in tourism receipts, and a 6 percent increase in people employed in the sector. Unfortunately, with the start of the coronavirus crisis at the start of 2020, Jordan's tourism sector came to a halt, as did that of the rest of the world. This has unraveled the five years of dedicated USAID BEST efforts to boost tourism's contribution to Jordan's economy. However, tourism is a resilient sector, and it will offer great potential to revive local economies once the crisis subsides.

Moldova Competitiveness Project (MCP).

Period of Performance: 09/30/2015 – 09/29/2020

A flagship economic growth project, MCP was a transformational and results-driven project, building on 15 years of support from USAID and now Sweden and the UK. MCP changed the development trajectories of assisted industries to increase economic resilience and trading ties to Europe and other higher-value markets; empowering Moldovans with forward-looking skills; and building Moldovans' confidence in a

free market economy. The market systems development approach, coupled with innovation, private sector engagement and digital transformation, were a core tenet of MCP's approach and enabled the project to drive and sustain outcomes that impact broadly business competitiveness, strengthen communities, empower women and youth. MCP helped shape market-based solutions that carry forward after ending project support, thus accelerating Moldova to self-reliance. By the end of the project, MCP provided direct and indirect support to a total of 988 SMEs, supporting them to adopt new technologies aligned to Western quality standards, increase marketing and trade domestically and overseas, and make critical investments in equipment and skills.

CONTACT US

Economic Growth & Trade Team

egtteam@chemonics.com