

THE NEXT 15 MILLION

Start and Improve Your Business

Global Tracer Study

2011-15



International
Labour
Organization

Susanne van Lieshout, Pranati Mehtha



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FOREWORD

The bulk of global employment is generated by micro-, small and medium enterprises (MSMEs). Accordingly, the International Labour Organization (ILO) promotes MSME development as a way to contribute to productive employment, poverty reduction and Decent Work, contributing to Sustainable Development Goal No. 8.

In line with international good practices, the ILO takes a facilitative approach in assisting these enterprises by building the capacities of local business training service providers. We develop models for interventions, update product lines and train partners that are then responsible for rolling out business training and other services to enterprises. The product for which demand has been, and continues to be, greatest is Start and Improve Your Business (SIYB) – a global entrepreneurship and management training programme for potential start-ups and existing small businesses. Since its launch about 30 years ago, SIYB has established itself as a “bestseller” on the business training market for micro and small enterprises.

This tracer study documents the outreach of the programme and other key achievements, including estimates of its effect on business start-ups and job creation. The study has been prepared for practitioners in enterprise development, including governments, employers and workers’ organizations as well as any other organization or individual engaged in entrepreneurship and management training.

The study, written by Susanne van Lieshout, a consultant with MDF based in Myanmar, and Pranati Mehtha, a member of the SME Unit team at the ILO in Geneva, is the result of a ten-month-long team effort. The data gathering was organized with the support of a group of committed SIYB Master Trainers and ILO field staff throughout the world and was coordinated by Pranati Mehtha.

With 15 million clients reached by the end of 2015, we look forward to the next 15 million!

Merten Sievers

Value Chain Development and Entrepreneurship Coordinator,
Enterprise Department, ILO

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The authors would also like to thank representatives of the Ministry of Human Resources and Social Security in Beijing for furnishing SIYB outreach numbers in China.

Many thanks are also due to the authors of impact assessments and randomized controlled trials cited in this study.

The reviewing work and technical contributions of Merten Sievers and Nadja Nutz of the ILO's Small and Medium Enterprises (SME) Unit are also gratefully acknowledged. Stylistic and language editing was carried out by Gillian Sommerscales. The internal layout and cover design was developed by Maurizio Costanza.

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ABBREVIATIONS

BDS	business development services
CSR	corporate social responsibility
EGF	Equity Group Foundation
EYB	Expand Your Business
GDP	gross domestic product
GYB	Generate Your Business Idea
ILO	International Labour Organization
IYB	Improve Your Business
M&E	monitoring and evaluation
MFB	My First Business
MoHRSS	Ministry of Human Resources and Social Security (China)
MSMEs	micro-, small and medium enterprises
RCT	randomized controlled trial
SIYB	Start and Improve Your Business
SMEs	small and medium enterprises
SYB	Start Your Business
ToMT	Training of Master Trainers
ToT	Training of Trainers
UNDP	United Nations Development Programme
YEF	Youth Entrepreneurship Facility (East Africa)

EXECUTIVE SUMMARY

This study provides quantitative and qualitative data pertaining to the implementation of the Start and Improve Your Business (SIYB) programme between 2011 and 2015. SIYB is a management training programme with a focus on starting and improving small businesses as a strategy for creating more and better employment for women and men, particularly in emerging economies. The programme is composed of a set of interrelated training packages and support materials for different levels of business maturity from starting to growing enterprises. It is implemented through a multiple-tier structure comprising Master Trainers, Trainers and entrepreneur-level end-beneficiaries. The main findings of the study are as follows:

- By the end of 2015, the SIYB programme had trained 380 Master Trainers and 64,740 Trainers in close to 3,340 partner organizations in more than 100 countries. Together, these trainers had trained an estimated 15 million SIYB trainees. Out of these 15 million, 10.5 million were trained in the period 2011–15.
- The outreach of the period 2011–15 (10.5 million) was over twice as high as that (4.5 million) documented in the previous tracer studies, covering the period from the early 1990s to 2010, showing a rapid global expansion of the programme.
- On the basis of previous impact assessments and tracer studies, it is estimated that this outreach has led to the start-up of at least 2.65 million new businesses and the expansion of 40 per cent of existing businesses, creating close to 9 million jobs globally in new and existing businesses by the end of 2015.
- Given these numbers, SIYB is one of the largest programmes of its kind worldwide.
- Two key challenges remain: (i) given the size and scope of the global programme, data collection continues to be difficult and numbers can only be considered estimates; (ii) while SIYB is one of the most intensively studied programmes of its kind¹, the overall impact of the training is more difficult to establish than outreach numbers.

¹ For a list of RCTs done with SIYB and their conclusions, see ILO, 2015 and further at www.ilo.org/siyb.

A combination of methods was used to collect data. The ILO recruited Master Trainers to collect and aggregate available data from their respective regions, namely: Central Asia and Eastern Europe; China; Latin America; the Middle East and North Africa; South Asia, East Asia and Pacific; and sub-Saharan Africa. For some countries in these regions, data were collected directly from ILO country offices that had recently conducted randomized controlled trials (RCTs) or SIYB tracer studies. For China, the largest contributor to SIYB outreach, the authors of the study travelled to the country to collect and verify numbers.

Obtaining complete and accurate data proved to be challenging, especially at the entrepreneur level. As the implementation of SIYB is handed over to local and national institutions once ILO interventions end, a large part of data collection is handed over to implementing actors, including Master Trainers, Trainers, training institutions and government agencies. As a result, data collection tools are not always consistent across countries, sometimes the data submitted were incomplete or vague, and for a few countries where SIYB was being implemented no reliable data could be obtained.

SIYB continues to be a key policy instrument used by ministries in charge of employment, employers' organizations and SME agencies to promote (self-)employment, and is increasingly also being adopted by private sector bodies such as microfinance institutions and consultancy firms. The programme has been taking advantage of social media to increase its outreach. SIYB training was found to be delivered more often in combination with other services such as access to finance² or technical skills training³ in order to provide a more comprehensive package for business start-up and job creation. However, more research is needed to establish causal links between SIYB and job quality.

The study also collected information on the cost structure of the different SIYB training packages and found that more and more training is being offered on a cost-recovery or profit basis, which enables business service providers to become financially viable. In many countries the programme is being fully or partly subsidized by governments as a key tool for addressing unemployment and poverty.

