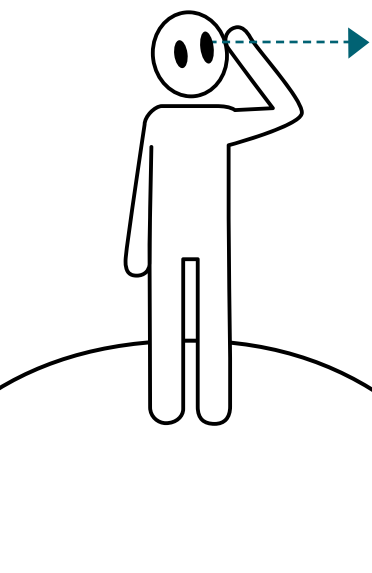


THE STORY OF *Smart*

A project review

START-UP





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Readers' Note

The “Story of SMART Start-Up – a project review” is presented in a colourful and visually engaging format that comprises diagrams, texts and testimonials. Our aim is to:

- Present project objectives, activities and profile our partners (SMART Start-up CV)
- Illustrate the core concepts and rationale behind the project (The Birth of SMART Start-up)
- Introduce tools and methodologies used during the development of the training workshops (Connecting the dots)
- Explain the content and logical flow of the training materials (3+2=5 Steps)
- Illustrate synergies achieved between the parties involved during the pilot workshop (Product “Tasting” in Mauritius)
- Describe the principles and outcomes of the “Educate-the-Educators workshop” (Direction: Replication Programmes)
- Outline planned follow up activities (The Road Ahead)

With the creative use of images and an engaging writing style, each section of this document contains a brief introduction and a comprehensive description of the evolution of each phase of the project. In addition, feedback and reflections from project participants and collaborators help to illustrate the impact the project has had on their lives.

Foreword



The history of research on Sustainable Consumption and Production has taught industries, governments and societies that, while technological innovation and efficiency plays a significant role in shaping lifestyles, the gap between current realities and Sustainable Lifestyles is being bridged by the drivers and niche solutions that are being identified by producers and consumers alike.

SMART Start-up provides a common foundation for all individuals to engage at different levels to share their expertise, vision and ideas to co-create sustainable enterprises and support an overarching shift in favour of Sustainable Lifestyles. The programme goes beyond unleashing creativity and promoting good business practices by having various groups of people interact for a couple of days. The real success of this project in promoting sustainability, entrepreneurship and lifestyles relies on people moving forward with the conviction that sustainability will help them build a path towards the lifestyle they want today, tomorrow, and for generations to come.

As a leader of the Marrakech Taskforce on Sustainable Lifestyles, we can point to numerous examples that illustrate how governments and organisations have committed themselves to empower individuals to lead Sustainable Lifestyles. The original intent of the Taskforce is to systemically move the Sustainable Consumption and Production agenda to national and international levels. This objective has given birth to a variety of innovative and engaging projects addressing Sustainable Lifestyles such as SMART Start-up. The lessons learned are demonstrating how it is possible to go beyond awareness raising to put sustainable enterprises into motion.

*Gunilla Blomquist, Deputy Director
Swedish Ministry of the Environment*



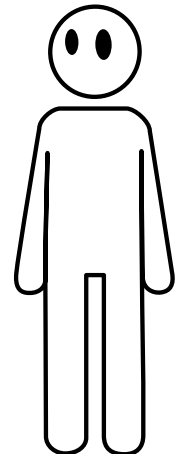
As an active promoter of activities focused on Sustainable Consumption and Production, the CSCP is constantly exchanging practices and experience to enable innovation and communicate the importance of Sustainable Lifestyles. We accomplish this by undertaking practical projects that bring together various stakeholders with the objective of facilitating actions that convey a long-lasting, positive impact on the environment, societies and economy. Reporting on results is essential to successfully complete a project, or simply to review advances and measure the impact of activities that have been undertaken.

However, in a project like SMART Start-up, other aspects must be observed. These belong to the area of personal growth and individual learning. Is it possible to measure the empowerment we aimed to inspire through our programmes?

This is not a report but the journal of a learning experience. It is the presentation of reflections of some of the unique individuals that made SMART Start-up the beginning of a journey towards a sustainable future.

It is with great pleasure that the CSCP collaborated with the *Marrakech Taskforce on Sustainable Lifestyles* to promote education on Sustainable Entrepreneurship and Sustainable Lifestyles. This two-year report has been prepared to share the outcomes of a road that continues to be built.

*Michael Kuhndt, Head of the CSCP
UNEP/Wuppertal Institute Collaborating Centre on Sustainable Consumption and Production (CSCP)*



Introduction

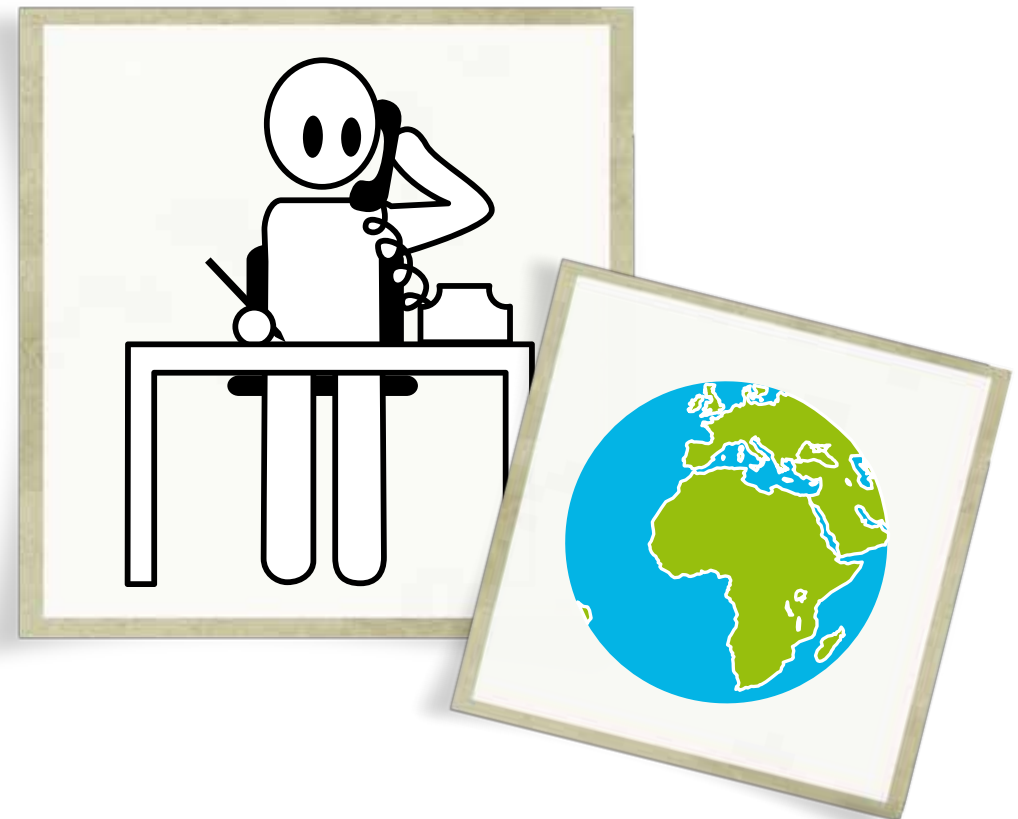
With an objective to **combine education on Sustainable Lifestyles with business development skills** the Swedish Ministry of Environment in its role as leader for the Marrakech Taskforce on Sustainable Lifestyles asked the UNEP-Wuppertal Institute Collaborating Centre on Sustainable Production and Consumption (CSCP) to develop a project to **build knowledge on Sustainable Entrepreneurship** that illustrated opportunities for innovation and new business models.

