







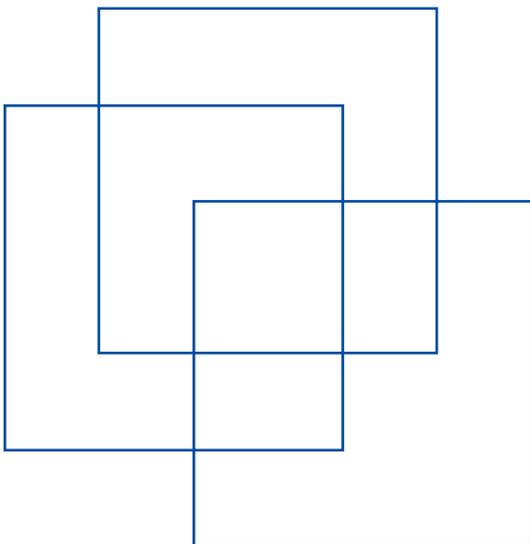
International  
Labour  
Organization

# Towards an Effective SME Promotion Agency

Policy Brief

Authored by:  
Simon White

JUNE 2017



**Copyright © International Labour Organization 2017**

First published (2017)

Publications of the International Labour Office enjoy copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, short excerpts from them may be reproduced without authorization, on condition that the source is indicated. For rights of reproduction or translation, application should be made to ILO Publications (Rights and Licensing), International Labour Office, CH-1211 Geneva 22, Switzerland, or by email: [rights@ilo.org](mailto:rights@ilo.org). The International Labour Office welcomes such applications.

Libraries, institutions and other users registered with a reproduction rights organization may make copies in accordance with the licences issued to them for this purpose. Visit [www.ifrro.org](http://www.ifrro.org) to find the reproduction rights organization in your country.

---

**Towards an Effective SME Promotion Agency**

ISBN: 978-92-2-130179-0 (print)

ISBN: 978-92-2-130180-6 (web pdf)

**Also available in Arabic: نحو تعزيز دور فعال لجهاز تنمية المشروعات الصغيرة والمتوسطة**

ISBN: 978-92-2-630707-0 (print)

ISBN: 978-92-2-630708-7 (web pdf)

---

The designations employed in ILO publications, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the International Labour Office concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.

The responsibility for opinions expressed in signed articles, studies and other contributions rests solely with their authors, and publication does not constitute an endorsement by the International Labour Office of the opinions expressed in them.

Reference to names of firms and commercial products and processes does not imply their endorsement by the International Labour Office, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval.

Information on ILO publications and digital products can be found at: [www.ilo.org/publns](http://www.ilo.org/publns).

For ILO Cairo Office's publications:

9 Dr Taha Hussein Street, Zamalek, Cairo, Egypt

Tel: (+022) 27 350 123

Website: [www.ilo.org/cairo](http://www.ilo.org/cairo)

Printed in Egypt

## Table of Contents

---

<b>Foreword</b>	<b>5</b>
<b>1. Executive Summary</b>	<b>6</b>
<b>2. Description of policy challenges</b>	<b>6</b>
<b>3. Policy options to address the challenges</b>	<b>6</b>
3.1 Agency Mandate	6
3.2 Institutional structure	7
3.3 Agency target groups	8
3.4 Operational arrangements	9
3.5 Programmes and services	10
<b>4. Conclusions and recommendations</b>	<b>12</b>
<b>5. Further reading and resources</b>	<b>14</b>



## Foreword

---

The Development of small and medium-sized enterprises (SMEs) through the promotion of sustainable enterprises has long been an ILO priority. The ILO has adopted recommendations, conclusions and resolutions on enterprise development and SME promotion. These include the Job Creation in Small and Medium-Sized Enterprises Recommendation, 1998 (No. 189), the Conclusions concerning the promotion of sustainable enterprises adopted at the 96th Session of the International Labour Conference 2007, and the Resolutions concerning small and medium-sized enterprises and decent and productive employment creation submitted for adoption at the 104th Session of the International Labour Conference 2015.