The study concludes with the following findings:

- Demand for the SIYB programme has continued and grown worldwide since its inception in the 1980s.
- SIYB yields positive results in business start-up and job creation that can be enhanced by providing service packages rather than single training interventions.
- The diversification of the programme beyond traditional sectors, contexts and mediums includes the development of sectoral and green economy adaptations in a range of countries.

2 On linkages to finance, see http://www.ilo.org/empent/areas/start-and-improve-your-business/WCMS_356021/lang-en/index.htm.

3 On linkages to technical skills training, see http://www.ilo.org/empent/areas/start-and-improve-your-business/WCMS_537769/lang-en/index.htm.

- Key challenges include: (i) improving recovery of costs for training services; (ii) addressing difficulties in monitoring global outreach and impact linked to decentralized programme implementation; and (iii) in many countries, improving access to learning materials for entrepreneurs and trainers.

Finally, the study suggests:

- developing a strategy to respond to the business development needs of high-growth enterprises and online businesses;
- creating more structured linkages to other enterprise support services such as financial services and coaching;
- making a further push towards commercial provision of SIYB, enabling service providers to become financially viable without having to rely on subsidies;
- further adapting SIYB and accompanying tools to help address the problem of climate change through greener entrepreneurship.



CHAPTER

1



SIYB and the 2016 Global Tracer Study at a glance

1.1 What is SIYB?

Research shows that small-scale enterprises account for nearly two-thirds of all jobs worldwide (Ayyagari et al., 2011). Micro-, small and medium enterprises (MSMEs) also play a crucial role in providing income and livelihoods where there is a lack of sufficient wage employment. Given the contribution of entrepreneurs to job creation and economic growth, many governments make efforts to support existing and aspiring business owners. This assistance can be offered in a wide variety of forms, including technical and entrepreneurial training, financial support and other services.

The ILO has been rolling out its flagship business management training programme, **Start and Improve Your Business (SIYB)**, since the 1980s to help individuals start and improve small businesses as a strategy for creating employment

The objectives of the SIYB programme are:

- to enable local providers of business development services (BDS) to implement business start-up and improvement training effectively and independently;
- to enable women and men to start viable businesses, to increase the viability of existing enterprises and, in doing so, to create quality employment for others.

The core of the SIYB programme is a suite of interlinked training packages (see figure 1), each incorporating quality learning materials that respond to the needs of the cli-

ents. The learning materials are adapted for different target groups. For instance, SIYB has been adapted for people with low levels of literacy; in this form, called SIYB Level 1, the learning materials are pictorial and explain the concepts of business management through illustrations.

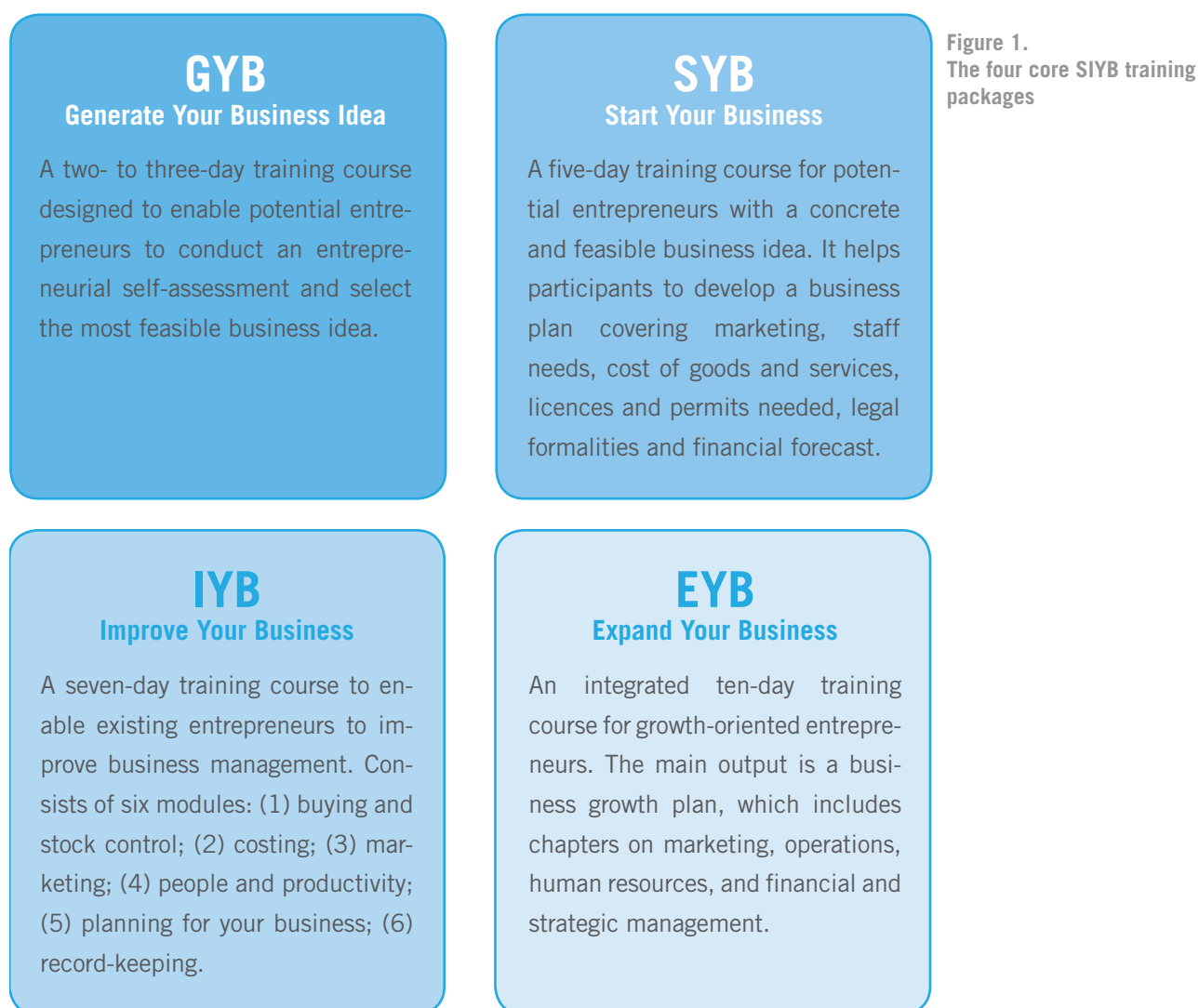


Figure 1.
The four core SIYB training packages

The key actors in the implementation of the SIYB programme are Master Trainers, Trainers and the local SIYB partner organizations through which they operate (for more on these key actors, see Chapter 2). These deliver support through the various training packages to both existing MSMEs and new start-ups.