With these objectives in mind, the *Introducing Sustainable Lifestyles and Sustainable Entrepreneurship into African universities and colleges* project, also known as the “SMART Start-up” training programme, was born in 2008. The project sought to integrate traditional educational programmes and informal hands-on approaches within dynamic training workshops to provide theoretical information and experiential learning to build and sharpen entrepreneurial skills and in turn create a ripple effect in support of Sustainable Lifestyles.

Universities from five African countries (Egypt, Kenya, Tanzania, Ghana and Mauritius) participated in this project. The SMART Start-up training programme was first tested at universities in Mauritius (2009) and a scaled up version of the programme was delivered during a week-lasting workshop in Germany (2010). During both workshops participants explored that...

- ... Sustainability concepts can be translated into business models
- ... Sustainable Lifestyles can serve as sources of inspiration for innovative entrepreneurs,
- ... Individual actions provide solutions to today's sustainability challenges.

As a learning tool, this document emphasizes the analysis and assessment of the outcomes of the various activities undertaken during the project. The featuring interviews and feedback from participants reinforce the project's content information.



The roots of SMART Start-up

Useful information



The Marrakech Process

The 2002 World Summit on Sustainable Development (WSSD) called for the development of a 10-Year Framework of Programmes (10YFP) to accelerate the shift towards Sustainable Consumption and Production (SCP) and to promote social and economic development within the carrying capacity of the ecosystem. This led to the launch of a global process on the development of the 10-Year Framework and this process has come to be known as the Marrakech Process, on account of the location of the inaugural meeting. The United Nations Environment Programme (UNEP) and the United Nations Department of Economic and Social Affairs (UNDESA) are the lead agencies for this global process that enjoys the active support and participation of many national governments, development agencies and other stakeholders.

The Marrakech Taskforces

Marrakech Taskforces are important and active mechanisms within the Marrakech Process that aim to build North-South cooperation and implement concrete projects at national and regional levels. The task forces are voluntary initiatives led by governments and each taskforce focuses on a specific SCP theme.



The Marrakech Taskforce on Sustainable Lifestyles

The Marrakech Taskforce on Sustainable Lifestyles was established in 2005 by the Swedish Ministry of Environment. The goal of the taskforce is to explore ways to engage, exemplify, enable and encourage people, civil society organizations and governments to advance sustainability in people's everyday lives. The task force has addressed fields as diverse as social innovation, communication, education, marketing, advertising and research.

SMART START-UP CV

Welcome!

You are about to embark on an amazing journey... the discovery of Sustainable Entrepreneurship and the potential to create a ripple effect on lifestyles of entrepreneurs and members of society more broadly. The SMART Start-up project will guide you through this process. Below you can find information on what has been done to date...

Official Project Name:

Introducing Sustainable Lifestyles and Sustainable Entrepreneurship into African universities and colleges.

Project Alias:

SMART Start-up.

Professional Memberships:

Marrakech Taskforce on Sustainable Lifestyles held by the Swedish Ministry of the Environment and UNEP/Wuppertal Institute Collaborating Centre on Sustainable Consumption and Production (CSCP)

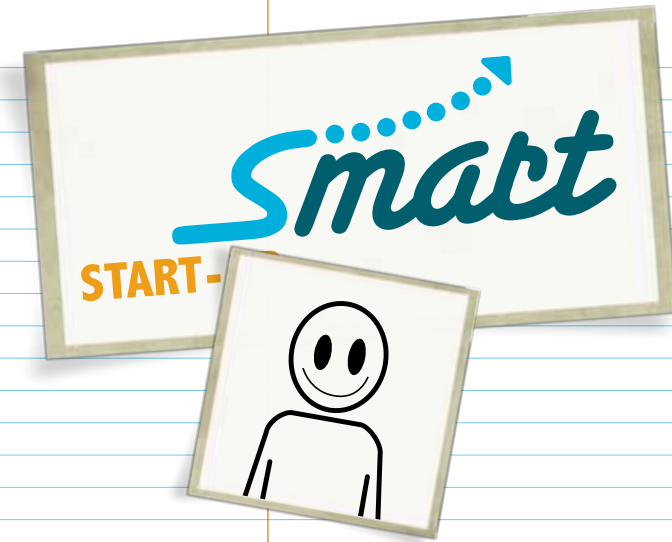
Professional Goals:

Motivate young people to seek out and develop sustainable entrepreneurial solutions to unsustainable circumstances, educate the next generation of sustainability-driven entrepreneurs, inspire and empower individuals to lead Sustainable Lifestyles.

Professional Experience

2008 – 2010

- Create innovative and user-friendly training materials for facilitators and workshop participants.
- Develop and implement training workshops at African and European universities.
- Introduce innovative educational approaches that integrate informal activity based and experiential methods with traditional academic learning.



Specific Activities

August 25 – 28, 2009 – Pilot Training in Mauritius

Objectives:

Test training programme, identify opportunities to promote Sustainable Entrepreneurship and Sustainable Lifestyles at participating universities.

Follow-up:

Refine training materials for implementation in a scaled-up context.

Participants:

University of Mauritius, University of Technology and Institut Supérieur de Technologie.



April 13 – 16, 2010 – “Educate-the-Educators” Training in Germany

Objectives:

- Increase participant awareness of opportunities offered by Sustainable Entrepreneurship and the potential for promoting shifts in lifestyles.
- Build a common understanding of Sustainable Entrepreneurship and provide relevant tools and training materials to participants.
- Enable replication and adaptation of the training programme by programme participants at their home universities.

Follow-up:

Identify areas for improvement within the training material.

Participants:

Representatives of ten universities from Egypt, Ethiopia, Germany, Ghana, Kenya, and Tanzania.