Small and medium-sized enterprises make crucial contributions to job creation and income generation. Therefore, the promotion of SMEs has been a key area of intervention for the ILO. Its advisory services on SME policies are in high demand among ILO member countries. This demand has become even stronger in recent years in view of the major employment challenges in many developing, emerging and developed countries. Many international agencies are working on SME promotion, and the ILO is perceived as an important partner. It provides added value because of its focus on both the quantitative and qualitative aspects of employment creation and the fact that it serves constituents that provide a large potential outreach.

Despite the internationally recognized importance of SMEs, they still face major challenges in Egypt and many developing countries today. The challenges of business entry, survival and growth are often substantial. The poor access to financial resources and lack of capacity to handle complex business management issues as well as a complicated and bureaucratic environment present major obstacles. As a result, there is an urgent and continuous need to improve the different elements that make up a good entrepreneurial climate.

Egypt is increasingly recognizing the importance of SMEs in job creation and economic development, to properly address the needs of SMEs at national level, the Egyptian Prime Minister issued a Decree (No. 2017/947) to establish an Agency for Micro, Small and Medium Enterprise Development, which aims to 'draw up a national programme for the development and upgrading of enterprises; securing the necessary favourable environment for their encouragement; motivating citizens to enter the labour market via these enterprises; spreading and fostering the culture of entrepreneurship, research, creativity and innovation; and coordinating the efforts of all the entities concerned in this field.

In order to sustain and enhance the role of SMEs agency, it should operate within an environment which positively promotes the institutional and regulatory framework in which they can prosper. This policy brief provides practical guidelines for policy makers on how best to review and establish strategic plans to the process of SME development agency.

I thank the governmental institutions, international organizations and private sector representatives for their excellent partnership and expert contributions in providing advice and guidance for the preparation of this policy brief.

**Peter van Rooij**

**Director**

**ILO Decent Work Team for North Africa/Cairo**

## 1. Executive Summary

---

Small and medium-sized enterprises (SMEs) are a major source of job creation. To support economic growth, innovation and job creation, many governments have established specific support agencies to support the start-up and expansion of SMEs. These vary greatly in terms of their institutional structure, mandate, operational arrangements, and the range of programmes and services they provide.

There is no single blueprint for success with an SME development agency. The most effective agencies reflect the political, legal, social, and cultural context, and are based on an objective diagnosis of the SME sector, including a mapping of all other public, private and community service providers. However, there are lessons to learn from the experiences of other agencies and good practices to emulate.

On 24 April 2017, the Prime Minister of Egypt issued a Decree (No. 2017/947) to establish an Agency for Micro, Small and Medium Enterprise (MSME) Development. This Policy Brief has been prepared to synthesise international best practice in the establishment of a national SME development agency and to use this to provide recommendations for the Government of Egypt in its own agency.

## 2. Description of the policy challenges

---

Available empirical evidence shows that SMEs are a major source of job creation (see ILO 2015). Because of this, and because of the often-high levels of enterprise failure experienced among new enterprises, many governments and their social partners are eager to support the development of SMEs. Governments have a long tradition of creating public or semi-public SME promotion agencies that coordinate and provide SME development support services. Some agencies have succeeded in delivering demand-driven and appropriate services; others have developed a relatively poor reputation of being bureaucratic or supply-oriented entities that do not offer quality services based on the needs of SMEs. Thus, there are a number of key features to consider in the design and management of SME development agencies:

- Creating a business-like, market oriented organisation that responds to the specific needs, constraints and opportunities facing the SME sector.
- Defining clear target groups within the broader SME sector and develop tailored programmes and services.
- Defining a sustainable method of programme and service delivery that recognises and monitors changes in the market systems SMEs and other support agencies and actors operate within.
- Establishing a robust monitoring, evaluation and results measurement system, which measures the agency's performance and broader impact.

In Egypt, the Agency for MSME Development has been formed through the transformation and merger of a number of existing agencies. This requires careful change management to ensure all staff involved in these agencies are informed of changes, as required, and involved in the process of defining new programmes and services.

