

FINAL TECHNICAL REPORT_THE DENIS & LENORA FORETIA FOUNDATION INC

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IN SUB-SAHARAN AFRICA: LESSONS FROM BUSINESS INCUBATION IN SELECTED COUNTRIES*



TECHNICAL REPORT

**Social Entrepreneurship For Sustainable Development in Sub-Saharan Africa:
Lessons from Business Incubation in the Selected Countries**





IDRC TECHNICAL REPORT

September 2020 - August 2022

Social Entrepreneurship For Sustainable Development in Sub-Saharan Africa: Lessons from Business Incubation in the Selected Countries





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1. Synthesis

The Nkafu Policy Institute of the Denis and Lenora Foretia Foundation, under the auspices of its partner, the International Development Research Centre (IDRC), has been engaged since September 2020, in research on social entrepreneurship in sub-Saharan Africa in a two-year project entitled ***"Social Entrepreneurship for Sustainable Development in sub-Saharan Africa: Lessons from Business Incubation in selected countries"***, to support the formulation of policies designed to catalyze economic development across the continent. The study was carried out as part of an exploratory phase in 3 sub-Saharan African countries representative of the continent's economic dynamics. These selected countries are: Cameroon, Ghana, and Burkina Faso.

The overall objective of this project is to map the business incubation practice in the selected sub-Saharan African countries, with a focus on:

- The connection of incubation to the ecosystem for innovation and science.
- The relationship between business creation and SDGs 4, 5, 8, 9 and 13.
- Opportunities and challenges resulting from the national fiscal and regulatory framework to successfully scale up.
- The process of scaling up with a particular interest in the factors of success and failure and an analysis of the role of public policies.
- Success of incubation-to-scale.

The target population includes social entrepreneurs, business support structures, capital providers, ecosystem enablers and beneficiaries of social enterprises.

This report provides an overview of the project's implementation and achievements from September 2020 to August 2022.

2. Activities carried out include:

- The review of the literature on business incubation in sub-Saharan Africa
Deliverable: A detailed methodological plan (Methodological guide of the literature review)
- Identification of partners through Open calls, direct contact, recommendations, etc., in Ghana and Burkina Faso.
Deliverable: 2 partnership agreements signed
- Organization of a 3-day inception workshop: Presentation of the research project to the partners and discussion on the field implementation plan.
Deliverable: An inception report (Inception report)
- Launching of the research in various countries: Country visit for the launching of the research project.
Deliverable: Launching report (Launching report)
- Debriefing/Restitution of results in various countries: Each country partner presents its results to the coordination team and discusses it.

Deliverable: 3 preliminary country reports

- Monitoring of research in various countries: 3 visits per country to provide a technical support to our partners in Burkina Faso and Ghana and meet the stakeholders
- Organization of country panel discussion with other experts and business incubation actors.

Deliverable: 3 final country reports; 3 peer-reviewed publications in scientific journals; (Cameroon report, Burkina Faso report, Ghana report, scientific paper 1, scientific paper 2, scientific paper 3, policy brief 1, policy brief 2, policy brief 3, policy brief 4, policy brief 5)

- Debriefing/Restitution of the preliminary general report to stakeholders

Deliverable: A final general report (General report)

- Organization of an international symposium to discuss the results of the combined country reports with experts and actors of others sub-Saharan African countries (Symposium report)
- Presentation of the final research report to the IDRC.

Deliverable: Final project evaluation report.

3. Expected outcomes

Based on this, the expected outcomes of the project were presented as follow:

- Build the connection between business incubation and the ecosystem for innovation

and science in sub-Saharan Africa, with evidence on what works and what needs improvement/modifications in scaling up sustainably.

- Critically assess the difficulties currently encountered by incubators in the field in achieving the defined objectives.
- Identify the weaknesses of current practices and the impact of the local cultural environment.
- Create an in-depth research project scalable across sub-Saharan African countries.
- Define the way forward: entry points where development partners could have significant impact

These expected results were partly achieved during the project period. However, they are being further discussed with the different parties involved in the implementation of the project. Discussions are underway with stakeholders, notably in Cameroon and Burkina Faso, to set up a task force to promote/advocate for the integration of the SDGs into business support practices in Cameroon. Details on these outcomes can be found in section 7 entitled: Research Results/Policy engagement (see page 25).

4. The research problem

The notion of business incubator or start-up accelerator refers to a support structure for business creation projects. These institutions can provide the structural support that enables new businesses to grow and become financially independent. Through such services, business incubators can help to

strengthen the private sector and propel economies. Over the last decade, sub-Saharan Africa has witnessed a proliferation of business incubators in a hope that they will lead to a strengthening of the private sector, thereby helping to meet the Sustainable Development Goals (SDGs). However, the effectiveness and impact of these business incubators remain largely unexplored.

It is therefore important to evaluate the impact of these incubators in the African countries in which they operate, especially relative to specific Sustainable Development Goals (SDGs). It is also essential to understand if business incubation practices in Africa are done in compliance with the gender requirements and socio-economic inclusion of women and youth, and how development finance institutions can strengthen the ecosystem.

Therefore, the main objective of this project is to map the business incubation practice in selected Sub-Saharan African countries and to see how these contribute to the attainment of the SDGs 4, 5, 8, 9, and 13. The countries include Cameroon, Burkina Faso, and Ghana.

The specific objectives of this project included:

- a. The connection of incubation to the ecosystem for innovation and science: How conducive is the research environment in supporting innovators? How to strengthen these ecosystems in a way that is conducive to innovation and SDG? Who can do what in such ecosystems?
- b. The relationship between business creation and SDG 4, 5, 8, 9, and 13: What is done, what are the gaps, and what should be done?
- c. Opportunities and challenges resulting from the national, fiscal, and regulatory framework
to successfully scale up.
- d. The process of scaling up with a particular interest in the factors of success and failure, and an analysis of the role of public policies: Which are the most critical areas where innovation can make a difference?
- e. The success of incubation-to-scale: Generalizability of best practices observed in one country to another.

5. Project implementation and management

The various activities in this project and their respective deliverables included:

SN	Activities	Date/Country	Deliverables	Comments
1)	Review of the literature on business incubation in sub-Saharan Africa	Cameroon	A detailed methodology plan	As regards the review of literature a draft paper was produced and published in a peer-review journal
2)	Identification of partners which could be through Open calls, direct contact, recommendations, etc., in Ghana and Burkina Faso.	October 2020 Cameroon	2 partnership agreements signed	In October 2020, the research team launched an online call for the identification of country partners in Burkina Faso and Ghana. The link of the call: https://nkafu.org/call-for-application-for-the-identification-of-country-partners-in-Burkina-Faso-and-ghana/ After the review of applications, two partners were identified including: 1. INNOHUB for Ghana and 2. PAIDWA for Burkina Faso We only signed a partnership with INNOHUB in Ghana. Unfortunately, we did not receive feedback from PAIDWA. The research team considered other techniques to select a partner from Burkina Faso.
3)	Organization of the inception workshop: Presentation of the research project to the partners and discussion of the implementation plan in the field	December 2020 Cameroon	An inception report	On 16 th December 2020, the research team officially in Cameroon launched the project and organize an inception workshop at Hotel La Falaise, Yaoundé-Cameroon. The objective of the hybrid event was to ensure the presentation of the research project to stakeholders and the implementation partners. The event also served as a forum for partners to discuss the way forward in the implementation of the project. This was a very successful launch event that involved major stakeholders. It was attended by the Canadian High Commissioner for Cameroon (H.E. Richard Bale), the Cameroon Minister of Women Empowerment and the Family (Professor Marie Thérèse Abena), personal representatives of the Minister of Small and Medium-Sized Enterprises and the Minister of Scientific Research and Innovation. This event brought together a total of 133 participants with 75 onsite participants and 58 online consisting of ministers, diplomats, Incubators, Professional associations, NGOs & CBOs, Higher institutions of learning – universities, Experts, and other stakeholders.
4)	Launching of the research in various countries: Country visit for the launching of the research project	December 2020 Cameroon	An launching report	The project has been officially launched in the three selected project countries: Burkina Faso, Cameroon and Ghana.

SN	Activities	Date/Country	Deliverables	Comments
5)	Mapping of all business support structures and other stakeholders (social entrepreneurs, capital providers, ecosystem enablers and beneficiaries of social entrepreneurs)	January 10-March 15, 2021 Cameroon	Mapping of all the actors	During this period the team mapped out some of the key actors (capital provider, ecosystem enablers, social entrepreneurs, and beneficiaries). A total of 45 business support structures; 91 social entrepreneurs, 36 ecosystem enablers, 19 capital providers, and 49 beneficiaries were mapped out for Cameroon. See appendix 4
		March 2021-August 2021 Ghana	Mapping of all the actors	The Ghana team succeeded to map out 21 business Incubators, 49 social entrepreneurs, 24 capital providers, 26 ecosystem enablers, and no beneficiaries. See appendix 4
		June 2021- Burkina-Faso	Mapping of all the actors	Mapping for BBI is underway. The team has already shared the first list of the mapping See appendix 4
6)	Pilot Phase	17-30 March 2021 Cameroon	A preliminary report with adjustment of research tools, survey instruments and hypothesis	<p>The Nkafu team undertook a pilot study from the 17th to the 30th of March 2021 in the city of Yaoundé to discuss with some major actors to get their opinion on the study, to enable the team to validate certain hypotheses retained in the research, and to finalize the survey questionnaire that was to be used for data collection.</p> <p>Ten stakeholders were visited, 2 from each category (business incubators, social entrepreneurs, ecosystem enablers, capital providers, and beneficiaries). Five separate questionnaires were developed, one for each category of stakeholder. Five team members were deployed for this purpose, with one person for every two surveys to be conducted. Data collection was carried out solely in the field. These questionnaires aimed to verify whether their activities were carried out to achieve the sustainable development goals (4, 5, 8, 9, and 13) and what opportunities and challenges they were facing.</p> <p>The names of the structures visited during this pilot phase were: KMERPAD, PNEUPUR, GFAC (Cameroon Businesswomen's Group), Ministry of Small and Medium-Sized Enterprises, Social Economy and Handicraft (MINPMEESA), ECOLIA LABS, CER2EA (Cercle de l'eau, de l'Energie et de l'Assainissement), Union Bank for Africa (UBA), and COSDEV Finance.</p>

SN	Activities	Date/Country	Deliverables	Comments
7)	Launching of the research in Ghana	April 23, 2021 Ghana	launching report	<p>An inception workshop of the project was organized on April 23, 2021, by the Innohub team at the Innohub Growth Centre to officially launch the project in Ghana. This workshop aimed to provide stakeholders with adequate information to ensure their involvement for the entire duration of the project. The specific objectives of this hybrid workshop were to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Formally present the project, its objectives, anticipated results, and activities with relevant ecosystem stakeholders. <input type="checkbox"/> Ensure that the objectives and outcomes of the project are adequately communicated. <input type="checkbox"/> Discuss project timeline, project activities, and clarify roles and responsibilities of Innohub as well as the stakeholders. <input type="checkbox"/> Gather initial feedback from attendants; and <input type="checkbox"/> Communicate measures in place to monitor progress. <p>The event had a total attendance of 34 participants, with 7 representatives from the Nkafu Team who joined virtually via Microsoft Teams, 1 representative each of Challenges Group Ghana, British Council, SNV, MDF West Africa, Wangara Green Ventures, Ghana Tech Lab and Reach for Change. Other participants included 10 entrepreneurs and 10 members of Innohub.</p> <p>See Appendix 1 for the concept note of the inception Workshop in Ghana.</p>
8)	Identification of partners which could be through Open calls, direct contact, recommendations, etc., in Ghana and Burkina Faso.	30 May 2021/ Burkina-Faso	2 partnership agreements signed	<p>The team continued with the search for an implementing partner for Burkina Faso. Four institutions were contacted, initially suggested by Dr. Flaubert Mbiekop. These institutions were:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Burkina Business Incubator Association (BBI) <input type="checkbox"/> 2iE - International Institute of Water and Environmental Engineering <input type="checkbox"/> La Fabrique <input type="checkbox"/> Sira labs <p>Sira Labs and BBI accepted the offer of partnership. After careful examinations of their profiles, an interview was scheduled with BBI and Sira Labs.</p> <p>Eventually, BBI was awarded the partnership bid, and on May 30, 2021, the partnership was finalized between Nkafu and BBI for a period of 12 months. A Memorandum of Understanding (MOU) between Nkafu and BBI is available.</p>

SN	Activities	Date/Country	Deliverables	Comments
9)	In-country workshop.	5 th May 2021 Cameroon	In-country workshop Report	<p>The Nkafu team organized an In-country workshop which took place at Mansel Hotel on the 5th of May 2021, bringing together Incubators, Professional associations, NGOs & CBOs, experts to discuss the preliminary findings of the sample population-pilot survey and research tools in Cameroon. The main objective of the in-country workshop was to officially present the methodological tools that will be used in the implementation of the project in Cameroon.</p> <p>More specifically, to</p> <ul style="list-style-type: none"> <input type="checkbox"/> Present the results of the literature review carried out in the framework of the project. <input type="checkbox"/> Present the results of the pilot phase of the project (preliminary survey report) carried out in the city of Yaoundé between the 17th and 23rd of March 2021 to test certain hypotheses admitted in the final survey questionnaire. <input type="checkbox"/> Finalize the survey questionnaire for data collection. <input type="checkbox"/> Present the statistical and econometric methods that will be used for the processing and analysis of the data collected in the field. <input type="checkbox"/> Adopt the themes of the scientific articles that will be written in the framework of this project <p>The event was hybrid in nature with INNOHUB participating remotely through zoom and the Nkafu team onsite at Mansel Hotel.</p> <p>This event brought together 37 participants with 33 onsite and 4 online participants, consisting of the Nkafu team, Innohub team, Incubators, Professional associations, NGOs & CBOs, Experts, Incubators, Social Entrepreneurs, Capital providers.</p> <p>See Appendices 2 and 3 for the concept note and program of workshop.</p>
10)	Data collection at country level	Cameroon	Database	<p>Data collection was launched in Cameroon on July 26, 2021, and it's ongoing. By the day of the restitution workshop on 27 August 2021, 46 business support structures had completed the questionnaire (i.e., the total number of institutions identified by the team); 11 capital providers, 26 ecosystem facilitators; 60 social entrepreneurs and 37 beneficiaries of social enterprises had also completed the interview guide that was administered to them. After the restitution workshop, we received a list of 26 new business support structures in Cameroon from the Ministry of Small and Medium Enterprises, Social Economy and Handicrafts, bringing the total to 71. Data collection from these 26 structures will take place during the month of October.</p>