The Birth of SMART Start-up

In the beginning,

there was the intention to enhance Sustainable Lifestyles. The question remained, however, how this might be best accomplished. Entrepreneurship, as an expression of innovation, presented a compelling opportunity and on this basis the pathway to pursue became clear..

Sustainability, a fertile medium for businesses opportunity

The integration of sustainability into businesses strategy often tends to occur at the later stages in the development of a business (Growth and Maturity, Figure 1). However, addressing sustainability issues as a core business activity presents a clear opportunity for innovation and provides significant opportunity for new entrepreneurs. Rather than being a side issue a business contends with, addressing a sustainability challenge can become the core driver for new business ideas.

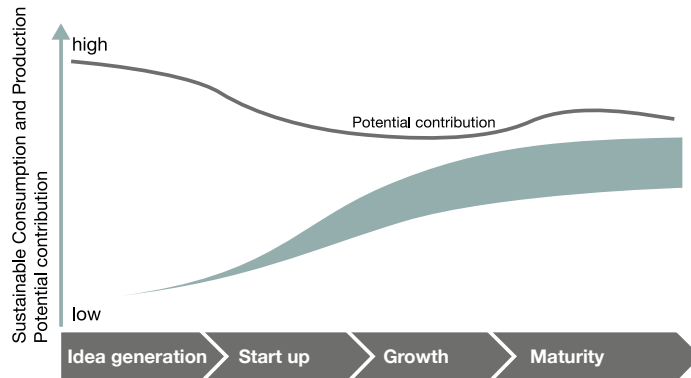


Fig 1. Current Landscape of Sustainability and Businesses

The Sustainability Edge

Sustainability issues present an opportunity for any business that aims to earn profit without imposing collateral damage on the environment and society. Even more important, sustainability issues present opportunities to create new markets and, consequently, new employment opportunities that can improve social conditions within the boundaries of ecosystems. Because of this potential, governments and societies alike have a clear interest in not only supporting existing entrepreneurs but also future innovators who are driven to create change through entrepreneurship rooted in sustainability.

Namenya Naburi

Namenya's thoughts on entrepreneurship and sustainability:

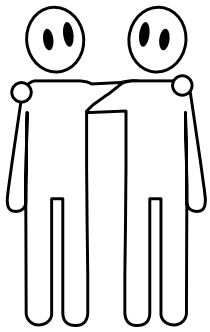
"I liked the workshop because I was able to reflect on the situation back home in every session. Recalling my day-to-day experiences, I managed to understand how I can change my lifestyle to become more sustainable and find new ideas to help create my own company and support initiatives to further engage others in this dream that I have"



Who is Namenya?

Namenya holds a Masters Degree in Environment and Community Development from Kenyatta University in Kenya. Namenya, who was a participant in a SMART Start-up workshop, is currently working as an Environment and Development consultant in Kenya. He is involved in a number of projects to monitor government performance using sustainability indicators and is a regional coordinator for the National Taxpayers Association of Kenya.

KENYA



Diversity, Innovation and Inclusion – the Virtuous circle of Sustainable Lifestyles and Sustainable Entrepreneurship

As a starting point for a virtuous cycle, Sustainable Lifestyles are reinforced by Sustainable Entrepreneurship, which extends beyond traditional understandings of environmentally sound business. From a big picture perspective, Sustainable Entrepreneurship is an essential part of a Sustainable Lifestyles system and vice versa (Figure 2). Each enhances the other by enabling innovation, endorsing multi-stakeholder participation, supporting economic structures and caring for the environment. Within a context of sustainability, the different levels of expertise, educational background and profession create synergies towards a common purpose.

SMART Start-up

SMART Start-up inspires and motivates individuals by supporting the value that each sustainable entrepreneurial idea conveys. The SMART Start-up programme provides a framework to explore sustainability as a source of inspiration for innovation and entrepreneurship and enables initiatives to be propelled into concrete and feasible actions by raising awareness and providing insight into the linkages between Sustainable Entrepreneurship and Lifestyles.

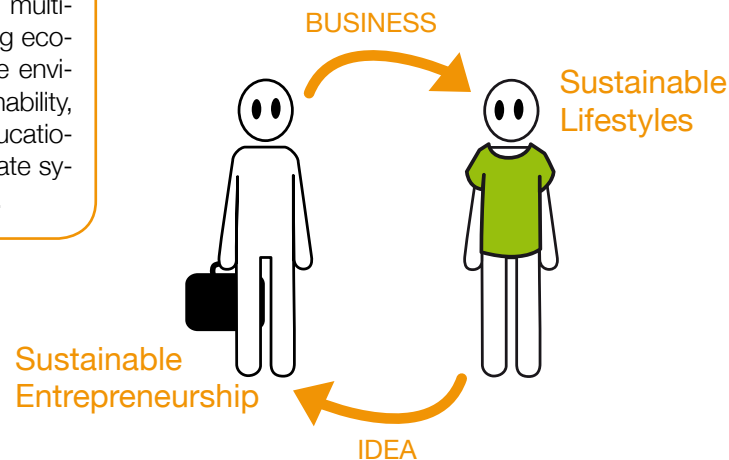


Fig 2. Sustainable Lifestyles are a springboard for business ideas, which contribute to make the world a better place: a virtuous circle is taking place.

Dr. Osmund Kaunde

From Wuppertal to Tanzania and Beyond...

"My department will soon be undertaking a review of its curriculum. I intend to suggest that some issues presented in the workshop be adapted with a view to strengthen the content for the existing entrepreneurship course. Furthermore, I hope to team up with other lecturers to teach the entrepreneurship course – and in particular to introduce many of the new topics that I took with me from the SMART Start-up workshop."



Who is Osmund?

Prof. Kaunde is an Associate Professor and current Head of Chemical and Mining Engineering Department (CME) at the University of Dar es Salaam, Tanzania. Prof. Kaunde has served as Director of the then Institute of Production Innovation (IPI), UDSM and was also the founding Director of the Centre for Innovation and Technology Transfer (CITT) in Kigali, Rwanda. Prof. Kaunde has experience in applied research and has worked with rural communities in promoting alternative energy technologies and agro processing in Tanzania and Rwanda.

TANZANIA

Connecting the dots -

Imparting knowledge through experience-based learning

To provide a comprehensive understanding

of Sustainable Entrepreneurship concepts, learners need to be motivated on a personal level. At the same time, for learners to develop and refine entrepreneurial skills it is necessary to offer both theoretical learning opportunities and practical tools. SMART Start-up connects these dots by providing an engaging and stimulating learning experience.

Understanding the dots

The connected “dots” illustrate the linkages between the different methodologies applied in the training programme and further illustrate how these methods build learning processes that mimic real life learning experiences.