## 3. Policy options to address the challenges

---

### 3.1 Agency mandate

There are many mechanisms government can use to create an agency with relevant powers and authority, depending on the legal and political system of the country. In some cases, a presidential or prime ministerial decree is used; in other cases a legislative instrument passed by the parliament is required. It is important to ensure the agency has a clear mandate and appropriate powers and authority, along with clear lines of reporting, whether to the government through a minister or council.

While the general mandate of an agency may be to development the SME sector, it is also important for the founding decree or law to clearly define the purpose of the agency and how it will account for its performance. Some of the more common mandates and objectives of SME development agencies include:

- Increase the number of SME start-ups.
- Improve SME survival rates.
- Speed up SME growth.
- Encourage the development of SMEs in strategic sectors and clusters;
- Promote entrepreneurship and innovation.
- Improve the volume and quality of SME employment.

In many cases, the more detailed dimensions of an agency mandate may be defined by the agency itself through the formulation of a time-bound strategic plan.

ILO (2016) recommends that the objectives of an agency should be in line with the long-term national economic policy, based on a needs analysis, which should also be a part of the founding law or decree. Thus, agency objectives should also be aligned with those of other relevant support organisations.

While not directly related to the creation of an SME development agency, it is also important to clearly define what is meant by an SME. If other legislation defining the enterprise sector exists, then the founding instrument should refer to this. Otherwise, it should clearly describe the kind of enterprise the agency has been formed to assist. This discussion also concerns target groups, discussed below.

### Egypt: Agency Mandate

In Egypt, the Prime Minister's Decree has established Agency for MSME Development. This provides the relevant mandate, authority and powers for the proposed agency. The Decree also outlines the roles and responsibilities of the Board and the strategic functions of the agency in the national enterprise system. The creation of the agency is consistent with the approach outlined in the draft MSME and Entrepreneurship National Strategy (2022-2017). This strategy also defines MSMEs.

The agency is the responsible body for the development of MSMEs and entrepreneurship 'either directly or through coordinating the efforts of non-governmental entities and societies and initiatives' or through the structures the agency establishes or participates in. The agency is empowered to 'draw up a national programme for the development and upgrading of enterprises; securing the necessary favourable environment for their encouragement; motivating citizens to enter the labour market via these enterprises; spreading and fostering the culture of entrepreneurship, research, creativity and innovation; and coordinating the efforts of all the entities concerned in this field'.

The agency is created through the amalgamation and realignment of existing national agencies. Thus, as the agency is not created from scratch, there is a need to assess the mandates of these agencies and develop a plan to guide transformation of these agencies, their relevant programmes and staff into the new agency structure.

## 3.2 Institutional structure

Around the world, SME development agencies exhibit a range of institutional structures. In some cases, an agency may simply be a unit within a government ministry, where staff are public officials reporting to the minister. In other cases, an agency may be more independent from government. The agency may be an autonomous body, run by a council or board, receiving funds from government as well as from the private sector and other sponsors. In this case, agency staff are not government officials and while the agency may still report to government, it has a more independent and apolitical status. The governing board or council would be predominantly comprised of people from the private sector.

Because one of the main advantages of creating an SME development agency is to provide a business-like, focused service that understands and effectively responds to business needs, it is often more beneficial to establish some independence from government. This includes:

- Staff who have business experience and an understanding of how to work with the business community.
- An ability to respond to changing business and market demands (i.e., less bureaucratic than many government ministries).
- An organisational culture that reflects good business practice.
- A governing board or council with a strong understanding of good cooperate governance and private sector engagement.

In addition to a clear mandate, an SME development agency requires clout. The ILO (2016) recommends that the highest level in the government should appoint the president of the board of an SME development agency to ensure it has strong leadership. However, political appointments should be avoided as these run the risk of changes in governments, which may hamper the development of the agency and the continuity of policies. All relevant stakeholders should be represented. The board should preferably include persons from the public and private sectors. It is important that the different stakeholders from the public and private sector are represented in the governing council or board overseeing the agency.

### Egypt: Institutional Structure

The Agency for MSME Development has been established with a Board of Directors, which is responsible to the Prime Minister, through the Minister for Trade and Industry. A Board of Trustees, made up of relevant ministers is also established.