SN	Activities	Date/Country	Deliverables	Comments
		Ghana	Database	Data collection is ongoing in Ghana and will be end in October. As of 13 September 2021, the Innohub team has successfully collected data from 54 social entrepreneurs, 17 business support structures, 9 ecosystem facilitators, 6 social entrepreneur beneficiaries and 4 capital providers.
		Burkina Faso	Database	Data collection is ongoing in Burkina-Faso. As of 13 September 2021, the BBI team has successfully collected data from 14 business support structures. No data has yet been collected from other stakeholders (social entrepreneurs, capital providers, beneficiaries of social entrepreneurs and ecosystem facilitators).
11)	Triannual panel discussion on social entrepreneurship & business incubation	June 29, 2021 Cameroon	Webinar report	The first webinar titled "Increasing the Impact of Business Incubators and Accelerators in Sub-Saharan Africa", took place on the 29 th of June 2021. The main speakers for this event were Mr. Nelson Amo – Executive Director Innohub, Ms. Enyonam - Executive Director at Mirepa Investment Advisors & Mirepa Capital, and moderator Ms. Fri Asanga - Interim CEO Denis & Lenora Foretia Foundation. See appendix 13 for the concept note and appendix 14 for the link to access the webinar
12)	Monitoring of research in various countries: Country visit to monitor the research activities by various partner organizations.	Cameroon	Monitoring and evaluation reports	The team conducted two visits to monitor the project in Burkina Faso and Ghana. The main objective of these visits was to provide technical support to the implementing partners BBI and Innohub. The first visit was made to Burkina Faso (BBI) from 2 nd to 6 th August 10, 2021, and later Ghana (Innohub) from 23 rd to 26 th August 2021. See appendix 5 to get the terms of reference for the mission in Burkina-Faso and appendix 6, the terms of references for the mission in Ghana

SN	Activities	Date/Country	Deliverables	Comments
13)	Policy Briefs	Cameroon Ghana	5 policy briefs	<p>A template for writing the policy brief and work plan was prepared and shared with Innohub and BBI. The first policy brief has been written by the Nkafu Team. The topic of this policy brief is: "Increasing the Impact of Business support structures in sub-Saharan Africa". This article was published on the Nkafu website and the project's social entrepreneurship page. Below is the link to access the document: https://bit.ly/3AxGKBi</p> <p>The second policy brief has as its theme: "Higher Education and the Social Innovation Ecosystem in Africa". It was written by the Innohub team and published on Nkafu website. A webinar has also been organized by Innohub team on 29 September 2021 to discuss the findings of this policy briefs with stakeholders. Below is the link to access the paper:: https://bit.ly/3KFH8IH</p> <p>Below are the titles of the other three policy briefs written by the Nkafu team</p> <p>Overcoming the Financial Challenges of Business Support Organizations in sub-Saharan Africa Countries: The cases of Burkina Faso, Cameroon and Ghana https://bit.ly/3AFuP4p</p> <p>Determinants of the Quality of Business Support in sub-Saharan Africa https://bit.ly/3cz2fk9</p> <p>Promoting Gender Equality in Tech to Boost Social Entrepreneurship and Innovation in sub-Saharan Africa https://bit.ly/3CQjUHR</p> <p>Note: All these publications are available in open access.</p> <p>See appendix 7 for the policy brief template</p>
14)	Development of technical tools	Cameroon	Technical tools	<p>The team have designed technical tools incorporating the lessons learned from the pilot study. Two types were developed: Questionnaire for business support structures; Interview guides for capital providers, social entrepreneurs, beneficiaries, and ecosystem enablers.</p> <p>See appendix 8 for the technical tools</p>

SN	Activities	Date/Country	Deliverables	Comments
15)	In-country restitution workshop (Cameroon, Ghana, and Burkina Faso)	Cameroon Ghana Burkina Faso	Preliminary country report	<p>The Nkafu team organized an in-country restitution workshop in Cameroon on August 27, 2021, at Mansel Hotel. An event that brought together Incubators, Professional associations, NGOs & CBOs, experts to present the results of the survey, to the business support structures in Cameroon. Specifically, it was to present the:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Demographic profiles of business support structures, <input type="checkbox"/> Spatial and temporal characteristics of business support structures, <input type="checkbox"/> Technical and organizational specificities of business support structures, <input type="checkbox"/> Gender considerations in business support organizations and how to strengthen the resilience of the entrepreneurial ecosystem. <input type="checkbox"/> Relationship between business support structures and the pursuit of sustainable development in Cameroon. <input type="checkbox"/> Financing models of business support structures and their funding sources. <p>BBI hosted their restitution workshop on the 17 September 2021 and Innohub team in Ghana at the end of the month of October 2021.</p> <p>See Appendix 10 for the concept note, Appendix 11 Program of workshop</p>
16)	Analysis of the data collected	Cameroon, Ghana and Burkina-Faso	Country reports	<p>In accordance with the country report outline drafted by the Nkafu team; reviewed and validated by Dr. Flaubert Mbiekop of IDRC, the different teams in the three project countries (Cameroon, Ghana and Burkina-Faso) have analyzed the data collected in the field and have drafted their reports. The first drafts of these reports were presented and discussed during the country panel discussions held in Cameroon, Ghana, and Burkina Faso on April 1, 6, and 15, 2022 respectively.</p>

SN	Activities	Date/Country	Deliverables	Comments
17)	Writing of scientific papers	Cameroon	Scientific papers	<p>According to the terms of the contract of the social entrepreneurship project, three scientific papers should be published at the end of the project. These three papers were finalized by the Nkafu team in January 2022. The references of these articles as well as the links to access are as follow:</p> <ul style="list-style-type: none"> □ Kouam, J.C & Asongu, S.A, Effects of Taxation on Social Innovation and Implications for Achieving Sustainable Development Goals in Developing Countries: A Review of Literature”, <i>International Journal of Innovation Studies</i>, 2022 □ Kouam, J.C and Asongu, S.A and Meh, B.J and Nantchouang, R, Asanga, F and Foretia, D (2022), A Synthetic Indicator of the Quality of Support for Businesses in Burkina-Faso, Cameroon, and Ghana (August 7, 2022). <i>European Xtramile Centre of African Studies WP/22/047 (2022) (Published as a working paper)</i> □ Kouam, J.C and Asongu, S.A and Meh, B.J and Nantchouang, R, Asanga, F and Foretia, D (2022). “Duration of Support and Financial Health of Business Support Structures in Burkina Faso, Cameroon, and Ghana: A Micro-Econometric Analysis,” MPRA Paper 114063, University Library of Munich, Germany. <i>(Published as a working paper)</i> <p>The article titled: “Duration of Support and Financial Health of Business Support Structures in Burkina Faso, Cameroon, and Ghana: A Micro-Econometric Analysis,” has been revised/resubmitted to the Journal of African Business and is still under review while the article second article titled “A Synthetic Indicator of the Quality of Support for Businesses in Burkina-Faso, Cameroon, and Ghana” is still under review in the Journal of the Knowledge Economy.</p> <p>As for now, these two papers under review have been disseminated in various working paper repositories for early citation and feedback, pending full publication in journals.</p> <p>Note: All these publications are available in open access.</p>

SN	Activities	Date/Country	Deliverables	Comments
18)	In-country restitution workshops	Burkina-Faso & Ghana	Country reports	<p>Upon completion of the data collection, it was deemed necessary to present the first analyses to the main stakeholders in order to obtain their comments and opinions, particularly the conformity of these data collected with the realities on the field.</p> <p>After the restitution workshop organized in Cameroon by the Nkafu team on August 27, 2021, the BBI and Innohub teams also organized their restitution workshops. This event was held on September 2021 in Burkina Faso and on November 26, 2021, in Ghana. Its main objective was to present the results of the survey, to the business support structures in Cameroon. More specifically, it was to present the:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Demographic profiles of business support structures in the country, <input type="checkbox"/> Spatial and temporal characteristics of business support structures, <input type="checkbox"/> Technical and organizational specificities of business support structures, <input type="checkbox"/> Place of women in business support and strengthening the resilience of the entrepreneurial ecosystem. <input type="checkbox"/> Relationship between business support structures and the objectives of sustainable development in Cameroon. <input type="checkbox"/> Financing models of business support structures and their sources of funding.
19)	Signature of an addendum of BBI's MOU	Cameroon & Burkina-Faso	Addendum signed	<p>BETWEEN The Denis and Lenora Foretia Foundation & Burkina Business Incubator (BBI), an incubation center for Small and Medium Sized Enterprises (SMEs), a framework for the maturation of innovative project ideas and training in business creation, business development, a real common work space whose main purpose is to promote entrepreneurship by selecting innovative and high-potential projects and accompanying them from the idea to the launch, including the business model, studies, training of the promoter, mobilization of resources and the creation of the company.</p> <p>It was previously agreed that: The Foretia Foundation and implementing partner establish a partnership to implement a two (2) year project-funded by the International Development Research Centre (IDRC) entitled: 'Social entrepreneurship for sustainable development in Sub Saharan Africa: Lessons learned from business incubation in Cameroon, and Burkina Faso'. This contract was signed on May 31, 2021 and it is supposed to end on December 30th, 2021. The parties seek to share their respective strengths and experiences, technologies, methodologies and resources (including human, in kind, and monetary) to achieve these goals.</p> <p>As a result of pending project activities: The Foretia Foundation has decided to extend this contract with the implementing partner by moving forward the end of contract date from December 30, 2021, to August 31, 2022. The implementing partner will continue the implementation of these project activities as stipulated in the Memorandum of Understanding (MOU).</p>

SN	Activities	Date/Country	Deliverables	Comments
20)	In-country panel discussion	Cameroon Ghana Burkina-Faso	Country report updated	<p>Three panel discussions are being prepared in the three project countries (Cameroon, Ghana and Burkina Faso). The main objective of this event is to discuss the findings of the research with different stakeholders. More specifically, it will be a matter of:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Presenting the analysis of the data collected as well as the findings of the research. <input type="checkbox"/> Discussing the key recommendations made to each stakeholder in the entrepreneurial ecosystem (business support structures, capital providers, ecosystem enablers, social entrepreneurs and beneficiaries of social enterprises), for the promotion of business support practices that result in SDGs 4, 5, 8, 9 and 13. <input type="checkbox"/> Discussing the key persistent challenges identified, based on responses gathered from the stakeholders during the primary research, and gather responses from the audience about possible remedies that have been tried in their positions. <input type="checkbox"/> Discussing the challenges faced in the conduct of the research, especially with regards to data collection exercise. <input type="checkbox"/> Obtaining feedback from the various stakeholders on the best-practice methods and activities for promoting social innovation, and SDGs 4, 5, 8, 9 and 13 impact at scale in Ghana. <input type="checkbox"/> Obtaining feedback from the different stakeholders for an enhancement of business support practices in Ghana, especially their commitment to the SDGs. <input type="checkbox"/> Collating recommendations from stakeholders on other aspects of the research that promote the social entrepreneurship ecosystem. <p>See appendices 1, 2 and 3 to access the concept note for this event in Cameroon, Ghana and Burkina Faso respectively.</p>
21)	Monitoring missions	Cameroon	Monitoring and evaluation reports	<p>The team conducted two project monitoring visits to Burkina Faso and Ghana. The main objective of these visits was to provide technical support to the implementing partners BBI and Innohub. The first visit was to Ghana (Innohub) from 21-26 February 2022, and the second to Burkina Faso (BBI) from February 27 to March 5, 2022.</p> <p>See Appendix 4 for the terms of reference for the mission to Ghana and Appendix 5 for the terms of reference for the mission to Burkina-Faso.</p>

SN	Activities	Date/Country	Deliverables	Comments
22)	Restitution workshop	Cameroon	Country reports General report	<p>The Nkafu Team organized in collaboration of BBI team and Innohub team the restitution workshop of the project on July 22nd, 2022, in Cameroon. The main objective of this event was to present the findings of the different country reports to stakeholders and experts of other sub-Saharan African countries. More specifically, it was a matter of:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Highlighting the differences and similarities on business incubation in the selected countries as well as their compliance with the SDGs. <input type="checkbox"/> Discussing ways to strengthen the technical and managerial skills of business support structures in the selected project countries. <input type="checkbox"/> Discussing the key recommendations made to each stakeholder in the entrepreneurial ecosystem (business support structures, capital providers, ecosystem enablers, social entrepreneurs and beneficiaries of social enterprises), for the promotion of business support practices that result in SDGs 4, 5, 8, 9 and 13 in the selected countries. <input type="checkbox"/> Obtaining feedback from the different stakeholders for an enhancement of business support practices in Burkina Faso, Cameroon and Ghana. <input type="checkbox"/> Collating recommendations from stakeholders on other aspects of the research that promote the social entrepreneurship ecosystem. <p>This event was hybrid and experts and policy makers of the three countries had the opportunity to discuss and exchange their experiences on how they can overcome some challenges they still face in their respective countries.</p> <p>At the end of this event, the following key outcomes were expected to be established/identified:</p> <ul style="list-style-type: none"> <input type="checkbox"/> The link between business support organizations and the ecosystem for innovation and science in sub-Saharan Africa is established, with evidence on what works and what needs to be improved/modified for sustainable scaling. <input type="checkbox"/> The current challenges faced by business support structures in achieving the set objectives are critically assessed in each selected country. <input type="checkbox"/> Weaknesses in current practices and the impact of the cultural and institutional environment identified in the selected countries. <input type="checkbox"/> An in-depth and evolving research project across sub-Saharan African countries on business incubation practices and the achievement of the SDGs is initiated. <p>The findings of the research were disseminated during the event. It was attended by staff from the Ministry of Small and Medium Enterprises of Cameroon, the Ministry of Scientific Research and Innovation of Cameroon, the Ministry of Women empowerment and the Family of Cameroon, Social Economy and Handicrafts, social entrepreneurs from Cameroon, Burkina Faso and Ghana, business support structures from these three countries including our partners from Ghana and Burkina Faso, capital providers, ecosystem facilitators, and beneficiaries of social entrepreneurs.</p>