1.2 SIYB results at a glance

Since its inception in the 1980s, SIYB has become an integral part of national initiatives to stimulate economic development. With 380 Master Trainers, almost 64,740 Trainers and over 15 million beneficiaries trained, SIYB is one of the largest programmes of its kind worldwide, implemented by close to 3,340 organizations in 100 countries.⁴ The extent and distribution of SIYB outreach are shown in tables 1 and 2.

Table 1.
SIYB outreach by region,
by the end of 2015







REGION	MASTER TRAINERS (END OF 2015)	TRAINERS (END OF 2015)	SIYB TRAINEES (END OF 2010)	SIYB TRAINEES (2011–15)	TOTAL SIYB TRAINEES (END OF 2015)
Central Asia and Eastern Europe	8	458	32 100	1 925	34 025
China	191	51 029	4 142 000	10 040 000	14 182 000
Latin America	22	3 540	27 900	20 628	48 528
Middle East and North Africa	11	532	3 900	176 319	180 219
South Asia, East Asia and Pacific	85	6 499	212 000	130 045	342 045
Sub-Saharan Africa	63	2 682	111 900	165 260	277 160
TOTAL	380  (30% women)	64 740  (37% women)	4 529 800  (50% women)	10 534 177  (51% women)	15 063 977  (50% women)

Table 2.
Summary of start-ups and job
creation, by the end of 2015

	UP TO 2010	2011–15	TOTAL
NEW BUSINESSES: i.e. new entrepreneurs	0.5 million	2.15 million	2.65 million new businesses
NEW JOBS: in <i>new</i> businesses	1.0 million	3.74 million	4.74 million jobs in new businesses
in <i>existing</i> businesses	1.2 million	0.45 million	1.65 million jobs in existing businesses
			6.39 million jobs new and existing businesses
TOTAL 9 MILLION EMPLOYMENTS*			
* Including new businesses, new jobs in new businesses and new jobs in existing businesses			

1.3 The objectives of the Global Tracer Study

The 2016 SIYB Global Tracer Study set out to make a quantitative and qualitative assessment of SIYB training conducted between 2011 and 2015. The main objectives of the study were as follows:

Objective 1: To estimate the global outreach of the SIYB programme in the years 2011–15.

To this end, the following quantitative information was requested for each country in which SIYB was being implemented:

- total numbers of Master Trainers, Trainers and entrepreneurs who have received training;

⁴ Since the launch of the programme, SIYB has been introduced in 100 countries. Data for the period 2011–15 are based on information collected from 52 countries.

- sex-disaggregated numbers of Master Trainers, Trainers and trainees/entrepreneurs who have used each SIYB package;
- number of BDS organizations providing SIYB training; types of BDS organizations (public, private or any other profile); types of services provided by these organizations in combination with SIYB core training (access to finance, vocational training etc.);
- rates of business start-up, business survival and business expansion as a result of SIYB training;
- cost structure of SIYB training.

Objective 2: To investigate new trends in SIYB implementation and show how the programme has expanded, become integrated into institutions, and been able to innovate in delivery mechanisms and channels.

To this end, short qualitative case studies of BDS providers or organizations giving SIYB training were obtained to identify:

- achievements and challenges in the implementation of SIYB;
- factors that contribute to the success or failure of newly established businesses;
- ways in which BDS organizations or institutions are providing services that complement SIYB training;
- the impact of these service combinations on enterprises.

Objective 3: To obtain qualitative feedback from end-beneficiaries about the use of the SIYB programme, with a focus on job quality and decent work.

To this end, short narratives by or video interviews with entrepreneurs who had started or improved their businesses after going through SIYB training were collected. These provided information about their profile, the challenges they faced and how the SIYB training helped them to address these challenges.

These objectives were reflected in the set of research questions prepared as the basis for data gathering. The complete questionnaire can be found in Annex II.

This tracer study should not be confused with an impact assessment or a programme evaluation. Impact assessments seek to determine to what extent changes in the lives of end-beneficiaries can be attributed to programme interventions. Evaluations highlight the extent to which the intervention accomplished the outputs it set for itself. This tracer study, by contrast, is predominantly concerned with collecting quantitative and qualitative information on the outreach of SIYB training.