In June 2017, the Minister for Trade and Industry issued a Decree to establish the Board of Directors, which is comprised of eight members selected from the private sector, major financial institutions and academia. The decree also appointed a chief executive officer to the agency.

In addition, the minister issued a decree to establish an Advisory Board for MSME and Entrepreneurship Development to serve as a consultative arm to the Board of Directors. The Advisory Board contains 15 members and will provide views on the topics addressed by the agency and may submit proposals where relevant.

### 3.3 Agency target groups

While an SME development agency may generally respond to requests for assistance from any SME, it is often important to clearly define specific kinds of SMEs that the agency will give priority to. A range of criteria can be used to select and define these target groups: they may be based on the need or vulnerability of the enterprises or their strategic importance in the broader economy.

Some of the more common target groups adopted by SME development agencies include:

- Enterprise ownership (e.g., gender, age, indigenous, migrant).
- Sectors and clusters (e.g., agribusinesses, SMEs in strategic or priority sectors, exporting SMEs, enterprises in high-value, globally-connected clusters).
- Enterprise structure (e.g., cooperative enterprises, social enterprises).
- Stage of growth (e.g., start-ups, mature enterprises with potential for growth).
- Entry points (e.g., assisting migrants, early retirees or retrenched workers to go into business, school or university graduates).
- Geographic focus (e.g., capital city, regional centres, rural enterprises).

The enterprise target groups defined by an SME development agency are considered the ultimate beneficiaries of the agency. Although, SME development agency beneficiaries may also include the women and men who are employed by SMEs or those who improve their quality of their employment or increase their salaries.

In addition to these enterprise target groups, an SME development agency may also work with other actors to support SME development, such as banks, training organisations or even large enterprises.

### Egypt: Agency target groups

The Prime Minister's Decree for establishing the Agency for MSME Development does not prescribe any target groups beyond the generic MSME sector. Thus, while the agency should consider the manner in which it can respond to requests from any MSME, it should also investigate the experience of specific sub-groups within this sector. This should be done in close consultation with the Board of Directors and the Advisory Board for MSME and Entrepreneurship Development, as well as with other business representative and development organisations.

It is important to note that the current agency mandate includes a focus on microenterprises as well as SMEs. This presents a challenge. While microenterprises deserve attention and support, the kinds of services they benefit from are likely to differ significantly from those larger and often more mature SMEs. Thus, it is recommended that the agency pay careful attention to delineating the support requirements of enterprises of different size classes, in addition to the other target group selection criteria described above. This may include disadvantaged target groups associated with other employment programmes.

In addition, the agency should identify its most relevant partners in the provision of services for MSME and entrepreneurship development. While the ultimate beneficiaries of the agency's work will be MSMEs, the agency will work with other public, private and community-based organisations to achieve this goal. Thus, it is recommended that the agency identify its most relevant partners and consider how it will work with these organisational target groups.

### 3.4 Operational arrangements

Many of the issues described above will affect the decisions taken concerning the way the agency operates and how it goes about fulfilling its mandate. Agencies that are embedded within government ministries often have less scope compared with those agencies that are more independent from government. Agencies that are embedded within government are often completely reliant on recurrent government funding and are unable to receive funds from other sources (e.g., sponsors, clients). While those operating more autonomously are able to commercialise their services and receive contributions from sponsors such as corporations and donor agencies. Indeed, the opportunities for blending finance from a many public and private sources are a major advantage of being independent from government and often a key ingredient for long-term sustainability. ILO (2016) recommends that agencies develop a long-term financial planning should be developed and approved to ensure that the agency is not at risk due to a change of government.

Beyond recurrent funding from government, there are a number of possible revenue streams SME development agencies can benefit from. These include the following:

- **Commercialisation of SME services:** the agency can charge a fee for the services it renders SMES, ranging from a below-cost subsidy to a profit-generating fee. There are many benefits in charging some kind of a fee for services and the decision regarding how large this fee should be will depend on the ability of the client to pay and the broader sustainability strategy of the agency.
- **Managing agent:** the agency is paid a management fee by a third party organisation (e.g., government, donor agency) for delivering a programme or service to the SME sector.
- **Sponsorship:** the general programmes and services of the agency are financially supported (e.g., government, corporation).
- 

ILO (2016) describes how an SME development agency should be embedded in the national enterprise promotion system. Agency objectives should be in line with its position in the enterprise promotion system of the country. This is often best described within the context of a national SME development strategy.