SN	Activities	Date/Country	Deliverables	Comments
23)	Reports	Cameroon Burkina Faso Ghana	Country reports General report	<p>Each team wrote its national report which was disseminated at the international symposium held in Yaoundé on 26 August 2022.</p> <p>Below are the links to access the different reports.</p> <p>Cameroon report https://bit.ly/3RkbcWI</p> <p>Burkina report https://bit.ly/3wUIRyb</p> <p>Ghana report https://bit.ly/3Baz5KM</p> <p>General report https://bit.ly/3Q9rn7W</p>
24)	International symposium	Cameroon		<p>The Nkafu Team organized in collaboration of BBI team and Innohub team an International symposium of the project on August 26, 2022 in Cameroon.</p> <p>This event aimed to present general report of the research to the stakeholders. This event served as a platform for the Nkafu Policy Institute, its partners in Burkina Faso and Ghana, stakeholders and experts invited to discuss the way forward. The event was hybrid and bring together experts and policy makers from Cameroon, Burkina Faso and Faso and also the High commissioner of Canada to Cameroon</p>

6. Project outputs and dissemination

During this reporting period the following outputs and dissemination were achieved:

OUTPUTS	DISSEMINATION	COMMENTS
Information sharing	Website	A page of the project was created on Nkafu's website: https://nkafu.org/social-entrepreneurship-project/
Country Clearance	Cameroon country clearance obtained	Country clearance for this project has been successfully obtained from the Ministry of Scientific Research and Innovation (MINRESI). The clearance is included in this report as Addendum
Ethics and Security protocol	Protocol finalized	The Ethics and Security protocol has been successfully completed. We thank the IDRC project team for their timely feedback. <i>(The protocol is attached to this report as Addendum)</i>
Pilot Phase	Preliminary report with adjustment of research tools, survey instruments and hypothesis	During the reporting period, the list of incubators and key actors has been prepared. The pilot phase took place in March 2021.
Monitoring of research in various countries: Country visit to monitor the research activities by various partner organizations.	3 missions carried out per country (Burkina Faso and Ghana)	The research team has visited with country partners despite to ongoing travel restrictions related to the COVID- 19 pandemic. The main objective of these missions was to provide technical support to our partners in Ghana and Burkina Faso in implementing the project on social entrepreneurship and achieve the expected results. More specifically, it was question of: (1) exchanging on business incubation practices in Sub-Saharan Africa, (2) outlining solutions to overcome the difficulties faced by business support structures in Burkina Faso and (3) discuss the findings of the research with policy makers.

Results of the pilot phase	In-country workshop (Hybrid event)	The results of the pilot phase and the first draft of the tools were shared with the stakeholders and their feedback were integrated to finalize the tools.
Technical tools	Survey questionnaire for business support structures and interview guides for other stakeholders (Social entrepreneurs, ecosystem enablers, capital providers, beneficiaries of social entrepreneurs)	All the tools have been shared with our partners in Burkina-Faso (French version) and Ghana (English version). The working sessions were organized by the two teams to explain the tools. See appendix 8 to access the tools

Data collection tools	Training	A training session was organized to train the enumerators in Cameroon during a 2-week period. During this training period, all data collection tools were presented and explained to the different enumerators in Cameroon (onsite training); as well as to the team members of Innohub (Ghana) and Burkina Business Incubator (Burkina-Faso) via Zoom
Policy briefs	Policy briefs	5 policy briefs were developed during the project implementation as opposed to the 3 requested by IDRC. These papers have been published on Nkafu website.
Webinars	First webinar	The first webinar took place on June 29, 2021, on the theme: “Increasing the Impact of Business Incubators and Accelerators in sub-Saharan Africa”. The event was organized by Nkafu Team.
	Second webinar	The second webinar will take place on the 29 of September 2021 on the topic: “Higher Education and the Social Innovation Ecosystem in Africa”. This event will be organized by Innohub team

Audience to contribute its research/knowledge component gathered to the annual event organized by the MINPMEESA		The Nkafu Policy Institute has also been added to the database of the Ministry of Small and Medium-sized Enterprises (MINPMEESA), Social Economy and Handicrafts, to contribute its research/knowledge component gathered to the annual event organized by the ministry <i>"National Congress on Business Incubation in Cameroon."</i> (http://www.minpmeesa.gov.cm/site/acte-1-congres-national-sur-lincubation-d'entreprises-au-cameroun/)
Panel event at the World Bank/ IMF Annual Meetings	Webinar	The Nkafu team hosted a panel session during the 2021 World Bank IMF Annual Meetings to elevate the conversation regarding business incubation and acceleration among international stakeholders. This event will take on October 4, 2021, and will be moderated by Dr Denis Foretia, on the topic: "Strengthening the Entrepreneurial Ecosystem in Developing Countries: Stakes and Opportunities for Financing Social Innovation and Climate Change Resilience" .
Capacity building	In-country events	<p>The different teams in Cameroon, Burkina Faso and Ghana improved their knowledge of the scope of the social entrepreneurship ecosystem in their countries through their interaction with the different stakeholders. They have also established strong potential relationships with key actors in the social entrepreneurship space. They have also improved their skills in research design and implementation and will continue to gain more experience during the duration of the project.</p> <p>During the training of enumerators prior to data collection, capacity building was provided to the teams in the three implementing countries on the types of business support structures that exist around the world, the services they provide to the businesses they support and some of the differences between them.</p> <p>Since the beginning of the analysis of the data collected in the field, capacity strengthening has been provided to the teams in the three countries of implementation of the project, particularly on Excel and Power BI.</p>
Scientific articles	3 scientific articles	3 scientific articles have been produced and are being published in peer-reviewed journals.

Media coverage (Radio, TV, newspapers, online papers)	Media coverage (Radio, TV, newspapers, online papers)	<p>Up to 20 media (made of TV stations, Online media, Radio, and Newspapers) were invited for the project's official launch.</p> <p>Some Links:</p> <p>https://bit.ly/3qd5qKM</p> <p>https://bit.ly/3Bf0Od9</p> <p>Links and photos of the media articles can be found in Appendix 21.</p>
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7. Research Results/Policy engagement

	DESCRIPTION	ASSESSMENT (REPORTING PERIOD)
1	Building the connection between business incubation and the ecosystem for innovation and science in sub-Saharan Africa, with evidence on what works and what needs improvement/modifications in scaling up sustainably	<p>At this level, a real impact was achieved via the lessons learned during the implementation of the project in the three selected countries. Several major events were held during the implementation period of this project in the three countries. At these events, actors in the entrepreneurial ecosystem were brought together and discussed the challenges they still face on the ground and how they can work together to avoid or overcome some of these challenges in order to foster social innovation and development. These actors were: business support structures, capital providers, social entrepreneurs, ecosystem facilitators, beneficiaries of social entrepreneurs</p> <p>The main outcome of this networking is that the stakeholders agreed on the need to set up a task force, at national and regional level, to promote and advocate for changes in the specificity of business incubation by highlighting the sustainable development dimension in the programmes that are defined in the support structures for young project holders or entrepreneurs.</p>
2	A critical assessment of the difficulties currently encountered by incubators in the field in delivering against the goals outlined.	<p>A literature review has been drafted to provide the research team with relevant information on the topic. The document gives first-hand information to policymakers and practitioners (business incubators, entrepreneurs, researchers, etc.).</p> <p>Also, the data collection permits the production of an evidence-based paper on the topic, produce new knowledge as regards the selected countries, and contribute to the debate in the economic literature.</p>
3	The weaknesses of current practices and the impact of the local cultural environment.	<p>Global weaknesses have been highlighted in the published paper on literature review, the different reports from the selected countries, the policy briefs as well as the academic papers written as part of the project.</p> <p>Country weaknesses have been highlighted in their respective evidence-based papers/reports.</p>

7.1. Policy makers' engagement in Cameroon

In terms of stakeholders' outreach, the social entrepreneurship project for sustainable development in SSA has been the major form of information dissemination that provided a platform for stakeholders and policymakers to exchange on relevant issues concerning social entrepreneurship in Cameroon. As a result of the in-country restitution workshop, the Ministry of Small and Medium-sized Enterprises, Social Economy, and Handicrafts (MINPMEESA) requested preliminary reports of the data collected.

- As a result of the discussions with the Director of Small and Medium Enterprises at MINPMEESA during the restitution workshop of August 27, 2021, the preliminary results were presented by the Nkafu team allow us to:
 - Inform government authorities on the reality of the field regarding business support and will contribute to defining the conditions

for offering agreements to business support structures existing on the national territory according to the type of support they provide to businesses. This includes the quality of training, mentoring, networking, access to markets and financing, interaction with government and other stakeholders in the entrepreneurial ecosystem, and innovation aspects.

- Regularize existing business support structures that are not legally recognized or whose activities do not reflect the category they claim. In addition, an opportunity for stakeholder networking has been created.
- With the dissemination of the initial research findings, the Nkafu Policy Institute is now positioning itself as a reference center for MINPMEESA's support of business support regulation

as well as a promoter of social entrepreneurship (the pursuit of sustainable development goals in business).

- Through the various working sessions organized during the different workshops in Cameroon, the Nkafu Policy Institute team was able to give voice to different actors in the Cameroonian entrepreneurial ecosystem on key themes such as social innovation, the pursuit of sustainable development goals, business support and ways to strengthen the Cameroonian entrepreneurial ecosystem. These platforms have also brought these different actors together (networking).

The Ministry of Small and Medium Enterprises, Social Economy, and Handicrafts (MINPMEESA) has invited our team to a working session on the framework to improve the business incubation ecosystem in Cameroon. The Ministry has also sought our assistance to:

- Review of the existing

training manuals for business incubators in Cameroon,

- Propose a module on **“social entrepreneurship and sustainable development”** which will be included in the training manual,
- Develop a synthesis document on the specific characteristics of each business incubation structure, which should facilitate field inspections by the Ministry,
- Requested our leadership in the Joint Taskforce for the preparation of a National Business Incubation Conference to be held in December 2022. This will involve overall conference design, themes, and speakers for the 3-day conference.

Working directly with MINPMEESA is allowing us to directly impact policies regarding social entrepreneurship and business

incubation in the country.

7.2. Policy makers’ engagement in Burkina Faso

Following the restitution workshop held on Friday 22 July 2022 in Yaoundé, Cameroon, Dr. Jean Cédric Kouam, the Deputy Director of Economic Affairs at the Nkafu Policy Institute, carried out a working mission to Ouagadougou, Burkina Faso. During his stay he met with the Burkina Business Incubator project team, political leaders and the media.

Dr. Kouam’s main mission was to present the results achieved in Burkina through the Social Entrepreneurship project. It was also for the Burkina Faso research team (Mr. Soulamane Konkobo, Mr Beyon Neya and Dr. Kouam) to meet with some decision-makers in Burkina Faso in order to explain the results and recommendations of the research and to engage them as allies for the implementation of the recommendations.

These decision-makers, being

actors in the ecosystem and holders of authorities at various levels, could carry the advocacy for social entrepreneurship and the impregnation of the SDGs to make them an agenda for the country.

The following meetings have been proposed:

DAY 1

- Mr. Mahamouroou ZAN, Permanent Secretary YouthConnect
- Mr. TONANE Ali, Director General of the Promotion of Entrepreneurship and Youth Empowerment
- Mr. Mahamadi ROUAMBA, President of the Federation of Innovative Entrepreneurship Support Structures

DAY 2

- Mr Bougma Ousmane, ALT Deputy (at, President of the Commission for General Affairs, Institutions and Human Rights (CAGIDH))

- Meeting with a UNDP/COLIBRI/ ACCELATION LAB team (Mr. Ouédraogo Christian, COLIBRIS Project Manager, Ms. ZAONGO Eudoxie Esther, Accelerator LAB Exploration Manager, Ms. MOSSE Kadoum Ursule Carine, Accelerator LAB Experimentation Manager)

The two-day meeting revealed that the issue of social entrepreneurship is sufficiently well understood, and the research carried out was welcomed. The results were supported, and the recommendations were deemed relevant in the light of what everyone knows about the field. In general, at the level of each of the structures met, entrepreneurship support dynamics are underway, and reflections are underway to better understand the impact of the various initiatives in favor of entrepreneurs.

From the various interviews, there is a clear commitment by the actors to a national agenda for the promotion of social entrepreneurship, the strengthening of the SAEI and the integration of the SDGs into practices in order to promote understanding and accelerate their achievement.

To this end, it was decided to set up a consultation framework or a **TASKFORCE** that will be responsible for developing the reflection with a view to adopting a roadmap that should mobilize the relevant actors in the entrepreneurial ecosystem to advocate with the authorities and partners on the issue of social entrepreneurship, which is seen as one of the main levers for achieving the SDGs.

7.3. Policy makers' engagement in Ghana

During the mission to Ghana between 27 July and 2 August 2022, a working session was organized by the Innohub Ltd. team between Dr. Kouam and Ms. Abigail Swad Laryea, Deputy Director General of the National Entrepreneurship & Innovation Programme (NEIP), Ghana and the Innohub researchers (Mr. Thomas W. Kouam). During the working session, the report of the research conducted in Ghana was presented to the team led by Ms. Swad and strategic directions were given to involve Ghanaian policy makers in the advocacy work in the three countries selected for the

project. Ms Swad was also invited to the international symposium held in Cameroon on 26 August but unfortunately could not attend due to personal reasons. However, steps are being taken to strengthen the collaboration between the Nkafu Policy Institute, the National Entrepreneurship & Innovation Programme (NEIP), Ghana and Innohub Ltd, our partner in Ghana.

8. Ethical considerations

During the implementation of the project, no difficulties related to ethical considerations were encountered. All stakeholders were informed about the progress of each activity in the different countries and no one was forced to participate. Similarly, with regard to data collection in the field, all interviewees gave their consent to participate in the interview process prior to any physical visit by a team member. All information collected was anonymized both in the presentation of the results at the various events organized and in the preparation of the reports and articles. In summary, the identity of those involved in

the research project is kept strictly confidential.

9. Gender considerations

During the project's implementation, the gender aspect was fully taken into account in the selection of the project team members, in the selection of participants for the different events organized, in the design of the survey questionnaire as well as in the analysis of the data collected in the field.