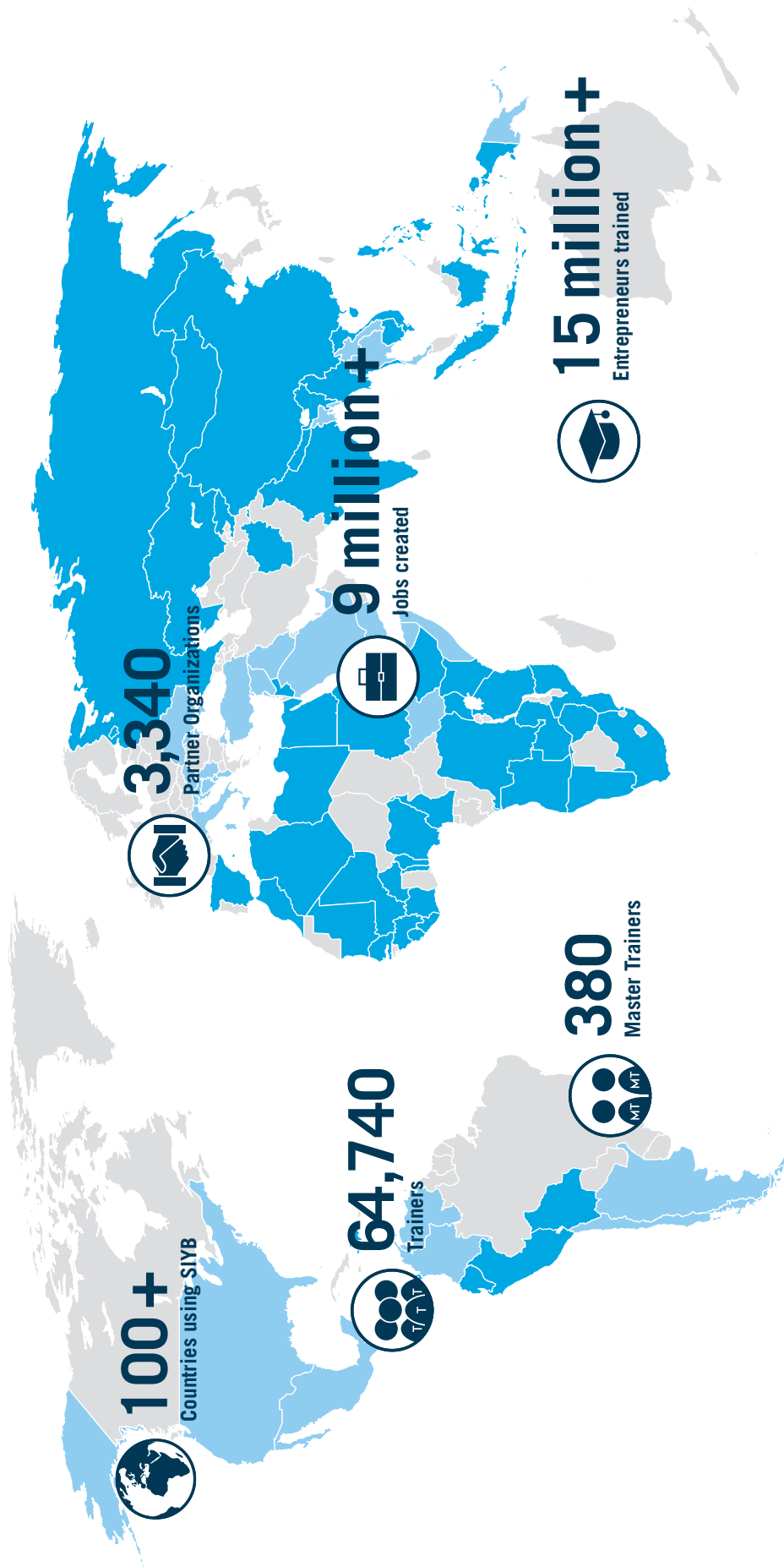


Figure 2.
SIYB outreach
by the end of 2015

1.4 The methodology used

The 2016 SIYB Global Tracer Study collected data for the period between 2011 and 2015, building on the 2011 study and its results for 2003–10. As in previous SIYB Global Tracer Studies (carried out in 1997, 2003 and 2011), a combination of methods was used to collect data.

First, the ILO recruited Master Trainers to collect and aggregate available data from their respective regions, namely Central Asia and Eastern Europe; China; Latin America; the Middle East and North Africa; South Asia, East Asia and Pacific; and sub-Saharan Africa. For some countries, data were collected directly from ILO country offices that had recently conducted randomized controlled trials (RCTs) or SIYB impact studies. For China, where by far the largest proportion of SIYB outreach has taken place, staff from the SIYB Global Coordination Team in Geneva and an ILO consultant travelled to the country to collect and verify numbers.

In addition to quantitative outreach figures, the team collected case studies and success stories, conducted interviews with entrepreneurs, and had many one-to-one exchanges with SIYB partner organizations, Trainers and Master Trainers. The overall data collection and verification process began in December 2015 and lasted more than ten months.

1.5 Limitations of the methodology

Despite regular efforts and new centralized data collection initiatives supported by the ILO, obtaining complete and accurate data, especially at the entrepreneur level, remains a challenge, for several reasons. First, there is no real incentive for training providers to participate in reliable data collection. Second, an overwhelming majority of SIYB training activity takes place in China, where the management and implementation of SIYB have been fully integrated into the Ministry of Human Resources and Social Security (MoHRSS). As a result, the ILO has limited control, and it is difficult to gather and verify precise data from this vast country.

Other factors affect both the collection and the interpretation of data:

- Data collection tools were not consistent across the countries where SIYB is being implemented.
- Data submitted were often incomplete, inconsistent or (especially in respect of qualitative information) vague.
- From quite a few countries where SIYB is being implemented, no data were received.

It should also be remembered that SIYB is commonly implemented in countries subject to volatile political, social and/or economic circumstances or even conflict conditions. Such unstable environments inevitably have a disruptive effect on the lives of inhabitants, and also complicate efforts to collect and record correct data, especially attempts to assess long-term success.

For all these reasons, the quantitative results presented in this study should be seen as estimates.

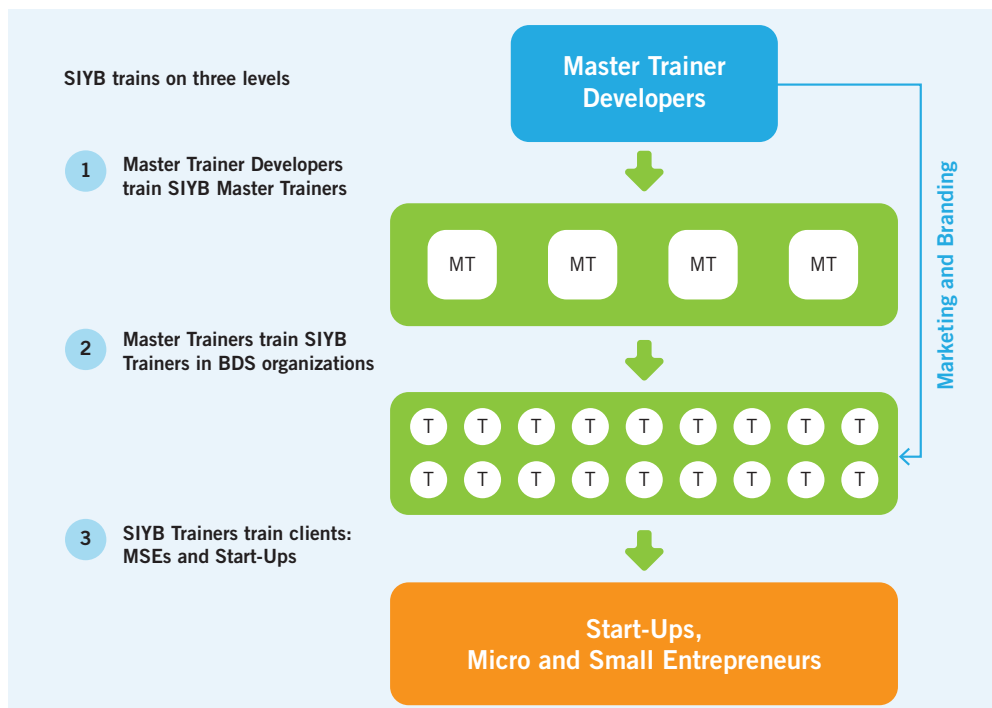
CHAPTER

2

Key actors and key findings

As noted in Chapter 1, the four SIYB packages are implemented through Master Trainers, Trainers and local SIYB partner organizations. Figure 3 illustrates the SIYB implementation structure.