The presentation of sustainability benchmarks (Dot 1) and tools to refine entrepreneurial skills (Dot 2) contribute toward an experiential learning experience (Dot 3). Together, these methods create a personal understanding of sustainability and provide a space for entrepreneurial ideas to emerge. This is intended to create long term learning impacts that enable ideas to be translated into action (Connectors).

An underlying precept of all components of the one-week lasting workshop (Dot 4) is to enable participants to bridge the gap between today's reality and their future visions of sustainability.

1. Sustainable Benchmarking

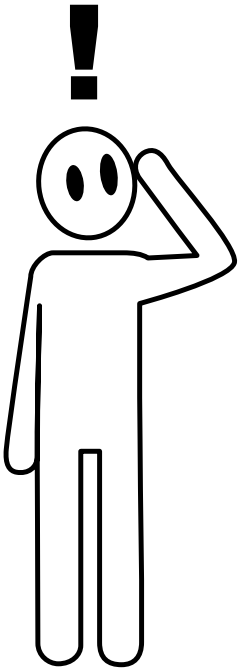
Build a personal understanding of sustainability

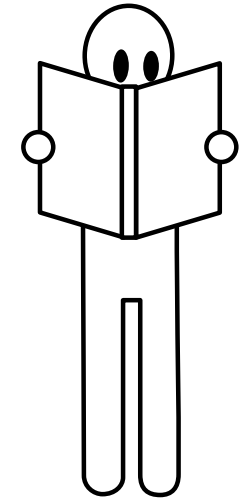
Introduction to the systems of values, business patterns, concepts and tools to provide a tangible and **clear understanding** of what sustainability comprises and how an organisation's sustainability impacts can be evaluated. This includes life-cycle thinking **concepts and tools** for sustainability hot-spot analysis among others.

2. Entrepreneurial skills

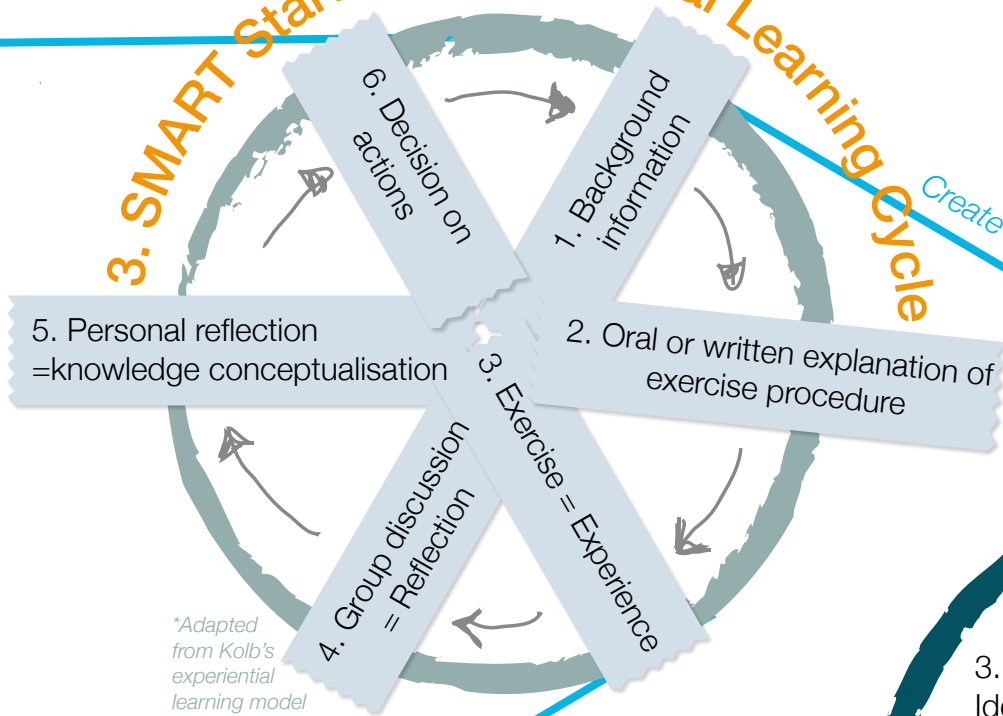
The aim is to **inspire creativity** and equip participants with the skills to **recognise sustainable business opportunities** and turn these opportunities into businesses reality. Diverse tools are provided to enable vision crafting, conducting a reality check on issues and to **critically evaluate** the feasibility of potential solutions.

Joint learning tools



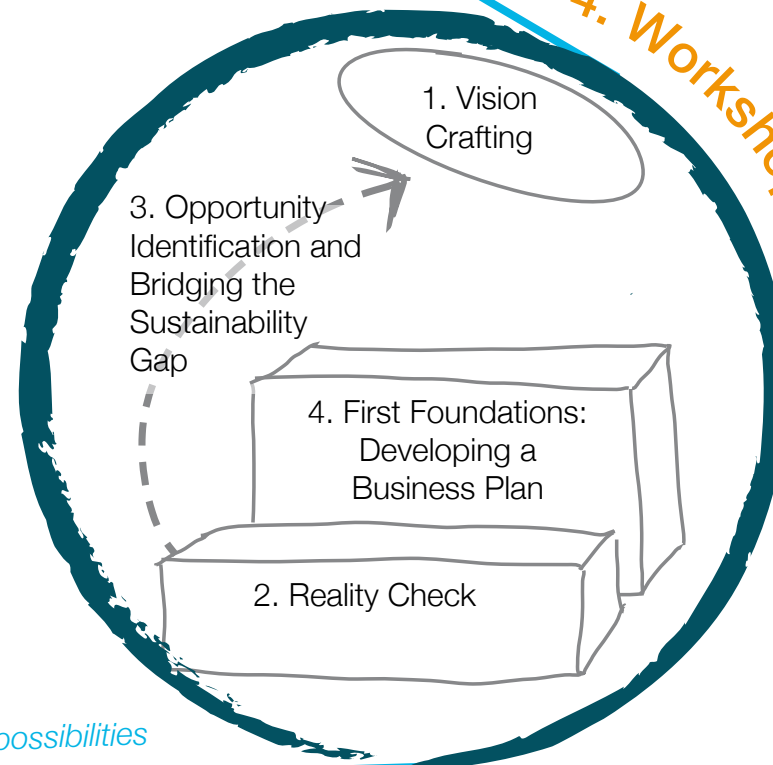


3. SMART Start-up Experiential Learning Cycle



**Adapted from Kolb's experiential learning model*

4. Workshop Programme



Provide space for entrepreneurial ideas to emerge

Catalyse the acquired learning and match skills with existing possibilities

3 + 2 = 5 Steps to An Organic Training Development

The training materials

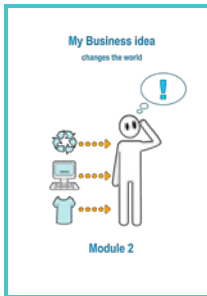
were developed to incorporate both information and experience based learning activities. Core content includes material on Sustainable Lifestyles, Sustainable Consumption and Production and Sustainable Entrepreneurship. Feedback from participants and project partners was constantly sought as a key input to further develop the course content and instructional methods.