In 2001, the Donor Committee for Enterprise Development produced guidelines on how to improve the outreach and sustainability of SME development services through a market development approach. This approach, which has subsequently been adopted as a founding principle for many SME development programmes and services, asserts that development services are best delivered through market mechanisms and not by direct provision by donors and governments (Donor Committee for Enterprise Development 2001). It is important to find the right balance between providing subsidised or even free SME development services and relying completely on market-based measures. For example, SME development support services may be provided to respond to the immediate needs of SMEs, but may not be sustainable and may not reach the numbers of enterprises required to make a sufficient impact. So while non-market-based solutions can deliver short-term outcomes, it is important to shift this support in the medium-term toward more market-driven and sustainable approaches. Often, this requires non-market-based approaches to be applied within a defined period and used as pilots to test the demand for the introduction of new, market-based services.

A challenge for many SME development agencies is to see beyond the individual client enterprises they wish to support and recognise the broader market systems in which SMEs and the entire private sector operate within. The Organization for Economic Cooperation and Development describes private sector development as basic organising principle for economic activity where private ownership is an important factor, where markets and competition drive production, and where private initiative and risk taking set activities in motion. An SME development agency can support the performance of SMEs within these market systems and change the underlying causes of poor market performance by SMEs.

### Egypt: Operating arrangements

The mandate and structure of the Agency for MSME Development provide a high degree of flexibility for how it will work with MSMEs and other public, private and community-based actors. It is recommended that the agency not attempt to 'regulate' MSMEs, as this would create a confusion regarding its roles and responsibilities. Instead, the focus of the agency should be on the promotion and development of MSMEs.

It is interesting to note that the Prime Minister's Decree includes the provision of agency powers to establish companies or funds, either alone or in partnership with others, in support of MSME development. Thus, the agency is able to work with a wide range of actors, using innovative instruments to create a sustainable financial strategy, incorporating blended financial models and the commercialisation of agency services. This could include partnerships and joint ventures with larger enterprises and corporations.

In addition, the agency should recognise its role in business and financial market systems across the country and ensure its programmes and services are formulated with a clear understanding of how they influence these markets. These issues are discussed further below.

## 3.5 Programmes and services

There is a wide range of services an SME development agency can provide, as the list below illustrates:

- Financial services (e.g., SME credit, equity, insurance, leasing).
- Non-financial services, also known as business development services (e.g., training, information, mentorship).
- Diagnostic tools to assess the enterprise (this includes self-administered assessment tools).
- Business incubator management.
- Government policy and strategy development related to SME development (i.e., advising on or supporting government policy making and strategy development).
- Coordination of government programmes and services in the SME sector.
- Regulatory compliance (i.e., helping SMEs comply with legal and regulatory requirements);

- Legal and regulatory reform (i.e., advising on or supporting governments in its efforts to create a more enabling business environment).
- Monitoring and research of the SME sector.
- Secretariat to an SME council or advisory body.
- Member services (in the case of an agency run by an chamber of commerce, business association or employers' organization).
- Advocacy on SME development issues.

There are many issues to consider when defining the programmes and services of an agency. The first step in this process should be to assess the current state of SME development services, identifying gaps or weaknesses in the range of services offered to SMEs and the defined target groups. This involves an investigation into the problems and opportunities experienced by SMEs and the ways they can be supported. It also involves a mapping and assessment of other service providers.

It is critically important for development agencies to understand and assess their effect on other service providers. Often, public-funded agencies can, unintentionally, undermine or crowd-out the services provided by other actors. Thus, it is important to identify gaps in the SME development service market. Indeed, successful SME development is based on a clear understanding of these systems and developing responses that improve the functioning of market systems. This requires a good understanding of how these market systems operate and good coordination of services.