Figure 3. SIYB implementation structure



This chapter provides quantitative and qualitative information related to SIYB Master Trainers, Trainers, trainees and partner organizations implementing the programme between 2011 and 2015, and considers what has changed since the 2011 SIYB Global Tracer Study.

2.1 SIYB Master Trainers

By the end of 2015, an estimated 380 Master Trainers (of whom 30 per cent were women) were reported to be active and to have been conducting SIYB training regularly. By the end of 2010, 237 Master Trainers were reported to be active.

The key issues pertaining to SIYB Master Trainers are those of *quality* and *licensing*.

- **Quality of Master Trainers**

Identifying competent and motivated individuals to become Master Trainers is not an easy task. Potential Master Trainers are selected from the pool of existing Trainers, most of whom work in local institutions partnering with SIYB. Potential Master Trainers go through the Training of Master Trainers (ToMT) process, which involves building their competencies in marketing, trainer development, monitoring and evaluation. At the end of this process, participants have to pass an exam that assesses their ability to be certified as Master Trainers.

In **China**, Master Trainers were reportedly selected by the MoHRSS on the basis of loose criteria from a wide range of institutions such as public employment service centres, vocational training centres and universities. Consequently, the quality of Master Trainers was described as low; many displayed a lack of the relevant academic background or business experience needed to implement SIYB. It also became apparent through the data collected for this study that a small number of very active Master Trainers were responsible for training a huge number of trainees in certain provinces, inevitably raising doubts about the quality of the training provided in these circumstances. In **Nepal**, a lack of funds was said to be making it difficult to update the knowledge of Master Trainers, with negative repercussions for the quality of SIYB training.

- **Licensing of Master Trainers**

Upon successful completion of the ToMT cycle, participants are awarded a certificate of competence as a SIYB Master Trainer and a licence, which is valid for three years. Every Master Trainer must execute at least one Training of Trainers (ToT) cycle during that three-year period, or their licence will expire.



Figure 4. Master trainer certificate

Monitoring the renewal and expiry of licences was found to be a challenge. This is because some Master Trainers fail to update their training information on the SIYB Gate-

way promptly (see section 3.3 below on “Monitoring and evaluation in SIYB”), and therefore lose their licences even though they are in fact regularly conducting ToTs. Consequently, the list of active SIYB Master Trainers may not always be complete.

2.2 SIYB Trainers

Figure 5.
Royal Business Consult Trust
(Zimbabwe)



Trainers are responsible for directly delivering the SIYB training packages to existing and new entrepreneurs. By 2015, a total of 64,740 Trainers were reported to be active, of whom an estimated 37 per cent were women. This represents a more than threefold increase since the end of 2010, when 17,540 Trainers were reported active.

The key findings related to Trainers are as follows:

- Most of the Trainers selected not only met the basic selection criteria (experience of running own business; knowledge of adult training methodologies or BDS), but also possessed a broader sectoral knowledge. This enabled Trainers to link SIYB with other BDS when carrying out the training.

For example, the **Youth Entrepreneurship Facility (YEF)** in East Africa selected Trainers who were already providing financial and vocational training and introduced them to SIYB. The available qualitative evidence on the combined training they provided suggests that outcomes for trainees were positive. Similarly, the **Green Jobs Programme** in Europe, Africa and Latin America combined SIYB training with awareness of climate change.

- Between 2011 and 2015, the programme saw an increase in the number of Trainers trained not by the ILO but independently by Master Trainers in SIYB associations, as in Sri Lanka, or by private consulting firms working in partnership with SIYB, such as Royal Business Consult Trust in Zimbabwe. This is a sign of the maturation and autonomy of the SIYB programme in South Asia and southern Africa.
- Public-sector employees have also been selected and trained as SIYB Trainers in countries where the programme has been integrated in government-run schemes to encourage entrepreneurship development with a view to employment creation. This has resulted in the institutionalization of SIYB in government agencies with wide outreach, thus promising greater sustainability of the programme.

2.3 SIYB partner organizations

SIYB depends largely on partnerships with organizations that can be relied on to deliver quality training. These organizations are key to the financial, technical and institutional sustainability of the SIYB programme. In the beginning of 2011, the reported number of such organizations was 2,500; since then, at least 840 partners have been added to the total.

Between 2011 and 2015 there has been a clear shift in the profile of these partner organizations from the public to the private sector (see figure 6), owing to the increasing focus on the commercial provision of SIYB. Private providers are usually more commercially driven and provide high-quality training with a view to attracting payment from end-beneficiaries and thereby surviving without financial support from government or the ILO. The proportion of financial institutions in the total has changed little since 2011, despite continued efforts to link SIYB with access to finance.



Figure 6. SIYB partner organizations, 2011 and 2015, by type (%)

2.4 SIYB trainees: start-ups, jobs created and other outcomes

The *Small and medium enterprises and decent and productive employment creation* report presented at the International Labour Conference in 2015 (ILO, 2015) provided solid empirical evidence to show that entrepreneurship training supporting MSMEs makes valuable contributions to employment creation. Recently conducted RCTs have also confirmed the usefulness of business management training in aiding the growth of small enterprises. For example, an ILO study in Uganda (Fiala, 2015) revealed that while businesses to which loans were randomly assigned experienced an immediate increase in profits, this was sustained over time only when loans were combined with SIYB training. These findings are of great significance to the work of the ILO, which has been investing in the promotion of entrepreneurship development, particularly through the SIYB programme, for many years.

The present study estimates that between 2011 and 2015 over 10.5 million end-beneficiaries were trained through SIYB (see table 3). Its findings on the business start-up rate among end-beneficiaries who were not yet in business at the time they received training, and on the job creation rate both in these start-ups and in existing businesses whose owners received SIYB training, are presented below.

It must be emphasized that several other factors, alongside participation in SIYB training, contribute significantly to the outcomes for SIYB trainees in starting and improving their businesses. These include technical skills, access to finance, the business climate and the personal competencies of the entrepreneurs.

2.4.1 Business start-ups

Table 3.
Estimated numbers of new
business start-ups, 2011–15

	CHINA	OTHER COUNTRIES ^a
Total reported trainees (no.)	10,040,000	494,177
Total trainees not yet in business at time of training (%) ^b	90	77
Business start-up rate (%)	22 ^c	43 ^d
Total estimated new businesses started (no.)	≈1,987,920	≈163,622
TOTAL ESTIMATED NEW BUSINESSES STARTED		2.15 million

^a The 51 countries that provided data for the period 2011–15; for the full list, see Annex III.