With regard to the questionnaire, a section on gender and inclusiveness was introduced. The purpose of this section was to examine whether the targeted social entrepreneurs/business support structures include groups that are under-represented because of their gender, ethnicity, age, sexual orientation, disability or poverty. The score for assessing this aspect was given on a scale 0-4 and was presented as follows: 0: No gender/inclusiveness programming; 1: Limited gender and inclusion programming, ideas or framework vaguely developed but not implemented;

2: Somewhat developed gender/inclusivity programming, ad hoc training; 3: Fully developed gender/inclusiveness programme, progressive training programme, shared knowledge products, good proportion of women in light programmes; 4: Quality gender and inclusion programme, training programme or partnerships focusing on gender and inclusion, good proportion of traditionally under-represented entrepreneurs in light and intensive programmes

Several other gender-related aspects were also taken into account in the data collection questionnaire. These include the number of women per organization, the gender of the leader and founder of each structure (male, female, groups of men and women). In addition, the consideration of Sustainable Development Goal 5, was largely taken into account in the analyses. It should be noted that this SDG is about gender equality and aims to end all forms of discrimination and violence against women and girls worldwide.

These aspects were examined in

our different publications written as part of this research, with the aim of determining whether the support practices of male-led enterprises are significantly better than those of female-led enterprises and how important they are in the system. The main related finding is that the presence of women in business support remains low in the selected countries. Women lead only 17% of business support structures in Burkina Faso, 25% in Cameroon and 26% in Ghana (compared to 83%, 75% and 75% for men respectively). Despite the many inequalities that exist between women and men in this sector (poor access to finance, education, technology and the market, etc.), women-led support structures are much more successful than those led by men. The latter provide regular support to entrepreneurs.

In this sense, the recommendation made, particularly to capital providers, is to encourage and facilitate the participation of women in supporting social enterprises by facilitating their access to financing.

APPENDICES

Appendix 1: Concept Note for the Inception Workshop Ghana

Background

The Social entrepreneurship for sustainable development in Sub-Saharan Africa: Lessons learned from business incubation in Cameroon, Burkina Faso, and Ghana is a research project implemented by the Nkafu Policy Institute with funding from the International Development Research Centre (IDRC). The project spans two (2) years covering Cameroon, Burkina Faso, and Ghana and Innohub is the representative for Ghana.

The Inception Workshop

The Inception Workshop for the research project is expected to take place on 23rd April 2021. This workshop will kick-start the two-year activities in Ghana which will complement the activities that will be simultaneously carried out in Burkina Faso and

Cameroon. Expected attendees include representatives of business incubator and accelerator hubs, development institutions, government institutions, funding organizations, and policy advocates.

Objectives

The main objectives of the inception workshop are to:

- Formally present the project, its objectives, anticipated results, and activities with relevant ecosystem stakeholders.
- Ensure that the objectives and outcomes of the project are adequately communicated.
- Discuss project timeline, project activities and clarify roles and responsibilities of Innohub as well as the stakeholders.
- Gather initial feedback from attendants; and
- Communicate measures in place to monitor progress

Benefits of the Workshop to the Project

Gathering knowledge from the stakeholders based on their experience in the ecosystem is expected to facilitate activities during the data collection stage. Additionally, the workshop is expected to clarify assumptions and ensure that deliverables and objectives are clear. Through the workshop, the team expects to gain a preliminary understanding of the limitations, constraints, and risks of the project.

Appendix 2: Concept Note for the in-Country Workshop Cameroon

Background

The Nkafu Policy Institute is a think tank at the Denis and Lenora Foretia Foundation, which works to catalyze the transformation of African countries by focusing on

social entrepreneurship, science, technology, health, and the implementation of development policies that will create economic opportunities for all. Nkafu Policy Institute is a leading African think tank with a mission to provide independent, in-depth, and insightful policy recommendations that allow all Africans to prosper in free, fair, democratic, and sustainable economies. The Institute is engaged in promoting policies that strengthen the private sector and has created a Small Business and Entrepreneurship Center to promote business incubation.

The Nkafu Policy Institute, in partnership with organizations in Ghana and Burkina Faso, is implementing a two (2) years project - funded by the International Development Research Centre (IDRC) entitled: "Social entrepreneurship for sustainable development in Sub-Saharan Africa: Lessons learned from business incubation in Cameroon, Burkina Faso, and Ghana."

The International Development Research Centre (IDRC) is a Canadian organization with the mandate "to

initiate, encourage, support, and conduct research into the problems of the developing regions of the world and into the means for applying and adapting scientific, technical, and other knowledge to the economic and social advancement of those regions." To achieve this, the organization collaborates with partners by funding projects as such that foresees as an eligible activity the provision of financial support to third parties, to achieve its objectives.

The Research Project

Business incubators provide the structural support that enables new businesses to grow and become financially independent, strengthening the private sector, and propelling an economy. In the last decade, Sub-Saharan Africa has seen a proliferation of business incubators. It is hoped that they will play a key role in attaining the United Nations Sustainable Development Goals (SDGs), especially with regards to gender equality and the promotion of sustained and inclusive economic growth. Yet, the effectiveness and impact of these business incubators remain largely unexplored. Likewise,

their role in accelerating the economic transformation of Africa seems hard to be established. This study will be carried out in this exploratory phase in 3 sub-Saharan African countries with specific economic dynamics. The selected countries are Burkina Faso, Ghana, and Cameroon.

Research Objectives

The overall research objective is to map the business incubation practice in selected Sub-Saharan African countries and see how these contribute to the attainment of SDGs 4, 5, 8, 9, and 13. The relationship between business incubators' success and the country's ecosystem for "science and innovation" is extremely important to elucidate. Innovation and science systems can be thought to entail four major components; (i) a scientific program on innovation at the ministerial level in a country; (ii) a strategy for technology diffusion considering research and development; (iii) a science-based industrial park for technological commercialization and (iv) engagement of experts and capacity building for entrepreneurs and innovators.

This project, therefore, seeks to understand better the initial conditions of business incubators in pilot countries, the relationship with the science and innovation ecosystem in the country, and how development partners can engage for more significant and sustained impact.

Specific Objectives

This project will investigate: · The connection of incubation to the ecosystem for innovation and science: How conducive is the research environment in supporting innovators? How to strengthen these ecosystems in a way that is conducive to innovation and SDG? Who can do what in such ecosystems? · The relationship between business creation and SDGs 4, 5, 8 9 et 13 what is done, what are the gaps, and what should be done? · Opportunities and challenges resulting from the national fiscal and regulatory framework to successfully scale up. · The process of scaling up with a particular interest in the factors of success and failure and an analysis of the role of public policies: which are the most critical areas where innovation can make a difference?

The success of incubation-to-scale: generalizability of best practices observed in one country to another.

Objectives of the In-Country Workshop

The main objective of this inception workshop is to officially present the methodological tools that will be used in the implementation of the project in Cameroon. More specifically, it will:

- Present the results of the literature review carried out in the framework of the project.
- Present the results of the pilot phase of the project (preliminary survey report) carried out in the city of Yaoundé between the 17th and 23rd of March 2021 to test certain hypotheses admitted in the final survey questionnaire.
- Finalize the survey questionnaire for data collection
- Present the statistical and econometric methods that will be used for the processing and analysis of the data

collected in the field.

- Adopt the themes of the scientific articles that will be written in the framework of this project

Participants

Incubators, social Entrepreneurs, capital providers, ecosystem's enablers, beneficiaries

Expected Output

- Finalize the survey questionnaire for data collection
- Identify appropriate data collection strategies (phone calls, field visits, emails, etc.) with selected stakeholders' assistance.
- Define the statistical and econometric methods that will be used for the processing and analysis of the collected data,
- Define the themes of the scientific articles that will be written in the framework of this project.

Appendix 3: Stakeholder Mapping

Cameroon

<https://docs.google.com/spreadsheets/d/14dALcjjPO3Z5FRUWQzCDm1qmrcwV8GCs96SSg8o1Go4/edit?usp=sharing>

Ghana

<https://drive.google.com/file/d/1HHvwapDVgIHpNLdN5b5H8pd5t4vN7kww/view>

Burkina-Faso

<https://docs.google.com/spreadsheets/d/1z5WAWSkFqKc8Pk992s6AFhISyxy7dM3u1yt88SBZxVU/edit?usp=sharing>

Appendix 4: Terms of References (Tor) For Mission in Burkina Faso

Context of the mission

Since September 2020, the Nkafu Policy Institute has been conducting the Social Entrepreneurship Project

in Sub-Saharan Africa: Lessons learned from Cameroon, Ghana, and Burkina-Faso, funded by the International Development Research Centre (IDRC). To achieve the objectives of this project, two partners were identified in Ghana (Innohub) and Burkina Faso (BBI), respectively. Given the progress of the project, it is deemed necessary to carry out a supervisory mission to Burkina Faso to launch data collection in the country.

Objectives of the mission

The main objective of the mission is to provide technical support to the partner BBI in implementing the project on social entrepreneurship and achieve the expected results. More specifically, it is a question of: (1) exchanging on business incubation practices in Sub-Saharan Africa, (2) outlining solutions to overcome the difficulties faced by business support structures in Burkina Faso and (3) launching of data collection.

Actions

- Presentation of the results of

the literature review on social innovation ecosystems in developing countries written by the Nkafu Policy Institute team.

- Presentation of the data collection tools and the expected results.
- Exchanges on the different deliverables of the project (reports, policy briefs/articles, feedback workshops, symposium) - Format and methodology
- Exchanges with some actors of the entrepreneurial ecosystem in Burkina-Faso on business incubation practices in the country

People concerned

- The BBI team staff involved in the implementation of the project in the country (Burkina-Faso).
- The interviewers selected for the data collection.
- The actors of the entrepreneurial ecosystem in Burkina-Faso to pilot the data collection.

IMPLEMENTATION OF THE ACTIONS

SN	ACTIONS	INSTRUMENT
1	Presentation of the results of the literature review on social innovation ecosystems in developing countries Context of the research and objective of the literature review; Focus on the difficulties faced by companies in developing countries; Effects of corporate taxation on the social innovation process in developing countries The role of social innovation in achieving sustainable development goals.	PowerPoint presentation
2	Presentation of the data collection tools and expected results Presentation of the project objectives; Presentation of the business support structures and stakeholders; Presentation of the interview structure; Survey questionnaire study for incubators (1) ?introduction of the study, purpose, ?confidentiality of the status, overview, ?general information). Survey questionnaire study for incubators (2) ?About sustainability goals, ?Provision of services, ?Internal capacity. Interview guides for other stakeholders.	Data collection tools
3	Discussions on the different project deliverables (reports, policy briefs/articles) Context and objectives of each deliverable Format and Methodology	Policy brief Template Technical report Outline
4	Exchanges with some actors of the entrepreneurial ecosystem in Burkina-Faso on business incubation practices in the country. Regulatory framework Socio-political context Difficulties encountered by SMEs and support structures Reforms implemented by the public authorities over time	Literature Review

Appendix 5: Terms of References (Tor) for Mission in Ghana

Context of the mission

Since September 2020, the Nkafu Policy Institute has been conducting the Social Entrepreneurship Project in Sub-Saharan Africa: Lessons learned from Cameroon, Ghana, and Burkina-Faso, funded by the International Development Research Centre (IDRC). To achieve the objectives of this project, two partners were identified in Ghana (Innohub) and Burkina Faso (BBI), respectively. Given the progress of the project, it is deemed necessary conduct a mid-term evaluation of the project, both in technical and financial aspects, with the partner Innohub in Ghana.

Objectives of the mission

The main objective of the mission is to provide technical support to the partner Innohub in implementing the project on social entrepreneurship and achieve the expected results. More specifically, it is a question of:

- Exchanging on business incubation practices in Ghana,
- Outlining solutions to overcome the difficulties faced by business support structures in Ghana,
- Exchanging on the financial report and receipts.

Actions

- Evaluation of the activities carried out by the Innohub team during the last 6 months of project implementation,
- Presentation of the plan for drafting the financial report and the requirements for providing receipts and disbursements,
- Exchanges on the planning of the different workshops to be organized in the framework of the project (restitution workshop, national discussion panel and international symposium),
- Exchanges on the suggestions for a successful completion of the project.

People concerned

The Innohub team staff involved in the implementation of the project.

Timetable and program of the mission

The mission will take place from 23rd to 26th August 2021. The program will be as follows:

Appendix 6: Policy Brief Template

Dear Colleagues of Nkafu Policy Institute (Cameroon), Innohub (Ghana) and Burkina-Business Incubator (Burkina-Faso),

Within the framework of the project on social entrepreneurship, we are called upon to produce three scientific articles and five policy briefs. This documentation is a methodological guide on writing a policy brief designed by the Nkafu Policy Institute. To ensure the harmonization of the papers we are going to write, we ask you to follow the instructions in this document carefully.

Policy Brief Writing Instructions

A policy brief presents a concise summary of information that can help readers understand and likely make decisions about government policies. Policy briefs may give objective summaries of relevant research, suggest possible policy options, or go even further and argue for a particular course of action. Hence a policy brief is:

- A short to-the-point jargon-free document that presents the findings and recommendations of a research project to a non-specialized audience.
- A medium for exploring an issue and distilling lessons learned from the research.
- It presents research findings to policy actors, highlighting the relevance of the specific research to policy and offering recommendations for change.
- A vehicle for providing policy advice.

Purpose

Policy briefs are distinctive in their focus on communicating the practical implications of research to a particular or specialized audience.

Identifying the problem for a policy brief

A good policy brief must propose a solution to a well-defined problem that can be addressed at the level of policymakers.

For example, “Covid-19 and human security in Cameroon”. This may be an issue that you think should be addressed appropriately, especially during this period of the pandemic. This is a current and pressing issue that requires immediate policy proposal and recommendations.

Once you identify the problem, you need to decide how to present it to your audience. This should be done in a clear, concise, and straightforward manner. This helps the reader to better understand the problem and identify with it. Every piece of information in the policy brief should be clearly connected to

the problem.

Scope of the problem

You need to determine/know the extent of the problem. Is it national, regional, sub-regional or international? Is it an everyday problem, a weekly, monthly, or annual problem? This will help you to better frame the policy for your audience. This is a great place for any statistical information you may have gathered through your research.

Audience

Policy briefs are mostly addressed to a more general reader or policymaker with a stake in the issue.

Tone/terminology: The writing should be clear. Avoid the use of jargons or clichés. When specialized terms are used explain them clearly so that your reader is quick to understand.

Stakeholders

Who does this issue affect? Women,

men, children, or everybody? This is important and helps the writer come up with policies that are well-oriented.