3 Sustainable Entrepreneurship Modules



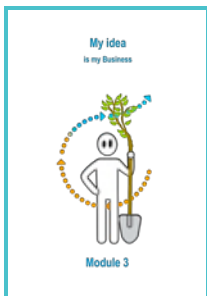
Module 1 – My Lifestyle Defines my World

How do my individual choices influence patterns of consumption and production and social conditions around the globe? What is the relationship between my lifestyle and my consumption choices? What tools are available to help me understand my impacts? How can Sustainable Lifestyles help reduce negative social and environmental impacts at both local and regional levels?



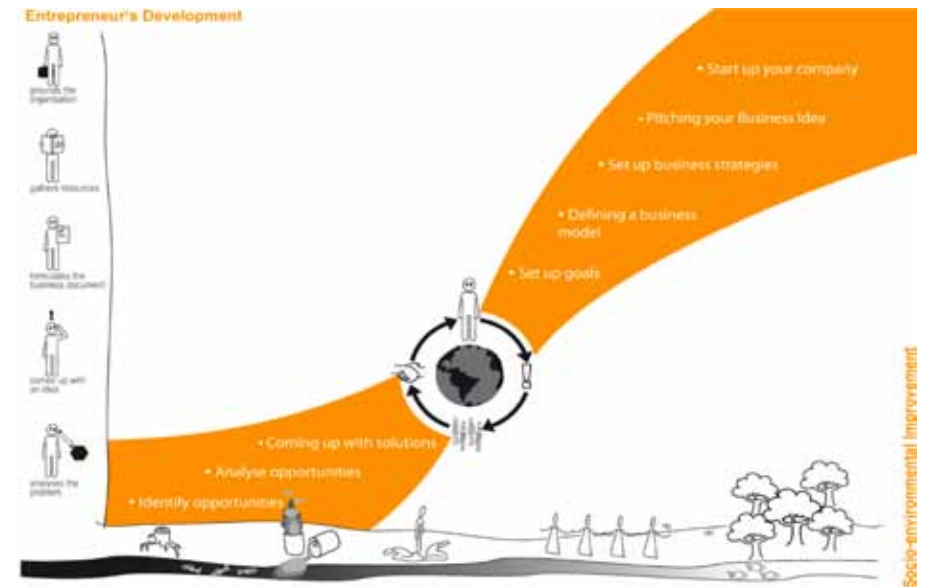
Module 2 – My Business Ideas

How can new opportunities and sustainable market-based solutions be identified? How can I cultivate and enhance my creative problem solving skills? In what ways can I translate my ideas into an innovative business opportunity?



Module 3 – My Idea is my Business

How can I evaluate the business feasibility and sustainability aspects of a new business idea? What is the process of starting up a new business? How do I develop a business plan? What strategy has the best chance of being successful? How can I most effectively present innovative business ideas to obtain necessary support from financial and legal professionals and potential business partners?



2 Replication Modules



Module 4 – How to Become a SMART Facilitator

What is the role of a facilitator in leading experiential learning exercises? How can learners be convinced of the effectiveness of the experiential method? How can learners be guided through each exercise and how can debriefing discussions be best facilitated?



Module 5 – Institutionalisation for SMART Start-up success

How can sustainable start-up businesses be an inspiring and integral part of university life? How can academic staff, students, local businesses, the public sector and local CSOs be motivated to become engaged with Sustainable Entrepreneurship initiatives?

Training Packages

Concepts' package

The intent of the Concepts Package portion of the training is to provide learners an overview of the programme and the necessary background information on Sustainable Entrepreneurship to establish a foundation for the experiential learning process.

Facilitators' Worksheets

Facilitator Worksheets present the exercises that comprise the core of the training programme. These worksheets provide comprehensive guidelines for facilitators on how programme exercises should best be conducted and suggest strategies that will encourage participants to maximise learning.

Learners' Worksheets

Worksheets are provided to learners to guide the training process. The worksheets are designed to encourage creativity in brainstorming new Sustainable Entrepreneurship ideas.

Dr. Sherwat Elwan Ibrahim

What Sherwat thinks about the training approach:

"The whole concept of Sustainable Entrepreneurship has given me an angle for my research and teaching of Entrepreneurship, a new focus that I can build upon in theory and practice. Participating in the Sustainable Entrepreneurship training programme in Wuppertal provided me with a mix of games and informative sessions that are very much hands-on and that can lead to an improved approach to teaching sustainability in the classroom. I am looking forward to the chance to integrate these tools and strategies into courses I teach at home".



Who is Sherwat?

As an Assistant Professor with the Management of Technology Department at the German University in Cairo, Sherwat Elwan Ibrahim holds a Ph.D. in Innovation and Technology Management from Stevens Institute of Technology, USA, and teaches courses in the area of technology and operations management. Dr. Ibrahim was co-awarded the Ted Eschenbach prize for best paper in Engineering Management Journal for a jointly authored paper and is part of the team that developed the Goldman Sachs Women Entrepreneurship and Leadership programme (WEL). Dr. Ibrahim currently works as consultant for Mercedes Egypt (EGA).

EGYPT



**Prof. Toolseeram
Ramjeawon**

*Prof. Ramjeawon's reflections on the pilot training:
The Mauritius experience showed experiential learning is a powerful methodology to inspire young people and motivate them toward Sustainable Entrepreneurship. We learned that opportunities should be provided for students to create practical business plans. Private sector and government representatives should ideally be present during the training, so that learners can obtain a concrete overview of local possibilities and present their business plans to them, thus receiving feedback, input and advice.*

Who is Professor Ramjeawon?

Professor Ramjeawon teaches at the University of Mauritius and participated within the SMART Start-up project as a means of building a bridge between the university and the Mauritius Ministry of Environment. Professor Ramjeawon is an advisor to intergovernmental organizations including the United Nations in Africa and in other regions. As a consultant for the Regional Review Report for CSD-18 he is closely involved with the Mauritius national SCP programme and played a critical role in making the SMART Start-up pilot programme possible.