^b Calculated as no. of GYB, SYB and SIYB Level 1 participants as % of total number of reported trainees for all SIYB packages between 2011 and 2015. GYB, SYB and SIYB Level 1 participants are typically not yet in business at the time of training.

^c Based on province-level information provided by MoHRSS.

^d Number of businesses started as % of total number of reported GYB, SYB and SIYB Level 1 trainees.

The data reported by Master Trainers, Trainers and partner organizations showed business start-up rate by GYB, SYB and SIYB Level 1 trainees of 43 per cent in countries excluding China. In China, interviews and selected data indicated a lower start-up rate of around 22 per cent. In total, an estimated 2.15 million new businesses were started after SIYB training.

“Start-up of graduates is low, many are not interested in starting a business.”

Interview with SIYB Trainer, China

The lower start-up rate in **China** may be accounted for by the way the programme is implemented in that country. SIYB training has been incorporated into government-mandated schemes whereby rural unemployed individuals have to participate in the training in order to qualify for certain other benefits. Also, SIYB training was assigned to large numbers of college graduates. While most of these had skills, many lacked the ambition to become entrepreneurs.

In **Sri Lanka**, it was found that 45 per cent of women who took part in SIYB training without previous or current business experience had since started businesses as a direct result of the training, while the corresponding rate for male participants was only 13 per cent. Over a third of women (37 per cent) and nearly two-thirds of men (60 per cent) indicated that they had not started businesses because they had found other jobs. There also was a considerable difference in age groups starting a business: the start-up rate was lowest (15 per cent) among participants aged 16–25, and highest (37 per cent) for those aged 36–45.

In **Kenya, Tanzania** and **Uganda**, the YEF impact survey report of August 2013 stated that of 650 SIYB participants surveyed, 347 – just over half – had reported starting new businesses.

2.4.2 Jobs in new and existing businesses

Some data were obtained on the numbers of jobs generated by both new and existing entrepreneurs after participating in SIYB training.

Many of the new enterprises started after SIYB training are one-man or one-woman enterprises. Even so – and with the caveat that there are some inconsistencies in the data obtained – it appears that, on average, each new business generated two to three new jobs, including the business owner (see table 4). It was estimated that 40 per cent of existing businesses run by participants in SIYB expanded by one job after training (see table 5).

When asked about future expansion, more than half of SIYB-trained entrepreneurs indicated that they were likely to employ more than five people within the next two years, but this could not be verified.

In **India**, the 2015 impact study of SIYB showed that, out of the total number of enterprises started after training (≈ 950), close to 60 per cent did not recruit additional employees. About 20 per cent of these enterprises employed between two and five people; about 10 per cent employed five to ten, 8 per cent employed ten to 20, and 2 per cent employed more than 20 people.

Results from a 2014 impact assessment in **Sri Lanka** revealed that majorities of both males (78 per cent) and females (72 per cent) indicated that there was no change in numbers employed after training. This finding was similar to that of the 2003 Sri Lanka impact assessment.

“From the sample of 650, 347 new businesses were started, with a total of 816 new jobs. On average, 2.35 jobs were created in each new business, including the job of the business owner; in Uganda each new business brought 2.4 jobs, in Kenya 2.1 and in Tanzania 2.0 jobs.”

YEF impact survey report 2013, Kenya, Tanzania, Uganda

	CHINA	ELSEWHERE ^b
Average no. of new jobs created per new business	2.8, including owners ^c	2.02, including owners ^d
Total estimated new businesses started	$\approx 1,987,920$	$\approx 163,622$
New jobs in new businesses, including owners	$\approx 5,566,176$	$\approx 330,516$
New jobs in new businesses, excluding owners	$\approx 3,578,256$	$\approx 166,894$
TOTAL NEW JOBS IN NEW BUSINESSES, EXCLUDING BUSINESS OWNERS		≈ 3.75 million

^a Mostly GYB and SYB trainees.

^b The 51 countries that provided data for the period 2011–15.

^c Based on province-level data provided by MoHRSS.

^d Average of total additional jobs in all new reported business start-ups, 2011–15.

Table 4.
Estimated numbers of new jobs created in new businesses,^a 2011–15

	CHINA	ELSEWHERE ^b
No. of trainees already in business at time of SIYB training ^c	1,004,000	113,660
New jobs in existing businesses, assuming 40% expand by 1 job each ^d	$\approx 401,600$	$\approx 45,464$
TOTAL NEW JOBS IN EXISTING BUSINESSES, EXCLUDING BUSINESS OWNERS		≈ 0.45 million

^a Mostly IYB and EYB trainees.

^b The 51 countries that provided data for the period 2011–15.

^c Participants in the IYB and EYB training packages are typically existing entrepreneurs and therefore are considered to be in business at the time of training.

^d Calculation based on ILO impact assessments. See e.g. Lieshout and Lwanga, 2003

Table 5.
Estimated numbers of new jobs created in existing businesses,^a 2011–15

As with the previous SIYB Global Tracer Study, it remained difficult to obtain precise data about numbers of new businesses and jobs created. Also, the study could not obtain significant amounts of reliable information on the survival rates of businesses after SIYB training. Typically, SIYB trainees operate in volatile economic and political situations, where survival rates would be expected to be relatively low.

2.4.3 Other outcomes for SIYB trainees

“70% of entrepreneurs involved in the survey reported to be more confident in business planning, general business management and business financial management compared to before attending the SIYB training.”

YEF impact survey report 2013,
Kenya, Tanzania, Uganda

Both training participants and providers from all countries reviewed in the study consistently reported a range of business improvements made by entrepreneurs after SIYB training, in areas including business plans, products, production processes, marketing and sustainability. This effect on management practices was found to be greater for enterprises that received training plus follow-up guidance in the form of either individual or group counselling and refresher training. This helped the beneficiaries diagnose areas for improvement. Indeed, an independent study of 10,000 small-scale enterprises in Africa, Latin America and South Asia (McKenzie and Woodruff, 2015) confirmed that stand-alone training programmes achieve only a modest effect on the

adoption and improvement of management practices such as those promoted by IYB training.

In **India**, SIYB training has had a positive qualitative effect in that all trainees felt empowered by their newly gained knowledge and business skills. Also, the 2015 impact study of SIYB in India indicated a positive effect on business sustainability, with 67 per cent of the surveyed small-scale enterprises still in operation after the first year of establishment. In 40 per cent of cases, SIYB entrepreneurs have made definite plans for growth and have achieved sufficient income and stability to enable them to grow.