Policy issues can include a complex network of stakeholders. Double check whether you have inadvertently excluded any of them from your analysis. For example, a policy about children's nutrition obviously involves the children, but it might also include food producers, distributors, parents, and nutritionists (and other experts). Some stakeholders might be reluctant to accept your policy change or even acknowledge the existence of the problem, which is why your brief must be convincing in its use of evidence and clear in its communication.

Format

Most policy briefs turn to have lots of headings and relatively short sections. This structure differs from many short papers that may have a title but no further subheadings and from reports in the sciences that may follow the "IMRAD" structure of introduction, methods, results,

and discussion. Your brief might include graphs or charts that make it easier to digest the most important information within sections. Policy briefs often include some of these sections.

Title: A good title quickly communicates the contents of the brief in a memorable way.

Executive Summary: This section is often one to two paragraphs long; it includes an overview of the problem and the proposed policy action.

Context or Scope of Problem: This section communicates the importance of the problem and aims to convince the reader of the necessity of a policy action.

Policy Alternatives: This section discusses the current policy approach and explains proposed options. It should be fair and accurate while convincing the reader on why the policy action proposed in the brief is the most desirable.

Policy Recommendations: This section contains the most detailed explanation of the concrete steps to

address the policy issue.

Consulted or Recommended

Sources: These should be reliable sources that you have used throughout your brief to guide your policy discussion and recommendations

Layout

Policy briefs written in the framework of this project must strictly comply with the following editorial standards: Font: Times New Roman, Font Size: 12, Line Spacing 2. Submitted policy briefs should be between 1200-2000 words (maximum), margins: normal. Each article is preceded by a 250-word abstract and an indication of the title of the article (not exceeding seven (07) words) followed by the author's name and position and institution.

References

Please hyperlink all relevant sources. It is especially important to include a hyperlink for specific numbers, quotations, and observations or facts that aren't common

knowledge. If you cannot use a hyperlink, for example in citing a book, then give relevant information such as the author and title in the text. Use English or French language sources when available; other languages are acceptable where necessary. Although we scrutinize all submissions carefully, authors are ultimately responsible for the factual accuracy of their contributions.

Appendix 7: Technical tools

Survey tools for Cameroon

[Interview Guide Beneficiaries from Social Enterprises \(Page 1 of 4\) \(office.com\)](#)

[Interview Guide Ecosystem Enablers \(Page 1 sur 5\) \(office.com\)](#)
[Business Support Structures Benchmark Assessment Tool \(Page 1 of 5\) \(office.com\)](#)

[Interview Guide Capital Providers \(Page 1 of 5\) \(office.com\)](#)
[Interview Guide Social Entrepreneurs \(Page 1 of 4\) \(office.com\)](#)

Survey tools for Ghana

[Business Support Structures Benchmark Assessment Tool - Ghana \(Page 1 of 5\) \(office.com\)](#)

[Interview Guide Beneficiaries from Social Enterprises - Ghana \(office.com\)](#)

[Interview Guide Ecosystem Enablers - Ghana \(office.com\)](#)

[Interview Guide Capital Providers - Ghana \(Page 1 of 5\) \(office.com\)](#)

[Interview Guide Social Entrepreneurs- Ghana \(Page 1 of 4\) \(office.com\)](#)

Survey tools for Burkina Faso

[Business Support Structures](#)

[Benchmark Assessment Tool-Burkina Faso \(Page 1 of 5\) \(office.com\)](#)

[Interview Guide Ecosystem Enablers- Burkina Faso \(office.com\)](#)

[Interview Guide Beneficiaries from Social Enterprises-Burkina Faso \(office.com\)](#)

[Interview Guide Social Entrepreneurs-Burkina Faso \(Page 1 of 4\) \(office.com\)](#)

[Interview Guide Capital Providers-Burkina Faso \(Page 1 of 5\) \(office.com\)](#)

Appendix 8: Concept Note for the In-Country Restitution Workshop in Cameroon

1. Background

The Nkafu Policy Institute, a Think tank at the Denis and Lenora Foretia Foundation, in partnership with organizations in Ghana and Burkina Faso, is implementing a two (2) years project. Funded by the International Development Research Centre (IDRC), this project is entitled: “Social Entrepreneurship for Sustainable Development in Sub-Saharan Africa: Lessons learned from business incubation in Cameroon, Burkina Faso, and Ghana”. Its main objective is to map the business incubation practices in these countries and see how these contribute to Sustainable Development Goals (SDGs) 4, 5, 8, 9, and 13 and therefore promote social entrepreneurship. Following the in-country workshop held on 5th May 2021, during which the draft

data collection tools were presented to different stakeholders of the entrepreneurial ecosystem, five data collection tools were finalized for business support structures, ecosystem enablers, capital providers, social entrepreneurs, and beneficiaries of social enterprises. After collecting data from business support structures, it is deemed necessary to reconstitute the findings and gather feedback to improve on the results.

2. Objective of the restitution workshop

The main objective of the workshop is to present the results of the survey, to the business support structures in Cameroon. More specifically, it is to present the:

- Demographic profiles of business support structures,
- Spatial and temporal characteristics of business support structures,
- Technical and organizational

specificities of business support structures,

- Place of women in business support and strengthening the resilience of the entrepreneurial ecosystem.
- Financing models of business support structures and their sources of funding.

3. Participants

- Business Incubators
- Social Entrepreneurs
- Capital providers
- Ecosystem enablers
- Beneficiaries

Appendix 9: Topics of the Working Group during the In-country Restitution Workshop in Cameroon

Group 1

Understanding The Service Offer Proposed by Business Support Structures

1. What Is the Role of Support Structures in The Entrepreneurial Ecosystem Today?
2. How Can We Differentiate Between the Types of Support Structures (Services Offered? Duration Of Support Provided to Companies? Support Model? Etc.)
3. How Do You Interpret the Multiplicity of Services Offered by Business Support Structures?
4. What Are (Should Be) The Missions of Business Support Structures in The Cameroonian Entrepreneurial Ecosystem?

Group 2

Why And how to Collaborate with Business Support Structures in Cameroon?

1. Who Are the Main Actors Supporting Business Development in Cameroon?
2. According to You, What Are the Expectations of The Actors Who Are Involved in Business Support in Cameroon?
3. What Are the Needs of Companies in Cameroon? What Would Be the Contribution of The Support Structures to Meet These Needs?
4. How Can the Performance of Business Support Structures in Cameroon Be Evaluated?

Group 3

Why And how to Strengthen the Influence of Business Support Structures Dedicated to Social Impact in Cameroon?

1. Are the Cameroonian Business Support Structures Influential? If Yes, In What Way? If no, why?

2. Should We Invest in The Professionalization of Business Support Structures in Cameroon?

3. Through What Mechanisms Would Business Support Structures Promote Entrepreneurship, Job Creation and Social Innovation in Cameroon?

4. What Role Does Digital Development Play in Strengthening the Actions of Business Support Structures in Cameroon?

Group 4

Why And how to Support Business Support Structures in Cameroon?

1. What Are the Needs of Business Support Structures in Cameroon?
2. What Are the Main Difficulties Encountered by Business Support Structures in Cameroon?
3. What Policies/Reforms Should Be Considered in Order to Strengthen the Efficiency of Business Support Structures in Cameroon?

4. What Should Be the Strategies to Overcome the Financing Problems?

Appendix 10: Concept note of the first quarterly webinar

Topic: “Increasing the Impact of Business Incubators and Accelerators in Sub-Saharan Africa”

Background

According to a [report](#) published by the International Monetary Fund (IMF) in 2017, the informal economy accounts for between 20 and 65% of the gross domestic product (GDP) of Sub-Saharan African (SSA). This sector represents up to 70% of employment in some countries, i.e., about 80% of total employment for women and 60% for men, most of which are very vulnerable (African Development Bank, 2017). For many years, it has remained omnipresent in both urban and rural areas, employing most of the working population. However, the predominance of informal enterprises in this region of the world is not without effect on the development

of the various countries. It remains a major obstacle to the improvement of the business climate and weakens the position of economies on the international scene, while depriving them of the fiscal resources necessary to carry out structural investments.

To address the many challenges posed by the informal sector and to promote private sector development, Africa needs support to close the gap related to the acknowledged lack of essential skills to enable a business project to become sustainable. This explains the flurry of business incubators and accelerators that have been springing up on the continent for several years. As elsewhere in the world, these business support structures have become almost indispensable. Over the last decade, the number of accelerators and incubators worldwide has increased fivefold, from 560 in 2009 to 2616 in 2018 ([link](#)). Serving the burgeoning start-up ecosystem, first-generation incubators built their service offering around standard start-up support, consisting of office space, mentoring, and networking. At the same time, accelerators addressed the issues of differentiation through investment

and access to technology.

In SSA, Small and Medium Enterprises (SMEs) account for more than 90 per cent of all enterprises, of which 70-80 per cent are micro and very small enterprises. They are the main source of employment and income for Africans, after subsistence farming” ([Tadesse, 2009, p. 17](#)). However, more than 85% of these businesses do not survive the fifth year of operation. In contrast, businesses that go through an incubation process generally have a survival rate of over 80% after five years of operation. Business incubators and accelerators therefore contribute to the sustainability of companies through rigorous professional support, monitoring of management methods and an omnipresent back office for legal, tax and accounting issues. The main stake is to develop an economic model more connected to innovation, and to create value-added wealth. As opposed to business accelerators, which are aimed at already autonomous and well-developed companies seeking to raise funds and increase their growth, incubators offer young

entrepreneurs the opportunity to bring innovative project ideas to fruition and to develop them serenely.

The World Bank and the International Association of Mobile Operators report that Africa now has more than 443 support structures, compared to only ten or so at the beginning of the decade. However, their development remains slow compared to other regions of the world due to several constraints they face. If the importance of these structures, which are booming in Africa, is no longer questioned, it is nevertheless true that they are still mostly very young, isolated, with very heterogeneous levels of professionalism from one end of Africa to the other, and a lack of means or adapted tools. According to Christian Jekinnou, [Coordinator of the Africa Innovation Program](#), "despite their best efforts, the business support structures will not enable the beneficiary entrepreneurs to overcome the main difficulties of their ecosystem and growth. For him, if these structures do not improve their effectiveness, efficiency and do not develop

further, their impact on growth, disruptive innovation and job creation will remain limited.

Aware of the need to address these shortcomings, the Nkafu Policy Institute of the Denis & Lenora Foretia Foundation is organizing the first edition of the Social Entrepreneurship Discussion on the theme: **"Increasing the Impact of Business Incubators and Accelerators in Sub-Saharan Africa"**.

Objectives and key issue

The main objective of this event is to provide a platform for high-level experts to address the requirements for successful development of incubators and accelerators in SSA. The discussion will center around the challenges faced by incubators and accelerators in SSA and the strategies to increase their impact on the economies. Specifically, it will provide an opportunity to:

- Present the stakes and opportunities of business incubators and accelerators for the development of social

entrepreneurship in SSA.

- Present the obstacles for the development of business incubators and accelerators in SSA.
- Increase understanding of the role that business incubators and accelerators can play in promoting social innovation in SSA.
- Develop strategies to increase the impact of incubators and accelerators in specially on the development of private sector.

Venue and date

The discussion is scheduled for **June 29th, 2021, online (via ZOOM)**. This webinar will also be streamed live on the social networks of the Denis and Lenora Foretia Foundation.

Target audience & participation

The audience consists of incubators and accelerators, government representatives, academics, researchers and students, speakers, social entrepreneurs, non-

governmental organizations, civil society, and public representatives etc. It is a unique opportunity to better inform on the reforms needed for SSA Countries to achieve its development by promoting the private sector and social entrepreneurship. In addition, this event will create a platform for professional development and effective policy discourse.

Participation in the event is **FREE**. However, people wishing to participate are requested to register beforehand through the link available on the website of the Denis & Lenora Foretia Foundation.

Proposed Panelists and Moderator

Mr. Nelson Amo, CEO, Innohub
| Executive Director, Ghana Tech Lab | Founder, Accra Angels, Network | President, DT Automated Systems Limited, Ghana, Tel: +2330202407144 Email: nelson.amo@innohub.com.gh

Mrs. Enyonam Kakane, Executive

Director, Impact Investing at Mirepa Capital Ltd, Ghana; Tel: Email: (Waiting for confirmation)

Mrs. Anna Ekeledo, Executive Director of AfriLabs, Tel: +2348149612015; Email: secretariat@afrilabs.com/
ekeledo@afrilabs.com (Waiting for confirmation)

Moderator

Mrs. Fri. L. Asanga, Interim Chief Executive Officer, Denis and Lenora Foretia Foundation, Tel: 670 65 24 81, Email: fasanga@foretiafoundation.org.

Appendix 11: Link to access pictures of events

In-Country workshop in Cameroon

<https://www.flickr.com/photos/foretiafoundation/albums/72157719146363103>

In-Country restitution workshop in Cameroon

<https://www.flickr.com/photos/foretiafoundation/albums/72157719762236693>

Mission to Burkina-Faso

<https://www.flickr.com/photos/foretiafoundation/albums/72157719723989130>

Mission to Ghana

<https://www.flickr.com/photos/foretiafoundation/albums/72157719842152338>

Webinar on “Increasing the Impact of Incubator And Accelerator in Sub Saharan Africa”

<https://www.facebook.com/DenisLenoraForetiaFoundation/videos/2973712379563904/>

Appendix 12: Concept Note for the panel discussion Cameroon

Date: Friday 1st April 2022

Venue: Hotel Mansel, Yaoundé

Time: From 10:00 am (Hybrid Event)

Format: Hybrid Event

4. Background

The Nkafu Policy Institute, a Think tank at the Denis and Lenora Foretia Foundation, in partnership with organizations in Ghana and Burkina Faso, is implementing a 2-year project. Funded by the International Development Research Centre (IDRC), this project is entitled: "Social Entrepreneurship for Sustainable Development in sub-Saharan Africa: Lessons learned from business incubation in Cameroon, Burkina Faso, and Ghana". Its main objective is to map the business incubation practices in these countries and see how these contribute to Sustainable Development Goals (SDGs) 4, 5, 8, 9, 13 and therefore promote social entrepreneurship. Following the in-country restitution workshop

held on 27th August 2021, during which the draft data collection tools were presented to different stakeholders of the entrepreneurial ecosystem, five data collection tools were finalized for business support structures, ecosystem enablers, capital providers, social entrepreneurs and beneficiaries of social enterprises. After collecting data from business support structures, it is deemed necessary to reconstitute the findings and gather feedback to improve on the results.