ILO (2016) recommends a move away from using standardised tools and interventions to designing more complex ones focusing on specific SME target groups once the agency has set its role in the support system. Again, this requires a detailed understanding of the challenges faced by specific SME target groups and other market actors.

Finally, it is important to regularly monitor and evaluate the performance of SME development programmes and services. This should move beyond basic output measures, such as the number of clients, number of people trained, etc., and focus on the broader outcomes of the programmes and services, such as the changes in SME employment, participation in export markets and contribution to economic growth. It is essential that a robust and credible monitoring, evaluation and results measurement system be established.

The Donor Committee for Enterprise Development (DCED 2017) has produced the DCED Standard for Results Measurement, which is considered an appropriate framework for programmes to monitor and measure results in order to improve their intervention design, increase sustainable impacts and present results that are credible. The Standard provides a framework to help practitioners to articulate the hypothesis very clearly, and to systematically set and monitor indicators to show whether events are occurring as expected. This empowers programmes to learn and adapt, based on the monitoring data which they collect. The Standard is a quality control standard to ensure programs develop and use a customised monitoring and results measurement system. An appropriate monitoring and results measurement system helps programmes design better interventions, learn from implementation and ultimately lead to more sustainable impact. It improves the credibility of results when reporting to sponsors and other stakeholders.

## Egypt: Programme and services

The Prime Minister's Decree proposes a wide range of programmes and services for the new agency:

- Develop policies and programmes for MSME development, including strategies for skills development, supply chain development and marketing;
- Set regulations for the coordination of MSME development;
- Facilitate collective bargaining to provide well-sourced raw materials at the most appropriate prices for MSMEs;
- Encourage MSME to export their products, by providing finance and incentives to enhance their participation in international exhibitions and fairs;
- Contribute to market and feasibility studies;
- Provide and facilitate funding to MSME for start-up or expansion;
- Help facilitate MSME compliance with relevant laws and regulations;
- Establish a database at of MSMEs;
- Publish a statement of MSME development services provided by the agency;
- Communicate all initiatives introduced by relevant governmental and non-government bodies;
- Propose draft laws and regulations essential for achieving the goals of the agency and for MSME and entrepreneurship development;
- Establish companies or funds, either alone or in partnership with others, in support of MSME development; and
- Develop incentive schemes for MSMEs and entrepreneurship.

It is recommended that the agency consider the suite of programmes and services it can deliver to the MSME sector and its specified target groups. In doing so, it is recommended that the agency strength its role as a facilitator of development services, rather than a provider or implementer. This should be encapsulated into an agency strategic plan, which may cover a period of around three years. In preparing this, the agency should undertake an assessment of the needs, constraints and opportunities of the selected target groups and formulate services to address the identified priorities. This should include an assessment of the markets for financial and business development services.

As indicated in the discussion of target groups, it is recommended that the agency identify key organisations it will partner with to support MSME and entrepreneurship development. As it does this, it should consider the support requirements of these organisations and formulate programmes and services that respond to these. For example, the agency may provide services to build the capacity of other service providers or to standardise the ways partner organisations collect data on the MSME sector and report their results.

## 4. Conclusions and recommendations

The design, mandate and functions of an SME development agency should reflect the economic, social, political, and cultural context. In addition, an agency should develop its programmes and services based on a thorough, evidence-based assessment of the SME sector and the needs, constraints and opportunities facing selected target groups.

Key recommendations for SME development agencies:

- Study the experiences in other countries (including what has worked and what has not worked) and try to involve a broad alliance of relevant private and public stakeholders in the creation of an SME promotion agency.
- Embed the agency in the national enterprise promotion system and ensure its mandate and objectives are aligned with those of other public and private enterprise development organisations.
- Ensure the agency is as autonomous from direct government management as possible, creating new opportunities for meaningful public-private collaboration and partnership.
- While the agency may respond to request from all SMEs, it should develop a clear set of SME target groups.

- Conduct a proper market analysis of SME services, including a detailed mapping of existing SME service providers.
- Establish a robust and credible monitoring, evaluation and results measurement system, which includes the measurement of programme outcomes and disaggregates data by gender.