The SIYB impact survey undertaken in **Kenya, Tanzania** and **Uganda** through the YEF programme in 2013 found that, out of the 217 respondents with already existing businesses, 72 per cent and 68 per cent reported increased profitability and revenue respectively.

CHAPTER

3

Other findings

This chapter presents information on recent changes in the SIYB programme components, covering the learning materials, the cost structure, and the monitoring and evaluation system.

3.1 SIYB materials

3.1.1 Training materials for entrepreneurs

Each of the four core SIYB training packages – GYB, SYB, IYB and EYB – includes a comprehensive set of learning materials for both participating entrepreneurs and trainers.

The SIYB Global Coordination Team in Geneva, together with a team of Master Trainers and management consultants, recently revised the entrepreneur materials for the GYB, SYB and IYB packages to incorporate new content and ensure versatility (see box 1). This process culminated in the launch of the international English version of the materials in 2015. Since then, ILO country and project offices have launched adaptations of the new materials in several other languages, including Arabic, Burmese, Dari, French, Hindi, Mizo, Spanish, Tajik and Tetun.

“75% of those interviewed indicated a high rate of quality of training content, training duration adequacy and clarity of training materials.”

YEF impact survey report 2013, Kenya, Tanzania, Uganda

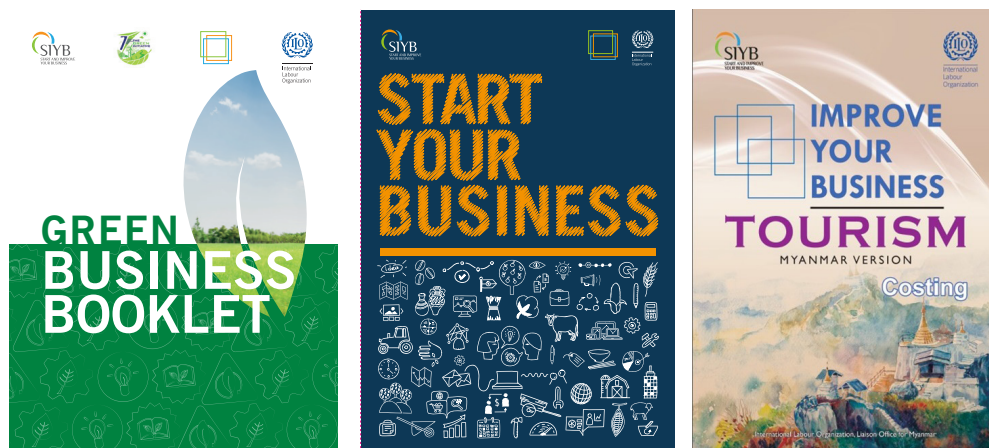


- The content has undergone technical overhaul to reflect recent thinking in enterprise development, e.g. the marketing concepts have been broadened to include 7Ps as opposed to the older 4Ps of marketing mix.
- Images and examples have been updated to reflect current realities, e.g. entrepreneurs are taught to use e-commerce to sell their products as opposed to using only the traditional sales mechanisms.
- Costing modules have been simplified and made easier to teach; the “Buying” and “Stock control” manuals in IYB, which were previously separate, have been combined.
- Linkages to finance, gender, disability, environmental and decent work issues have been strengthened.
- Relevant exercises and illustrations are used to explain business concepts and techniques, making it easier for trainees to put them into practice immediately.
- Language has been simplified and made easier to read.
- It is the first major ILO product to be globally launched with a Creative Commons licence, enabling users to reuse, share, adapt and build upon the original work with appropriate credit to the ILO.

Box 1.
What's new in the entrepreneur materials?

Sector-specific materials for entrepreneurs have also emerged to assist them in developing business ideas and create start-ups in relevant sectors. Examples of new complementary sector specific material include the **Green Business Booklet** developed in India, which can be used alongside existing SIYB training and materials to help entrepreneurs to “green” their businesses and thereby to tackle the twin challenges of climate change and unemployment; a booklet on running a **tourism** business in Myanmar; and an adaptation of SIYB materials directed specifically at **social entrepreneurs**, recently produced in South Africa.

Figure 7.
Examples of sector-specific training materials



3.1.2 Training materials for Trainers

In 2015, the SIYB Global Coordination Team completely revised the generic Trainer’s guide. The revised version includes more content on cross-cutting issues including gender, disability issues at the workplace and linkages to other services.

Also in 2015, session plans, PowerPoint presentations, handouts, activities and other specific tools were developed for the GYB, SYB and IYB packages, offering more guidance to Trainers in planning and delivering the various modules to entrepreneurs.

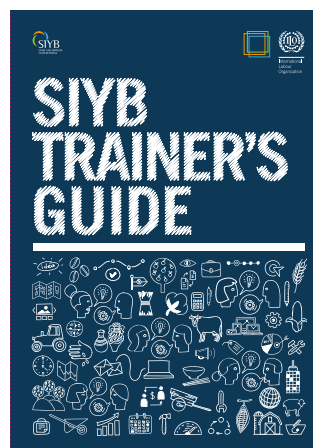


Figure 8.
The new SIYB Trainer’s guide

3.1.3 The SIYB Business Game

The SIYB Business Game is used in many SIYB courses across the world and is considered by most training participants to be a valuable addition to the materials and to the training overall. The game was designed to enable players to put into practice everything they learn about starting and improving a business in the more formal training sessions.



Figure 9.
SIYB Business Game in Myanmar

Learning through play offers entrepreneurs the chance to experiment with their newly gained knowledge. In some countries, such as **Myanmar** and **Zimbabwe**, the game is used as an integral part of the training; in others, for example **China**, the game

is perceived as an optional addition to the core SIYB materials, and trainers rely on the formal presentations to impart knowledge.

“Because of participative and practical training games, participants appreciate and understand concepts of liquidity, cash flow, profitability, direct and indirect cost.”

India impact survey report, 2015

3.1.4 The main challenges related to SIYB materials

- **Access to materials:** this remains a challenge, for entrepreneurs and trainers alike, in many countries.
- **Incomplete revision of materials:**



The EYB manual and the content of the SIYB Business Game have not yet gone through the

revision process and do not reflect recent thinking in enterprise development. Also, guidance materials for Master Trainers on how to plan and conduct SIYB training for trainers have not been updated.

- **Costs of printing and distributing materials:** Many countries reported not having updated course materials since 2010 or before, usually citing the expenses of printing and distribution as the reason. For example, in **Nepal** and **Sri Lanka**, even in contexts where training providers are financially independent, the income gained

through participants paying training fees often does not cover additional expenses such as these, and finding sponsorship is challenging.