MAURITIUS

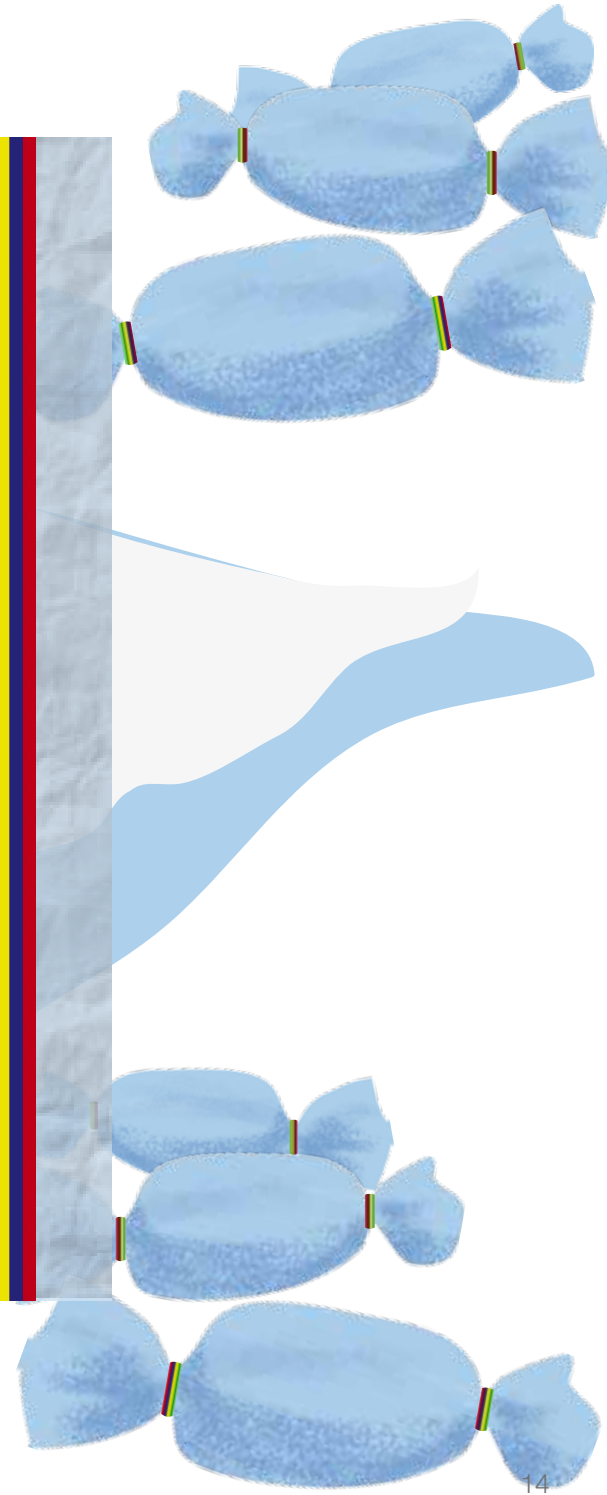
Product “Tasting” in Mauritius

The impact of the SMART Start-up

programme extends beyond the lives of the participants of the training sessions. Policy-makers were also invited to participate in discussions on sustainable thinking and living as a product of sustainable business. The ongoing commitment by the government of Mauritius to support the Marrakech Process and the UN 10-Year Framework of Programmes on SCP was a highlight of the workshop.

The Mauritius pilot training revealed how endorsement of SCP and Sustainable Entrepreneurship at the political level can provide a necessary starting point to leverage results. Such endorsement can increase opportunities to replicate success and enhance credibility by bridging gap between the public and private agenda in support of sustainable futures.





The involvement and commitment of policy makers enabled the introduction of the SMART Start-up programme and laid the foundation for the project to mature.

“Policymakers attending the programme had an opportunity to listen to students and see their business plans firsthand. This not only motivated students and organisations but also opened new opportunities for initiatives to get started more quickly” Prof. Ramjeawon

- Because of past collaboration between the Mauritian Ministry of Environment, UNEP and CSCP within the African 10-Year Framework of Programmes, the SMART Start-up training programme was able to be designed to ensure strong synergies with the Mauritius SCP National Action Plan.
- The Government of Mauritius has expressed a political commitment to sustainability with a view to securing present and future livelihoods through its vision of Maurice Ile Durable -Mauritius Sustainable Island. Education and Communication for Sustainable Lifestyles is one of seven priorities within the Mauritius National Action Plan.
- The Mauritius Ministry of Education introduced a new regulation in which “Entrepreneurship” and “Sustainable Development” have become compulsory elements in all university faculties. This regulation requires all university students to take at least one of the two courses to qualify for graduation.
- In 2011, the University of Mauritius will launch an online programme that contains conceptual information and the involvement of the private sector will be actively sought to make the experiential training possible.
- Local newspapers in Mauritius covered the SMART Start-up training programme to raise awareness and stimulate interest among local people.



Mauritius

Fisseha Tessema



Dynamism and Progress – SMART Start-up in the eyes of its creators

“Whether designed for end users or for trainers, one of the most important characteristics of the training material is an adaptable and flexible structure that can be changed based on stakeholder and learner input and needs. The material used during the training in Mauritius was customized to the local context whereas the second phase of the training contained information on a more general level on account of the African and European audience. Feedback from participants and project partners influenced the content of the material for training events that followed.”

Who is Fisseha?

Fisseha is a project manager within the CSCP and leads the SMART Start-up team. His primary focus is on projects that involve entrepreneurs approaching the sustainability agenda, sustainable business model development to support environmental and social values, and sustainable technology assessment. He has previously worked for UNDP, UNEP and GEF projects in Africa.