5. Objective of the event

The main objective of this event is to discuss the findings of the report on social entrepreneurship for sustainable development in Cameroon prepared by the Nkafu Policy Institute. More specifically, it will be a matter of:

- Presenting the analysis of the data collected as well as the findings of the research;
- Discussing the key recommendations made to each stakeholder in the entrepreneurial ecosystem (business support structures,

capital providers, ecosystem enablers, social entrepreneurs and beneficiaries of social enterprises), for the promotion of business support practices that result in SDGs 4, 5, 8, 9 and 13;

- Discussing the key persistent challenges identified, based on responses gathered from the stakeholders during the primary research, and gather responses from the audience about possible remedies that have been tried in their positions;
- Discussing the challenges faced in the conduct of the research, especially with regards to data collection exercise
- Obtaining feedback from the various stakeholders on the best-practice methods and activities for promoting social innovation, and SDGs 4, 5, 8, 9 and 13 impact at scale in Cameroon;

Obtaining feedback from the different stakeholders for an enhancement of business support practices in Cameroon, especially their commitment to the SDGs;

- Collating recommendations from stakeholders on other aspects

of the research that promote the social entrepreneurship ecosystem.

6. Target audience

- Business Incubators
- Social Entrepreneurs
- Capital providers
- Ecosystem enablers
- Beneficiaries

Appendix 13: Concept note for the panel discussion Ghana

Date: Wednesday 6th April 2022

Venue: Innohub premises, Accra

Time: From 10:00 am (Hybrid Event)

Format: Hybrid Event

1. Background

Innohub, in the partnership with the Nkafu Policy Institute, a Think tank at the Denis and Lenora Foretia Foundation, is implementing a two-year (2021-2022) project. Funded by the International Development Research Centre (IDRC), this project is entitled: “Social Entrepreneurship

for Sustainable Development in sub-Saharan Africa: Lessons learned from business incubation in Cameroon, Burkina Faso, and Ghana”. The main objective is to map the business incubation practices in these countries and see how these contribute to Sustainable Development Goals (SDGs) 4, 5, 8, 9, 13 and therefore promote social entrepreneurship. Following the in-country workshop held on 26 November 2021, during which the draft data collection tools were presented to different stakeholders of the entrepreneurial ecosystem, five data collection tools were finalized for business support structures, ecosystem enablers, capital providers, social entrepreneurs and beneficiaries of social enterprises. After collecting data from business support structures, it is deemed necessary to reconstitute the findings and gather feedback to improve on the results.

2. Objective of the event

The main objective of this event is to discuss the findings of the report on social entrepreneurship for sustainable development in Ghana

prepared by the Innohub. More specifically, it will be a matter of:

- Presenting the analysis of the data collected as well as the findings of the research;
- Discussing the key recommendations made to each stakeholder in the entrepreneurial ecosystem (business support structures, capital providers, ecosystem enablers, social entrepreneurs and beneficiaries of social enterprises), for the promotion of business support practices that result in SDGs 4, 5, 8, 9 and 13;
- Discussing the key persistent challenges identified, based on responses gathered from the stakeholders during the primary research, and gather responses from the audience about possible remedies that have been tried in their positions
- Discussing the challenges faced in the conduct of the research, especially with regards to data collection exercise
- Obtaining feedback from the various stakeholders on the best-practice methods and activities for promoting social innovation,

and SDGs 4, 5, 8, 9 and 13 impact at scale in Ghana;

Obtaining feedback from the different stakeholders for an enhancement of business support practices in Ghana, especially their commitment to the SDGs;

- Collating recommendations from stakeholders on other aspects of the research that promote the social entrepreneurship ecosystem.

3. Target audience

- Business Incubators
- Social Entrepreneurs
- Capital providers
- Ecosystem enablers
- Beneficiaries

Appendix 14: Concept note for the panel discussion Burkina-Faso

Date: Friday, April 15, 2022

Venue: Hotel des Conférences, Ouagadougou

Time: From 09h30

Format : Hybrid event

1. Background

Burkina Business Incubator (BBI), in partnership with the Nkafo Policy Institute, Think Tank of the Denis and Lenora Foretia Foundation, is implementing a two-year project (2020-2022) funded by the International Development Research Centre (IDRC). This project, entitled “Social Entrepreneurship for Sustainable Development in Sub-Saharan Africa: Lessons from Business Incubation in Cameroon, Burkina Faso and Ghana”, has as its main objective the analysis of business incubation practices in light of the Sustainable Development Goals (SDGs). Specifically, it consists in mapping the business support structures in the selected countries, and determining whether they contribute to the achievement of the SDGs 4, 5, 8, 9, 13. In this context, BBI organized a restitution workshop on Friday, September 17, 2021, during which the data collected from the business support structures in Burkina Faso were presented to the various stakeholders, with the aim of collecting their comments and

opinions on these data, particularly their conformity with the realities on the ground.

2. Objectives of the event

The main objective of this event is to discuss the findings of the report on social entrepreneurship for sustainable development in Burkina-Faso prepared by the BBI. More specifically, it will be a matter of:

- Presenting the analysis of the data collected as well as the findings of the research;
- Discussing the key recommendations made to each stakeholder in the entrepreneurial ecosystem (business support structures, capital providers, ecosystem enablers, social entrepreneurs and beneficiaries of social enterprises), for the promotion of business support practices that result in SDGs 4, 5, 8, 9 and 13;
- Discussing the key persistent challenges identified, based on responses gathered from the stakeholders during the primary research, and gather responses from the audience about

possible remedies that have been tried in their positions

- Discussing the challenges faced in the conduct of the research, especially with regards to data collection exercise
- Obtaining feedback from the various stakeholders on the best-practice methods and activities for promoting social innovation, and SDGs 4, 5, 8, 9 and 13 impact at scale in Burkina-Faso;

Obtaining feedback from the different stakeholders for an enhancement of business support practices in Burkina-Faso, especially their commitment to the SDGs;

- Collating recommendations from stakeholders on other aspects of the research that promote the social entrepreneurship ecosystem.

3. Targeted public

Business Incubators, Social Entrepreneurs, Capital providers, Ecosystem enablers, Beneficiaries

Appendix 15: Terms of References (Tor) for Mission to Ghana

Mission dates: From February 20, 2022 to February 26, 2022 (*Inclusive of travel dates*)

Purpose of the mission: “Provide technical support to Innohub in the implementation of the social entrepreneurship project in order to achieve the expected results”.

Executed by: Dr. Jean-Cédric Kouam, Deputy Director of Economic Affairs, Nkafu Policy Institute

1. Context of the mission

Since September 2020, the Nkafu Policy Institute has been conducting the Social Entrepreneurship Project in Sub-Saharan Africa: Lessons learned from Cameroon, Ghana and Burkina-Faso, funded by the International Development Research Centre (IDRC). To achieve the objectives of this project, two partners were identified in Ghana

(Innohub) and Burkina Faso (BBI), respectively. Given the progress of this project, it is deemed necessary to conduct a mid-term evaluation of the project, both in technical and financial aspects, with the partner Innohub in Ghana.

2. Objectives of the mission

The main objective of the mission is to provide technical support to Innohub in implementing the project on social entrepreneurship and achieve the expected results. More specifically, it will be a matter of:

- Providing technical support to the Innohub team for data analysis and presentation of results in the country report.
- Reviewing the country report according to the proposed guidelines and update it accordingly
- Discussing the organization of the national panel discussion to be held in Burkina Faso to present

the country report to stakeholders.

3. Actions

- Evaluation of the Country report written by Innohub team in accordance with the Nkafu Policy Institute's expectations.
- Discussion on the organization of the national panel discussion in Ghana to present the country report to stakeholders.

Collection of supporting documents for expenses incurred since the beginning of the project

4. People concerned

- The Innohub staff involved in the implementation of the project.

5. Criteria for the success of the mission

- Travel to Ghana in good conditions

- Availability of the team implementing the project in Ghana
- Good organisation of the activities by Innohub team
- Scrupulous respect of the mission programme.

Appendix 16: Terms of References (Tor) for Mission to Burkina Faso

Mission dates: From February 26, 2022, to March 5, 2022 (*Inclusive of travel dates*).

Purpose of the mission: "Provide technical support to Innohub in the implementation of the social entrepreneurship project in order to achieve the expected results".

Executed by: Dr. Jean-Cédric Kouam, Deputy Director of Economic Affairs, Nkafu Policy Institute

1. Context of the mission

Since September 2020, the Nkafu Policy Institute has been conducting the Social Entrepreneurship Project in Sub-Saharan Africa: Lessons learned from Cameroon, Ghana and Burkina-Faso, funded by the International Development Research Centre (IDRC). To achieve the objectives of this project, two partners were identified in Ghana (Innohub) and Burkina Faso (BBI), respectively. Given the progress of this project, it is deemed necessary to conduct a mid-term evaluation of the project, both in technical and financial aspects, with the partner BBI in Burkina Faso.

2. Objectives of the mission

The main objective of the mission is to provide technical support to BBI in implementing the project on social entrepreneurship in order to achieve the expected results. More specifically, it will be a matter of:

- Providing technical support to the BBI team for data analysis and presentation of results in the country report.

- Reviewing the country report according to the proposed guidelines and update it accordingly
- Working on the policy brief and better plan for the webinar,
- Discussing the organization of the national panel discussion to be held in Burkina Faso to present the country report to stakeholders.

3. Actions

- Evaluation of the Country report written by BBI team in accordance with the Nkafu Policy Institute's expectations.
- Discussion on the policy brief drafted by the BBI team and the webinar planned to disseminate the findings.
- Discussion on the organization of the national panel discussion panel

Burkina Faso to present the country report to stakeholders.

Collection of supporting documents for expenses incurred since the beginning of the project

4. Focal people to work with

- The BBI staff involved in the implementation of the project.

5. Mission success criteria

- Travel to Burkina-Faso in good conditions
- Availability of the team implementing the project in Burkina-Faso
- Good organization of the activities by BBI team
- Scrupulous respect of the mission programme.

Appendix 17: Webinar on the challenges of women-led start-ups in sub-Saharan Africa (Concept note)

Date/Time: November 19, 2021, 3:00-4:30 pm

1) Context

In sub-Saharan Africa (SSA), women represent 50.09% of the total population ([World Bank, 2020](#)) and hold immense potential for technological development and innovation. Among working women, about 27% are entrepreneurs and produce more than 65% of goods and services ([Women in Africa, 2019](#)). While it is true that SSA has more female entrepreneurs than male entrepreneurs, it is worth remembering that many of the businesses started and run by these women are small companies with little opportunity for growth. According to a [2018 study by Rolland Berger](#), nearly 24% of working-age African women

are involved in business creation. However, 80% of jobs among women remain vulnerable (World Bank, 2019). Female entrepreneurship in Africa continues to face real challenges, particularly in the digital field where they remain underrepresented. With regard to the technology industry in particular, a study conducted by Venture Capital for Africa in 2016, indicates that only 9% of start-ups (innovative company with high growth potential and speculation on its future value) in Africa are led by women for a market of more than 700 million internet and mobile users. Genuine engagement of women in this industry would effectively contribute to overcoming a number of socio-economic challenges in this region (GEM Women's Entrepreneurship, report 2017).

2) Objectifs

This webinar aims to address the challenges faced by women in developing a start-up in sub-Saharan Africa. Specifically, it will address:

- Understand the

entrepreneurial process among women in SSA countries.

- Identify the main barriers and obstacles to the development of start-ups, especially those led by women.

Elucidate the roles of other stakeholders in the evolution of women-led start-ups.

- Present the challenges of the development of start-ups led by women for the achievement of the sustainable development goals.

3). Target audience

This event is open and free to all. It specifically concerns entrepreneurs, leaders of business support structures in SSA, officials in charge of promoting entrepreneurship in SSA countries; civil society, leaders of women's associations, academics and students.

Appendix 18: Terms of References (Tor) for Mission to Burkina Faso and Ghana

Mission dates: From 23rd July to 2nd August July 2022 (Inclusive of travel dates).

Purpose of the mission: "Share the findings of the research conducted in Burkina-Faso and Ghana within the framework of the social entrepreneurship project to some selected policymakers and media".

Executed by: Dr. Jean-Cédric Kouam, Deputy Director of Economic Affairs, Nkafu Policy Institute

1. Context of the mission

Since September 2020, the Nkafu Policy Institute has been conducting the Social Entrepreneurship Project in Sub-Saharan Africa: Lessons learned from Business Incubators in Selected Countries. These countries are Cameroon, Ghana and Burkina-Faso. The project funded by the International Development Research Centre (IDRC). To achieve

the objectives of this project, two partners were identified in Ghana (Innohub) and Burkina Faso (BBI). Almost two years after the launching of the project, the Nkafu team and its partners have produced the report of the research conducted in each country. Therefore, it is deemed necessary to share these findings with policymakers, media and, also gather feedback from stakeholders in the entrepreneurial ecosystem and other experts in other sub-Saharan African countries. .

2. Objectives of the mission

The main objective of the mission is to share the findings of the research conducted in Burkina-Faso and Ghana within the framework of the social entrepreneurship project to some selected policymakers and media. More specifically, it will be a matter of:

- Highlighting the differences and similarities on business incubation in Burkina Faso and Ghana as well as their compliance of business support organizations with the SDGs.
- Discussing ways to strengthen

the technical and managerial skills of business support structures in Burkina Faso and Ghana.

- Discussing the key recommendations made to each stakeholder in the entrepreneurial ecosystem (business support structures, capital providers, ecosystem enablers, social entrepreneurs and beneficiaries of social enterprises), for the promotion of business support practices that result in SDGs 4, 5, 8, 9 and 13 in Burkina Faso and Ghana.
- Inviting **2 identified policymakers** respectively in Burkina Faso and Ghana at the International Symposium to be organized in Cameroon on August 26, 2022.