## Recommendations: Egypt Agency for MSME Development

In light of the current state of development of the Agency for MSME Development and the specific issues identified above, the following recommendations are proposed. It is recommended that the agency;

1. Undertake a detailed mapping of current MSME development services providers (including public, private and community-based providers), including an assessment of the relevance of these services and the capacity of service providers to support their target groups;
2. Define specific target groups within the MSME sector, based on consultation with business representative organisations and enterprise development agencies, as well as on its own analysis of the national economy and the business sector;
3. Clearly define an inception process in which the agency's policies, strategies, programmes, management, staffing, and budget allocations are formulated, including the transfer of responsibilities and resources from identified government agencies;
4. Establish a robust monitoring, evaluation and results measurement system for the agency, based on baseline data obtained this year (2017). Special attention should be given to measuring the impact of the agency at the outcome level (i.e., the changes it creates across the MSME sector and the economy as a whole), rather than on individual clients alone.

## 5. Further reading and resources

### Reference and literature

Association of Chartered Certified Accountants (2016) SME development in ASEAN, ACCA, London: [http://www.accaglobal.com/content/dam/ACCA\\_Global/Technical/smb/pi-sme-development-asean.pdf](http://www.accaglobal.com/content/dam/ACCA_Global/Technical/smb/pi-sme-development-asean.pdf)

Donor Committee for Enterprise Development (2017) DCED Standard for Results Measurement: A summary, DCED, Cambridge, 11 April.

--- (2001) Business Development Services – DCED Guiding Principles, 'The Blue Book', DCED, Cambridge

European Commission (2010) An Integrated Industrial Policy for the Globalisation Era—Putting Competitiveness and Sustainability at Centre Stage, a communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions. Brussels, 28.10.2010 SEC (1272 (2010

International Labour Conference (2015) Resolution Concerning Small and Medium-Sized Enterprises and Decent and Productive Employment Creation, adopted by the Conference at its 104th Session in Geneva, on 12 June 2015

--- (2007) Conclusions concerning the promotion of sustainable enterprises, International Labour Conference, June

International Labour Organization (2016) SME promotion agencies: is there a best set-up? A quest for good practices, International Labour Office, Geneva

--- (2015) Small and Medium-Sized Enterprises and Decent and Productive Employment Creation, Report to the International Labour Conference, 104th Session, 2015, ILO Geneva

Organization for Economic Cooperation and Development (2004) Promoting Entrepreneurship and Innovative SMEs in a Global Economy; Towards a More Responsible and Inclusive Globalisation, Executive Summary of the Background Reports, Second OECD Conference of Ministers responsible for Small and Medium-sized Enterprises (SMEs) Istanbul, Turkey, 5-3 June 2004

### Websites

Donor Committee for Enterprise Development: BDS Knowledge Portal:  
[www.BDSKnowledge.org](http://www.BDSKnowledge.org)

Donor Committee for Enterprise Development: Market Systems and the Poor:  
<http://www.enterprise-development.org/implementing-psd/market-systems/>

European Commission Small Business Portal:  
[http://ec.europa.eu/small-business/index\\_en.htm](http://ec.europa.eu/small-business/index_en.htm)

International Labour Organisation: Sustainable Enterprises:  
<http://www.ilo.org/global/topics/employment-promotion/sustainable-enterprises/lang--en/index.htm>

Organization for Economic Cooperation and Development: SME and Entrepreneurship:  
<http://www.oecd.org/cfe/smes/>









International  
Labour  
Organization

### **International Labour Organization - Cairo Office**

9, Dr. Taha Hussein St. Zamalek 11211 Cairo, Egypt. Tel +202 273 50 123, Fax +202 273 60 889

Email: [cairo@ilo.org](mailto:cairo@ilo.org) [www.ilo.org/cairo](http://www.ilo.org/cairo)

[www.facebook.com/ILOCairoOffice](http://www.facebook.com/ILOCairoOffice) - مكتب منظمة العمل الدولية بالقاهرة