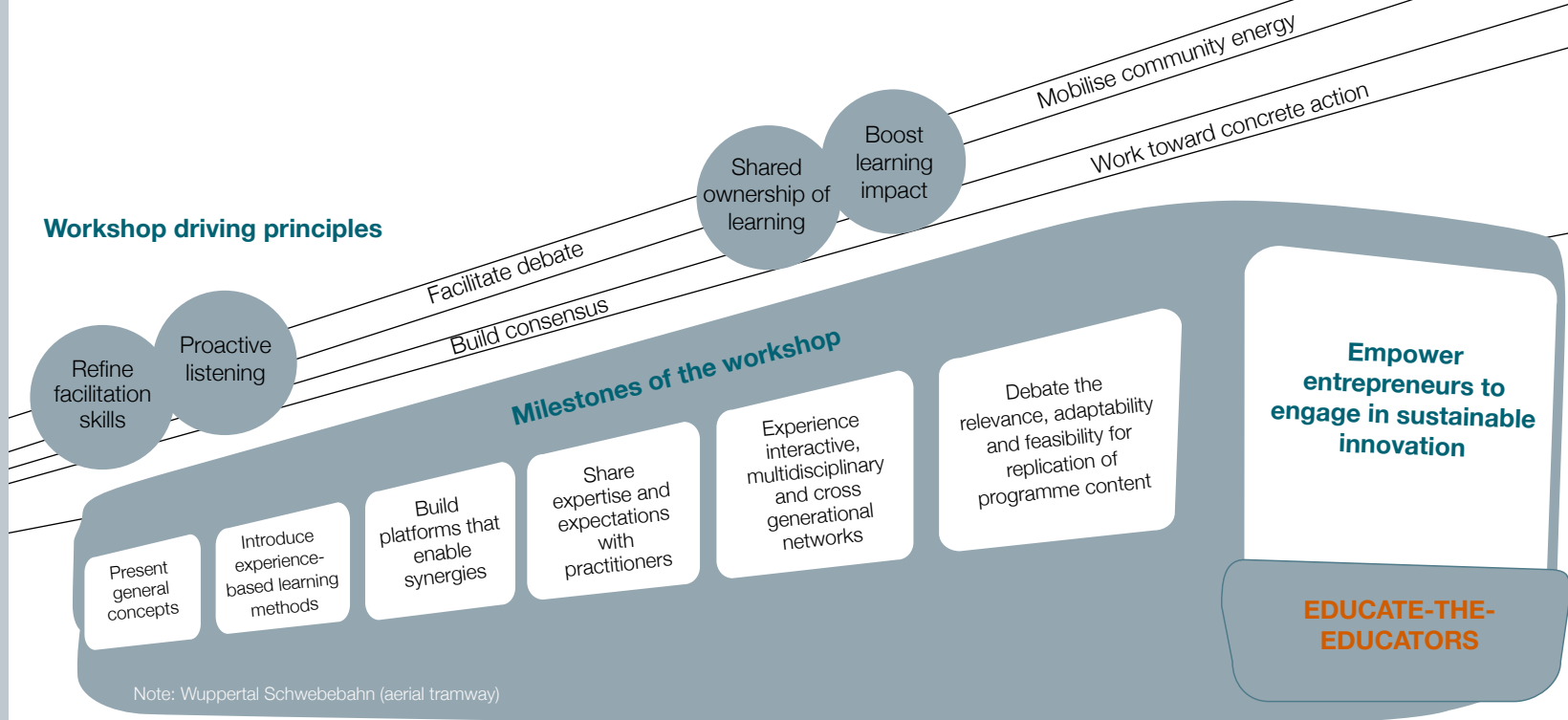
Direction: Replication Programmes

Station: Wuppertal Workshop

The “Schwebebahn” (aerial tramway)

forms the core of the City of Wuppertal public transport system. The tramway exemplifies how a successful workshop can provide the steady guidance necessary to maximise the potential for sustainable entrepreneurs to emerge from the SMART Start-up training programmes. The multiplier effect that results from engaging educators was one of the most noteworthy project outcomes. The success of the strategy to “Educate-the-Educators” lies with the mutual learning that results from proactive interaction between project partners, learners and professors with a variety of backgrounds and experience levels.

Workshop driving principles



MAURITIUS



WUPPERTAL

**GERMANY/
ETHIOPIA**

The Road Ahead

The enthusiastic reaction

of the programme participants and their commitment to Sustainable Entrepreneurship in personal and professional lives provides strong evidence of the future potential for the SMART Start-up programme. A significant scale-up of the project is one of many envisioned steps toward a more sustainable future...

DEPARTURE BOARD:
Beyond European and African frontiers
Beyond Universities' campuses

EDUCATE-THE-EDUCATORS TRAINING WORKSHOP

Date: April, 13-16 2010

Duration: 4 days

Location: Wuppertal, Germany

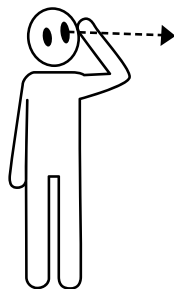
Total number of participants: 17

Gender balance: 8 women and 9 men

Number of students: 9

Number of Professors: 8

Countries represented: Egypt, Ethiopia,
Germany, Ghana, Kenya, and Tanzania



Daniela Matysiak



"It is clear that one learns things much better when having practical applications and means to share them with others, discuss them rather than just listening to a teacher. Classes in university should be like this because things don't change through passive listening but acting – the workshop changed me a lot. My conviction to work on the field of sustainability and contribute to it, became tangible when I've applied (and got) my first job, I am an environmental manager. At the university, the student organization I'm part of is planning to adopt the SMART Start-up concept and find means to spread it in our universities. Another important learning from the workshop I'm applying on my daily life is that we have to be creative to tackle the opportunities for changing the world into a more sustainable place."

Who is Daniela?

As a student of Business Administration at Dusseldorf University, Daniela majored in Environmental management and spent an exchange semester in Linköping, Sweden, studying the Master "Science for Sustainable Development" programme that was strongly endorsed by the student organization "Initiative für Nachhaltigkeit e.V." (Initiative for Sustainability) she is part of. On July 2010 Daniela started her professional career working in Corporate Environmental Management.

GERMANY

Juliane Dross



More than just ideas...Lifestyles under construction

"The SMART Start-up training addresses one of the most important questions of our time regarding solving global issues; the workshop was very demanding in terms of bringing in own ideas and truly made every participant think through different problems and ways to solve them. Two things inspired me most – the fact that the concept of sustainability is actually a driver for innovative business ideas and that everybody can be creative using the right techniques. I was surprised about my own ideas, amazed by the thoughts I came up with. That was a very empowering feeling! I had a vision of sustainability before I came to the workshop, questioning assumptions and our value system was the most valuable thing I took from the workshop, which has literally changed my life. Not only did provide me with new courage and hope concerning humanity's ability to tackle problems such as the problem of climate change and resource scarcity, it also added new friendships and especially helped to reduce stereotypes."

Who is Juliane?

As a student of economics (focus areas: foreign trade, empirical economic research and international management) at the University of Applied Sciences in Nürtingen, Juliane went to Shanghai, China for an internship. At the age of 16 she spent ten months in the USA Washington state as an exchange student. Both international experiences became an important point for reflection of life-styles and culture, driving her to write her first academic paper on dimensions and indicators of Sustainable Development (with a focus on climate change) subject she's been exploring ever since.

GERMANY

This story is far of being over...

As the understanding

of Sustainable Lifestyles spreads, the inspiration and motivation within visionary entrepreneurs grow... and so will do SMART Start-up and its network of collaborators.

SMART Start-up follow-up steps aim to strengthen Sustainable Entrepreneurship through the empowerment of intermediaries and cultivation of practices that will ultimately shift lifestyles into sustainable ones.