3. People concerned

- The staff involved in the implementation of the project in each country.
- Identified policymakers and media by partners

4. Mission success criteria

- Travel to Burkina Faso and Ghana in good conditions.
- Timely participation of the selected policy makers in Burkina Faso and Ghana in the scheduled meetings

Appendix 19: Restitution workshop-Cameroon (Concept note)

1. Background

Since September 2020, the Nkafu Policy Institute, a Think Tank at the Denis and Lenora Foretia Foundation, in partnership with organizations in Ghana (Innohub LTD) and Burkina Faso (Burkina Business Incubator), is implementing a 2-year project. This project is entitled: "Social Entrepreneurship for Sustainable Development in sub-Saharan Africa: Lessons learned from business incubation in Cameroon, Burkina Faso, and Ghana" and is funded by the International Development Research Centre (IDRC). Its main objective is to map the business incubation practices in these countries and see how these

practices contribute to Sustainable Development Goals (SDGs) 4, 5, 8, 9, and 13; and therefore, promote social entrepreneurship. Following the panel discussions held in the three countries in April 2022, the main findings of which were discussed in each country with stakeholders of the entrepreneurial ecosystem and other experts, the country reports have been updated by the different teams. Therefore, it is deemed necessary to share the combined findings obtained in the selected countries; and also gather feedback from stakeholders in the entrepreneurial ecosystem and other experts in other sub-Saharan African countries.

2. Objective of the event

The main objective of this event is to present the findings of the combined country reports to stakeholders and experts of other sub-Saharan African countries. More specifically, it will be a matter of:

- Highlighting the differences and similarities on business incubation in the selected countries as well as their

compliance with the SDGs.

- Discussing ways to strengthen the technical and managerial skills of business support structures in the selected project countries.
- Discussing the key recommendations made to each stakeholder in the entrepreneurial ecosystem (business support structures, capital providers, ecosystem enablers, social entrepreneurs and beneficiaries of social enterprises), for the promotion of business support practices that result in SDGs 4, 5, 8, 9 and 13 in the selected countries;
- Obtaining feedback from the different stakeholders for an enhancement of business support practices in Burkina Faso, Cameroon and Ghana.
- Collating recommendations from stakeholders on other aspects of the research that promote the social entrepreneurship ecosystem.

3. Expected result of the event

The expected outcome of this event is to rightly inform the different entrepreneurial ecosystem in sub-Saharan Africa and other experts on the difficulties currently encountered by business support organizations in the field as well as on the main strategies to be put in place in order to strengthen their skills and/or their commitment to achieve SDGs.

4. Target audience

Entrepreneurs, Business Incubators, Social Entrepreneurs, Capital providers, Ecosystem enablers, Professional associations, *Community-based organizations (CBOs)*, Non-Governmental Organizations (NGOs), Higher institutions of learning - universities, Vocational schools, Experts, Public personalities

Appendix 20: International symposium (Concept note)

1. Background

As elsewhere in the world, Business support organizations (BSOs) are more and more numerous on the African continent. These organizations are known primarily for providing the structural support that allows new businesses to grow and become financially independent. The main mission of these structures is to support and guide entrepreneurs who need advice on how to structure their project and make it viable, whether they are in the idea phase, a start-up company or already well-structured companies looking to accelerate their growth. In the last decade, sub-Saharan Africa has also witnessed a proliferation of BSOs, and it is hoped that they will play a key role in attaining the United Nations Sustainable Development Goals (SDGs), especially with regards to gender equality and the promotion of sustained and inclusive economic growth. Yet, the effectiveness and impact of these business support organizations remain largely unexplored. Likewise, their

role in accelerating the economic transformation of Africa seems hard to be established.

Since September 2020, the Nkafu Policy Institute, a Think Tank at the Denis and Lenora Foretia Foundation, in partnership with organizations in Ghana (Innohub LTD) and Burkina Faso (Burkina Business Incubator), is implementing a 2-year project. This project is entitled: “Social Entrepreneurship for Sustainable Development in sub-Saharan Africa: Lessons learned from business incubation in Cameroon, Burkina Faso, and Ghana” and is funded by the International Development Research Centre (IDRC). The main objective of this project is to map the business incubation practices in the selected countries and see how these practices contribute to Sustainable Development Goals (SDGs) 4, 5, 8, 9, and 13; and therefore, promote social entrepreneurship.

2. Objective of the International symposium

This event aims to present general report of the research to the stakeholders. It will also serve as a

forum for the Nkafu Policy Institute, its partners in Burkina Faso and Ghana, to discuss the way forward.

3. Expected results of the event

At the end of this event, the following key outcomes are expected to be achieved:

- The link between business support organizations and the ecosystem for innovation and science in sub-Saharan Africa is established, with evidence on what works and what needs to be improved/modified for sustainable scaling.
- The current challenges faced by business support structures in achieving the set objectives are critically assessed in each selected country.
- Weaknesses in current practices and the impact of the cultural and institutional environment identified in the selected countries.
- An in-depth and evolving research project across sub-

Saharan African countries on business incubation practices and the achievement of the SDGs is initiated.

4. Participants

Project sponsor

- ☐ The International Development Research Centre (IDRC)

Project partners

- ☐ 3 invitees per country (2 from the partner organizations, 1 from the public sector)

State representatives in Cameroon

- ☐ Ministry of Scientific Research and Innovation.
- ☐ Ministry of Small and Medium-sized Enterprises, Social Economy and Handicrafts.
- ☐ Ministry of Women's Empowerment and the Family.

Ministry of Higher Education.

- ☐ Ministry of Finance.
- ☐ Ministry of Youth Affairs and Civic Education.

Other stakeholders

- ☐ Entrepreneurs
- ☐ Business support organizations
- ☐ Social Entrepreneurs
- ☐ Capital providers
- ☐ Ecosystem enablers/policy makers
- ☐ Professional associations
- ☐ *Community-based organizations (CBOs)*
- ☐ Non-Governmental Organizations (NGOs)
- ☐ Higher institutions of learning - universities
- ☐ Vocational schools
- ☐ Experts
- ☐ Public personalities
- ☐ Medias

Appendix 21: Links & photos to access some articles published by Media during the implementation of the project

MEDIAS	TYPE OF MEDIA	LINKS	EVENTS
Panafricanvisions	Online	https://bit.ly/3QliLLC	Panel discussion
Journal du Cameroun	Online	https://bit.ly/3RCwgHy	Panel Discussion
Journal du Cameroun	Online	https://bit.ly/3RCwgHy	Restitution Workshop
Panafricanvisions	Online	http://bit.ly/3ATFt7X	International symposium
Journal du Cameroun	Online	https://bit.ly/3qb6WNd	International symposium
Pan Eco Media	Online	https://bit.ly/3qiMKci	International symposium
Amplitude FM	Radio	https://bit.ly/3TJpOAJ	International symposium
Radio Siantou	Radio	https://bit.ly/3KR1Y1C	International Symposium
CRTV National Station	Radio	https://bit.ly/3x4GhFT	International Symposium

THE POST NEWSPAPER- INTERNATIONAL SYMPOSIUM

Unmet Needs Of Africans Is Root Cause Of Inequalities, Societal Conflicts – Foretia Foundation Chair

By NFORMI SONDE KINSAL

The Board Chair Person of the Denis & Lenora Foretia Foundation, Jane Mbonde, has stated that the many unmet needs of the African population is the root cause of inequalities and societal conflicts that the continent continues to face.

She made the statement while addressing participants on zoom at a physical and hybrid international symposium during a presentation of the results of a study on "social entrepreneurship for sustainable development in Sub-Saharan Africa: Lessons learned from business incubation in selected countries."

The study carried out by the Nkafu Policy Institute of Denis and Lenora Foretia Foundation was funded by the Canadian-based International Development Research Centre, IDRC.

The event, which took place at the Yaounde Djeuga Palace Hotel on August 26, saw highlights of the research results of selected countries: Cameroon, Burkina-Faso and Ghana; presented to the public.

In a keynote presentation, Jane Mbonde hailed all the stakeholders of the project and stated that it enabled them to identify the key obstacles and constraints faced by social enterprises in the three countries, while implementing their social missions as well as mapping out the business incubation practices in the said countries.

"We are really now in a position to say whether and how these practices contribute to the achievement of the Sustainable Development Goals, SDGs," she declared.

On the importance of the study, Mbonde said it offers avenues in the field of social enterprise support in the selected countries in the sense that it contributes to helping the action of entrepreneurs and existing support structures.

"It provides a very clear picture of the evolution of support practices for



Key actors of the IDRC-funded study responding to questions from the press

social impact enterprises with evidence of what works and what needs to be improved upon or modified to successfully scale up the innovative ideas.

"The study also provides key information on the difficulties currently encountered on the field as well as on the weaknesses of the current practice and the integration of the realities to the local cultural environment. This could, considerably, as you all know, increase the chances of success of future projects aimed at supporting business support structures across the continent," she stated.

Maintaining that the results achieved and the recommendations made to the various and each actor of the entrepreneurial ecosystem in the three countries, she said the symposium was an opportunity to discuss the way forward on how to strengthen collaboration between

actors so as to attain global goals set for 2030; make significant progress in the 2063 agenda of the Africa we want or we must have.

She observed that the event was being held at the moment Africa is facing major challenges and there is, therefore, the need to really act together to address the unmet needs of the African population.

Speaking on behalf of the Minister of Small and Medium Size Enterprises, the Inspector of Service No 1, Nathan Ntanan, told reporters that social entrepreneurship will serve as a lever to Cameroon's development at a time when they are talking about import substitution. He said the implementation of the National Development Strategy, NDS30, is ongoing and, since no country can develop in isolation, he was pleased that the study also brought in partners and friendly countries like Burkina-Faso and Ghana.

"We strongly believe that working together and uniting our efforts can help us implement different strategies towards sustainable development of the countries," he remarked.

Ntanan said the greatest problems of enterprises is not capital but the acquisition of knowledge, reason for government's option to set up, technically and financially support incubation centres to strengthen capacities of startups. Talking about the Edea incubation centre that, according to him, is a reference in the Central Africa sub-region, he said such an approach would reduce the high mortality rate of enterprises.

The Canadian High Commissioner to Cameroon, HE Richard Bale, held that the study should help governments of the selected countries to focus on not-for-profit social entrepreneurs whose main objective is to have a positive impact on society.

He said it was important the study highlighted that part of entrepreneurship ecosystem. He said there are other donor agencies that fund projects but the IDRC is the only research institution that supports studies in the social entrepreneurship domain and hopes the results would assist governments in the elaboration of development policies.

The main findings and policy recommendations of the study were presented by the Deputy Director of Economic Affairs at the Denis & Lenora Foretia Foundation, Dr. Jean Cedric Kouam.

Other speakers included representatives from Cameroon's Ministries of Scientific Research and Women Empowerment and the Family; Mahamoudou Zan and Soulamane Konkobo – all of Burkina-Faso; and Abigail Swad Laryea and Thomas Wiedu – both of them from Ghana.

THE GUARDIAN POST- INTERNATIONAL SYMPOSIUM

Survey reveals insufficient funding main obstacle to dev't of social enterprises

By Macwalter Njapteh

Insufficient funding has been identified as one of the main obstacle of the development of social enterprises in Cameroon.

This has been revealed by a study carried out in Cameroon, Ghana and Burkina Faso as part of a research project entitled "Social entrepreneurship for sustainable development in sub-Saharan Africa: lessons learned from business incubation in Cameroon, Ghana and Burkina Faso".

The findings of the research project, sampled between August and September 2021, was revealed to the public during a recently held international symposium in Yaounde.

The project, spearheaded by the Nkafu Policy Institute of the Denis and Lenora Foretia Foundation, was funded by the Canadian institution, International Development Research Centre, IDRC.

The study revealed that difficulties in accessing funding and the lack of qualified and competent staff and consultants are the two main challenges faced by social enterprises in the three countries.

It was revealed that 52% of



Cross view of participants during international symposium in Yaounde

social enterprises in Cameroon identified the lack of funding as the main obstacle to the development of their activities while 41% in Cameroon cited the lack of qualified staff as their main constraint.

The funding constraints and lack of qualified staff and skills have limited the promotion of social innovation in the ecosystem in spite of the several social problems faced by the country.

Despite the entrepreneurial spirit and potential of Cameroon like-

wise the other countries, very few entrepreneurs have the means to create businesses to solve a social or environmental problem. Most of the existing social enterprises are said to be in the informal sector, very small and vulnerable.

In addition, the role of social enterprises in the development of sustainable and inclusive societies was said to still be little known to many actors in the entrepreneurial ecosystem in Cameroon.

The research equally revealed

the need to strengthen the understanding of social enterprises and business support structures with regard to the SDGs and their targets. The business support structures sampled in Cameroon and the two other countries do not have a sufficient grasp of the SDGs or their targets. However, their objectives and missions refer to some of the SDGs, including those selected for this research (4, 5, 8, 9 and 13).

Business support structures in the concerned countries are domi-

nated by incubators and accelerators which represent 61% of the business support structures surveyed in Cameroon; 56% in Burkina Faso and 53% in Ghana. They support social enterprises by providing training, business networking and consultancy services, amongst others.

It is worth noting that the research aimed at mapping business support practices in the country and to see if and how they contribute to the achievement of UN SDGs 4, 5, 8, 9 and 13. It focused on; the link between business support and the ecosystem for innovation and science; the relationship between business creation and SDGs 4, 5, 8 and 13; the process of upgrading businesses with a particular focus on success and failure factors and an analysis of the role of public policies and the generalization of best practices observed at national level. In the light of these SDGs, the question is whether business support should be tailored to the specific needs of the targeted sector or a single size of business and also show evidence that business support enables businesses to be more focused on the SDGs.

CAMEROON INSIDER – INTERNATIONAL SYMPOSIUM

New Recommendations To Save Social Entrepreneurs

Lessons from some business incubators in Burkina Faso, Ghana and Cameroon were shared at an international symposium last Friday in Yaounde

Isaac GENNA FORCHIE

The Nkafu Policy Institute of the Denis and Lenora Foretia Foundation has presented results of a two-year study on Social Entrepreneurship for Sustainable Development in Sub Saharan Africa. The results are lessons learned from the study were presented at an international symposium in Yaounde last Friday, August 26, 2022. The findings indicate that over 52 per cent of social entrepreneurs in the three countries lack adequate funding to implement their business ideas. Another significant quota of the target population has demonstrated that the lack of professionally trained personal has contributed to holding them down.

To turn the situation around, the research institute has called on social entrepreneurs to get informed and updated regularly on the trends in the sector, and to also desire and seek funding as there are many funding opportunities out there. "They just need to meet some minimum requirements," the researchers say. Three key headings have been tabled

for capital providers. First, they have to readapt their funding offers to meet local realities. The study also proposes that funders could open up more to network with other support structures and at the same time, advocate for more women to get into the fold.