	Dimension (Who)	Activity (What)	Method (How)	Remarks
University Edition	Project Participants both in Africa and Europe	Support the activities of project participants groups	• Mobilizing resources to support their initiatives • Establishing SE fellowships through virtual networks • Providing refreshment trainings	These groups comprise the participants of previous SMART Start-up trainings
	Universities in Asia and America	Establish SMART outreach groups as the ones in Africa and Europe	• Providing introductory training and applying the educational methodology • Expanding the size of the fellowship network • Providing the platform for experience-sharing	This is a replication of previous trainings, the content will be tailored to the realities of the participating institutions

Note: SE = Sustainable Entrepreneurship

	Dimension (Who)	Activity (What)	Method (How)	Remarks
Strategic Partnerships	Youth organizations and institutions other than academic centres	Access other groups that activate youth towards action Establish networks of entrepreneurs and potential entrepreneurs	• Providing hands-on training • Developing and spreading manuals • Engaging activities through the fellowship network • Including their contribution into the projects' users' manual	This includes any group outside of university community, special focus will be given to women entrepreneurship
	Policy Makers	Mobilise policy makers towards Sustainable Entrepreneurship	• Raising awareness about the potential that SE has for regional, national and international agendas • Supporting the development of policy frameworks	The collaboration will happen with policy makers from the countries that participated in the trainings
	Business to Business	Improve the quality of microentrepreneurs in the value chain (sector-specific)	• Promoting environmental and entrepreneurial practices within supply chain • Increasing the engagement of stakeholders on non-financial issues	Sectors like ICT, Energy and Agriculture will be chosen

Esther Komsoom

Esther's Compass – a change of routes doesn't mean a change in the destination

"I am truly amazed about how a four-day workshop could change my personal lifestyle and my plans for the future. A participant asked me about my future career plans. My answer was 'I wanted to be a maritime lawyer, but now I don't know anymore'. I guess what I really wanted to tell her was that the SMART Start-up programme helped change my perspective.

My current vision is geared towards helping my country change course by adopting measures and policies that address our current socio-environmental challenges. I am now a prospective sustainable entrepreneur and international environmental lawyer."

Who is Esther?

Esther is a young woman from Ghana and is studying in her 3rd year as law student at Kwame Nkrumah University of Science and Technology (KNUST). Esther coordinated the local SMART Start-up Project and leads a project team of specialists from KNUST and the New York based Fordham Faculty of Law to tackle e-waste issues. Esther also works as the Ghana vice president for external relations with AIESEC, an international platform that aims to support young people to discover and develop their potential to create positive impacts on society.



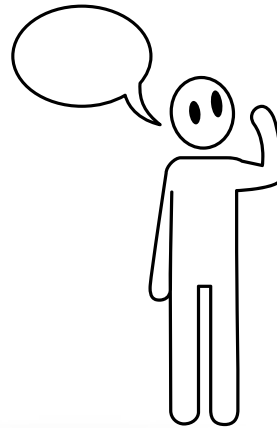
Lubaba Damtie

Lubaba's discoveries on experiential learning

"Even though each step was invaluable to build creative thinking skills, I was inspired most by the exercise in breaking assumptions. I came to realize that our thinking is in many ways the result of our lifestyle. We all see reality through the lens of our lifestyles, our background, and our experiences so it is sometimes difficult to think outside the box and to be committed to new ideas. I learned how to make use of specific tools to create innovative entrepreneurial ideas. By working through each stage of the training I realised that learning by doing enabled me to grasp new knowledge in ways that will have a lasting impact."

Who is Lubaba?

Lubaba is married, a mother of two children and university lecturer. Lubaba holds a Bachelor of Arts degree in Management and Public Administration and has worked as a human resources manager with the Commercial Bank of Ethiopia for the past eleven years.



Kassim Shahil Hussein

After the Mauritius Stop

"Certainly the SMART Start-up workshop had a huge impact on my personal and professional life. The training workshop gave me the opportunity to develop and market a new business idea. After completing the workshop the first thing I did was to share the training material with my friends and colleagues since it could be easily understood and was of direct relevance to many colleagues. I am currently in the process of searching for an opportunity to continue my studies at the Masters or MPhil/PhD level in the field of energy management and Sustainable Development."

Who is Kassim?

Kassim Shahil Hussein graduated with Honours with a Bachelor's Degree in Mechanical Engineering from the University of Mauritius. He aspires to become a Chartered Mechanical Engineer and specialise in Energy Management and Sustainable Development. Kassim also received an award from the Institute of Engineering and Technology (IET) Present Around the World (PATW) competition for his project entitled "Energy Storage: Towards Meeting Peak Electricity Demand in Mauritius".

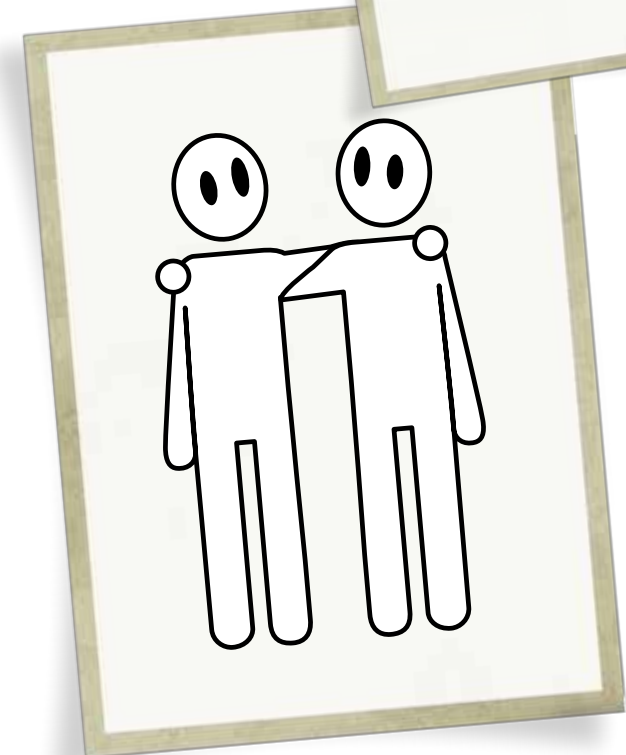
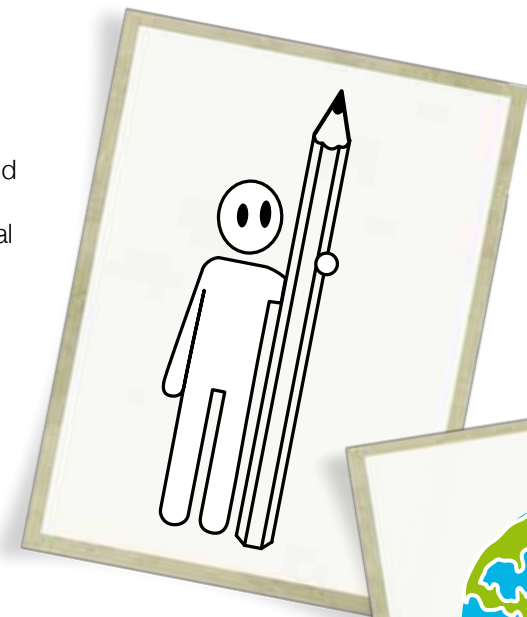


ETHIOPIA

MAURITIUS

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- The CSCP “SMART Start-up “ team



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