For governments, lessons from the three countries suggest that they take more advantage of the services provided by business support structures. Same time, they are urged, in the authorisation process, to define a roadmap - stipulating the conditions for operation, running and development of different enterprises support structures. Speaking at the event, the Inspector General at the Ministry of Small and Medium-sized Enterprises, Ntanan Nathan said the lessons are far reaching. "No country today can develop as an island. Bringing together partner and friendly countries like Ghana and Burkina Faso which are going through the same issues, great lessons can be tapped to develop our system," he said.

"We believe that coming together and uniting our efforts and our capacities can only go to help us as we work towards the development and sustainability of our social entrepreneurship sector," he added. He also mentioned



Social entrepreneurs and other actors from Burkina Faso, Ghana and Cameroon immortalised the event

Cameroon's incubation centres saying the greatest need of Cameroon's entrepreneurs is not financial but the lack of skills. "The incubation centres are there to build their capacities and make sure that job creators are created. And we are there to support the incubators," Ntanan Nathan added. This study was funded by the Canadian International Development Research Centre. And that is why the country's High Commissioner to Cameroon, Ri-

chard Bale, personally attended and sounded hopeful on the impact the study is going to create.

"International Development Research Centre is funded by the government of Canada but it is an independent agency and its mandate is to develop the research capacities of developing countries," the Canadian High Commissioner to Cameroon explained. "This project with the Nkafu Policy Institute to my mind, is one of the

more interesting project that they have funded for the time that I have been here," Richard Bale added.

Presenting the bigger picture, the Lead Researcher, Dr Jean Cedric Kouam said: "Most of the business support structures on the field do not have a good understanding of social entrepreneurship and SDGs. That's why we want actors in the social entrepreneurial system to collaborate and share knowledge," Dr Kouam said.

52% des entreprises ont des problèmes de financement

Economie sociale et solidaire. Le Symposium international sur l'entrepreneuriat social pour le développement durable en Afrique subsaharienne tenu à Yaoundé ce 26 août 2022 a permis aux experts camerounais et ceux venus du Ghana et du Burkina Faso de trouver des solutions.



Yaoundé, le 26 août 2022. Les participants au symposium international par la Fondation Denis et Lenora Foresté sur l'entrepreneuriat social à l'Issue des travaux

Des experts venus du Ghana et du Burkina Faso se sont retrouvés avec ceux du Cameroun à l'Institut de développement durable (IDD) et donc de promouvoir l'entrepreneuriat social. Et dans ce domaine, ces trois pays ont les mêmes problèmes. Les stratégies que les uns et les autres se partagent ce 26 août 2022, peuvent être un début de solution pour développer l'entrepreneuriat social et solidaire. L'un est convaincu que les recommandations issues du Symposium international sur l'entrepreneuriat social pour le développement durable en Afrique subsaharienne laissent l'incubation des entreprises dans les pays « seront un début de solution. La problématique du financement des entreprises de l'économie sociale et solidaire a été posée au cours de ce symposium organisé par la Fondation Denis et Lenora Foresté. Les leçons tirées de l'incubation d'entreprises au Cameroun, au Burkina Faso et au Ghana avec le financement du Centre de recherches pour le développement international (CRDI) : il est question avec ce projet, de cartographier

les pratiques d'incubation d'entreprises des ledits pays et de voir comment ces pratiques contribuent au Développement durable (ODD) et donc de promouvoir l'entrepreneuriat social. L'objectif de ce symposium était de présenter les résultats de la recherche aux parties prenantes. Ce qui a permis de discuter sur le rôle à jouer pour renforcer l'efficacité des structures d'accompagnement des entreprises et leur engagement à contribuer à la réalisation des ODD dans ces différents pays. Des résultats principaux des études qui nous avons menées, il ressort que les entreprises sociales font face à un véritable problème de financement. Plus de 52% des entreprises sociales interrogées au Cameroun ont identifié un problème de financement comme un obstacle majeur au développement de leurs activités. Ce résultat coïncide avec ce qui existe dans la littérature de la plupart des entreprises subsahariennes font face aux problèmes de financement », a indiqué le Dr Jean Cédric Kouam, le responsable de la division des affaires écono-

miques de Nkafu Policy Institute. L'autre constat l'attachement du personnel utilisé dans l'entrepreneuriat social. « Nous avons également trouvé que les entreprises sociales n'ont pas de personnes qualifiées. Parce que pour accompagner les entreprises qui ont des difficultés, il faut véritablement avoir un personnel de qualité et qualifié. Donc, il y a un problème de qualification et de compétence au sein des entreprises », a-t-il précisé. Des solutions pour soutenir le développement de l'entrepreneuriat social ont été alors évoquées. Ce qui nous intéresse aujourd'hui, c'est de savoir que quelque chose est fait sur le terrain mais, il faut un renforcement des capacités. Il faut renforcer les capacités des entreprises sociales ; renforcer les capacités des structures d'accompagnement ; faciliter la collaboration entre les fournisseurs des capitaux des structures d'accompagnement pour que ces structures d'accompagnement puissent vraiment accompagner les entreprises dans la mission sociale qu'elles se sont fixée », a déclaré le Dr Jean Cédric Kouam.

Achille Chountia

La Sosucam lance la dématérialisation des actions

Propriétaires. La Société sucrière du Cameroun (Sosucam), au capital de 27,5 milliards de FCFA, vient de lancer le processus de dématérialisation des actions détenues par ses propriétaires afin de se conformer à la loi.

Dans le cadre de la procédure de dématérialisation des titres nominatifs d'actions, la Sosucam invite l'ensemble de ses actionnaires, détenteurs de titres d'actions, à se manifester auprès de l'entreprise, au plus tard le 30 septembre 2022, pour les restituer », explique l'entreprise qui contrôle environ 70% du marché du sucre au Cameroun. Elle précise qu'en contrepartie, la Sosucam s'engage à délivrer à chaque actionnaire, qui aura procédé à la restitution de ses titres, une attes-

tat de propriété concernant sa participation au capital en mentionnant les références des titres le nombre d'actions. Facile de quoi, lesdits titres qu'ils détiennent seront considérés comme étant « dématérialisés » et les droits attachés à ces actions seront suspendus. La dématérialisation des valeurs mobilières a été instituée par une loi en 2014. D'après ce texte, les valeurs mobilières, c'est-à-dire les actions (parts du capital social d'une entreprise qui donnent droit à des dividendes et

au pouvoir de voter en assemblée) ou les obligations (titre de reconnaissance de dette), doivent être sous forme électronique. Les détenteurs de valeurs mobilières sous la forme papier disposent de 4 ans pour les transformer. En mai 2021, Caisse autonome d'amortissement (CAA), dépositaire central au Cameroun, a annoncé qu'elle va engager la vente forcée de titres non dématérialisés dès le second semestre 2021.

F.E

Réactions

« Un levier pour le développement »

Nathan Ntamen, représentant du Minpmea (Inspecteur n°1)

L'entrepreneuriat social est un concept qui commence à gagner du terrain. Pas seulement au Cameroun, mais un peu partout en Afrique et dans le monde. C'est un type d'entrepreneuriat qui donne la priorité à l'homme, beaucoup plus qu'au capital. Là où l'homme est mis au centre des affaires, c'est le développement social qui donne la situation difficile que traverse notre pays, nous pensons qu'on se qui concerne ce type d'entrepreneuriat, c'est ce qui va servir comme levier pour le développement de notre pays. Surtout au moment où nous sommes en train de parler d'import-substitution, c'est en réunissant toutes nos forces, toutes nos capacités que nous réussirons à donner le pion à ces difficultés que traverse notre pays. Nous ne pouvons pas que maintenant, nous sommes en train de parler de la SND30 qui, pour nous, et j'en suis sûr, met en place ce concept



d'import substitution. Ici chez nous, ce sont les Organisations de l'économie sociale qui portent cette idée de l'économie sociale et nous pensons qu'avec un symposium comme celui-ci qui a organisé la Fondation Denis et Lenora Foresté, nous allons avancer et nous allons remettre ensemble nos réflexions pour évoluer petit à petit pour le développement de notre pays.

« Le secteur de la recherche »

Richard Bale, Haut-Commissaire du Canada au Cameroun

C'est le CRDI qui a financé ce projet. Il n'y a pas d'autres financements de la recherche dans ce secteur. La recherche est importante, parce qu'elle peut aider et financer le Gouvernement dans l'élaboration de ses politiques. Donc, il n'est pas question d'écarter le secteur de la recherche. Dans toutes les activités, il est bien d'élaborer les politiques et de les appliquer. Mais, avant de faire cela, il faut créer des politiques et pour cela, on n'a pas besoin de faire la recherche pour qu'on sache que les politiques concrètes sont les meilleures.

Propos recueillis par A.C



Le Pad recherche des investisseurs

International. Une délégation du Port Autonome de Douala se rend cette semaine à Dubaï aux Emirats Arabes Unis pour une visite économique.

Composée des Directeurs des Infrastructures opérationnelles et certains membres du Conseil d'administration, la PAD recherche des investisseurs du secteur maritime et portuaire. Il présentera ainsi sa banque de projets comprenant la rénovation et la modernisation des infrastructures et superstructures ainsi que l'ambitieux projet d'extension de Maroka. Au-delà, il est prévu une formation en RSE et Compétitivité portuaire. Précisons que le Port Autonome de Douala est le 1er Port africain Certifié ISO 26000 (niveau avancé). Le port de Douala, deuxième port à conteneurs le plus performant de la Camac en 2021, selon l'indice mondial de performance des ports à conteneurs, permet de desservir les États voisins du Tchad et de République centrafricaine. Le port est doté d'une capacité annuelle de trafic de 15 millions de tonnes de marchandises, 26

quels d'accostage sur 5,5 km de long, une superficie de 400 ha ; 11 terminaux spécialisés ; 16 entrepôts ; 65 ha de terre-pleins ; 25 km de voies ferrées et 20 km de routes bitumées. C'est aussi le 1er port africain certifié ISO 26000 (niveau avancé), une certification obtenue pour les entreprises qui font preuve de responsabilité sociale. Le projet d'extension du port de Douala hors de la zone industrielle de Bonabéri est en position d'appel 2020. Le PAD prévoit de le mettre en œuvre dès 2030. Il prévoit la construction d'un avant-port à Maroka, situé à 35 minutes au large du port de Douala, la capitale économique du Cameroun. L'autorité portuaire est aussi engagée dans le renouvellement et la réhabilitation des infrastructures du port existant.

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LE JOUR – INTERNATIONAL SYMPOSIUM

THE GUARDIAN POST – RESTITUTION WORKSHOP

Experts say social entrepreneurship crucial component in fostering growth

By Macwaller Njapleh Kejo

Experts have advanced that social entrepreneurship is a crucial component in fostering growth of a country.

They were speaking during a one-day restitution workshop on social entrepreneurship organised in Yaounde. The workshop took place Friday, July 22.

The hybrid event which is an initiative of the Nkafu Policy Institute, a Think Tank at the Denis and Lenora Foretia Foundation, is part of a project entitled: "Social Entrepreneurship for Sustainable Development in sub-Saharan Africa: Lessons learned from business incubation in Cameroon, Burkina Faso, and Ghana".

The two-year project is funded by the International Development Research Centre, IDRC and implemented in Cameroon, Ghana and Burkina Faso with Innohub Ltd (Ghana) and Burkina Business Incubator (Burkina Faso) as implementing partners.

The Chief Executive Officer of Denis and Lenora Foretia Foundation, Fri Asanga noted that, though social entrepreneurship is a new concept in Cameroon and most countries of the sub-Saharan Africa, it is a crucial component in facilitating growth especially in the social sector of a country.

"Looking at the fact that entrepreneurship is key to poverty alleviation in the sub-Saharan Africa, social entrepreneurship has the specificity of resolving issues that are pertinent to our society," the Foretia Foundation CEO indicated.

According to Asanga, the project whose findings are multidimensional is geared at promoting social entrepreneurship in order to get maximum impact.

"One of the key things that we found out was the business incubation or support structures. Our research was focus on how to see if the business incubation that are existing has a link or impact with social enterprises, how are they performing and what needs to be done to improve their performances and even have the impact on these social enterprises," she said.

"We also went further to look at the ecosystem. Notably the key actors in the ecosystem, the regulatory framework, the programmes in place and impact of these programme as well as recommendation to government in order to improve the overall ecosystem," the Foretia Foundation CEO reiterated.



Experts during panel discussion moderated by Foretia Foundation CEO



Expert, participants in group photo after restitution workshop

Meanwhile, the research in Ghana, revealed that women's engagement in business support structures has improved significantly over the years.

The Chief Operation Officer of Innohub Ltd, Thomas Wiredu, said "we discovered that women are becoming more involved in the business support ecosystem and they play diverse roles. There are more women who have founded business support structures or incubators. There are women that are also leading business support structure in Ghana compared to about a decade ago which was negligible".

While explaining that the current trend of women's engagement in business support structures is likely to increase, Wiredu asserted that: "We also found out that women led support structures actually support more women-led entrepreneurs."

This shows that women are encouragement to other women to become entrepreneurs in Ghana".

On his part, the Chief Executive Officer of Burkina Business Incubator, Soulamane Konkobo stressed that "the key finding we had in Burkina Faso is that, though support structures declare that they work to achieve the SDGs, this is not formal in the way of doing. They did not track impact but only tried to link one or two SDGs to their actions".

He however, said the research project was highly welcomed in Burkina Faso given its importance to the sector.

"We saluted this research because it came to investigate a concept that was barely known even if it was practised. As a business incubator this has even enticed me to better look at that aspect of business," he added.

The project which began in September 2020 has as main objective to map the business incubation practices in these countries and assess the contribution of these practices to the SDGs 4, 5, 8, 9, and 13 and promote social entrepreneurship.



SSA SOCIAL ENTREPRENEURSHIP

Projet l'entrepreneuriat social pour le développement durable en Afrique subsaharienne : leçons tirées des pratiques d'incubation au Burkina Faso, Cameroun, et au Ghana conduit par le Nkafu Policy Institute entre septembre 2020 et août 2022 grâce au soutien et aux conseils du Centre de recherches pour le développement international (CRDI) .

Nkafu Policy Institute (www.nkafu.org)