To address the challenge related to accessing materials, in 2015 the SIYB Global Co-ordination Team issued the entrepreneur materials under a **Creative Commons** licence, which provides open access to the content and allows for free reuse, translation and adaptation of materials, with appropriate credit to the ILO.

The dissemination of SIYB materials has broadened with the increasing number of materials distribution agreements. Partnerships with Save the Children and the Danish Refugee Council, the SIYB Association of East Africa in Tanzania, the Business Development Service Providers Network in Uganda and the Federation of Kenya Employers ensure access to SIYB materials both for their staff and for trainees.

3.2 The cost structure of SIYB training

The financial sustainability of training through the SIYB programme is of critical importance. In a number of countries, SIYB courses are still offered free of charge. This can be justified in the context of the country in which the training is being delivered. SIYB may also be usefully offered to specific vulnerable communities at low or subsidized rates.

Table 6.
The cost of SIYB training,
selected countries, 2011–15

COUNTRY	SIYB TOT		SYB TOE		IYB TOE	
	AVERAGE COST (US\$)	CONTRIBUTION MADE BY ALL PARTICIPANTS (% of total cost)	AVERAGE COST (US\$)	CONTRIBUTION MADE BY ALL PARTICIPANTS (% of total cost)	AVERAGE COST (US\$)	CONTRIBUTION MADE BY ALL PARTICIPANTS (% of total cost)
Benin	13 000	50-100	5 000	10	5 000	10-100
Bolivia	10 000	50	1 500	None	1 800	None
Burundi	8 000	20-30	4 000	20-100	n/a	n/a
China	9 120	100 ^a	3 040	Subsidized by gov.	3 040	Subsidized by gov.
Côte d'Ivoire	11 562	100	10 372	2	12 242	100
Egypt	17 080	None	1 400	None	n/a	n/a
Ghana	20 000	10	5 000	10	4 000	10
Guatemala	15 750	5	3 125	20–30	5 625	20-30
India	4 000-8 000	None	835	5–10	1000	10
Indonesia	7 614	4	3 807	4	n/a	n/a
Kenya	18 000	None	2500	None	2800	None
Myanmar	4 500	None	500-1 000	50-100	500-1 000	100
Nepal	6 000	50	2 500	None	3 000	None
Republic of Guinea	4 700	20-30	1 800	20-100	n/a	n/a
Senegal	13 000	20-30	5 000	20-30	6 000	20-30
South Africa	8 000	50	400	10	800	10
Togo	18 000	10	5 200	10	5 200	10
Zambia	5 000	None	2 500	18	2 700	35

^a The Government subsidizes ToTs conducted in remote rural areas. Data on these ToTs are not available.

Table 6 shows the wide variation in reported costs across a sample of countries for which data were available. This reflects in part the actual differences in cost levels in different contexts, and in part limitations and inconsistencies in financial reporting.⁵ To gain an overall view of the SIYB cost structure, the study team asked for the average cost of a SIYB workshop for about 20 participants, as well as an indication of the percentage contribution by all the participants to the total cost of the training. It should be noted that the duration of the training varies across countries depending on the different training packages involved. In the table, the duration of a SIYB ToT is ten days and that of a SYB or IYB ToE is between five and seven days.

- ToTs cost more than ToEs for several reasons, including the greater length of the process, the need for more training materials, and the generally greater capacity of participants to pay higher fees.
- IYB ToEs are usually slightly more expensive than SYB ToEs because of the higher cost of materials, the need for greater preparation time and sometimes higher fees charged by Trainers.
- IYB courses attract people already in business who have greater capacity to pay for training than GYB and SYB participants.
- More and more training courses offered by trainers and partner organizations require participants to pay a fee.

Box 2.
Key findings related to
SIYB training costs

In **China**, ToE courses and manuals receive subsidies from the Government. Here, the training is given within a broader policy environment aimed at stimulating employment, and business loans are made available to trainees at favourable rates. In **Myanmar**, a charge is made for all SYB and IYB training for entrepreneurs, while ToTs are funded within the ILO SME project (established in 2013). In **Benin**, ToT participants are willing to pay 50–100 per cent of the cost of training, as being a SIYB Trainer is highly lucrative. Some make arrangements to pay in instalments. In some countries, e.g. **Côte d'Ivoire**, existing entrepreneurs attending IYB training courses have paid 100 per cent of the cost.

The SIYB Global Coordination Team has made sustained and increasing efforts to assist its partners and trainers in developing long-term business models that will allow them to function in a financially independent manner while still maintaining service quality standards. In partnership with ILO country offices, it has conducted SIYB sustainability training for BDS providers in East Africa (Kenya, Tanzania, Uganda) and South Asia (Afghanistan, Bangladesh, India, Myanmar, Sri Lanka) to help them thrive financially as reliable partners. Similar training has been planned for West Africa in 2017.

⁵ No in-depth analysis of financial data collection or cost was conducted for this study.

3.3 Monitoring and evaluation in SIYB

The ILO has attached great importance to its monitoring and evaluation (M&E) system for SIYB since the 1990s. Sessions are dedicated to this topic during each ToMT and ToT. The SIYB M&E system consists of two complementary mechanisms – the **SIYB M&E Toolkit** and the **SIYB Gateway**.

The SIYB M&E Toolkit is a paper-based mechanism consisting of a set of forms used to monitor the various actors in SIYB at the different stages of the training process. The forms were first developed in the late 1990s during a SIYB project in southern Africa, and since then have been fine-tuned by different projects to adapt them to their needs. In order to standardize data collection through the Toolkit, the SIYB Global Coordination Team revised the forms in 2015. This involved:

- removing duplication where multiple forms were capturing the same information;
- adding reference to cross-cutting themes such as gender, youth and access to finance;
- creating a standard table listing the constituent forms and their functions.

Figure 10.
SIYB Gateway



The SIYB Gateway is an instant electronic reporting tool, designed to be used alongside the M&E Toolkit. The Gateway was developed in 2014 to replace the SIYB Resource Platform in recognition of the need for a more efficient management and evaluation mechanism. It provides Master Trainers and Trainers with a means to enter their training data directly

into an online database immediately upon completion of training activities, and also to gain certification and licensing directly. The Gateway also contains a documents library from which users can download training materials. Users log on to www.ilo.org/SIYB-GETAheadGateway to access the system, which has been translated into Arabic, Spanish and Vietnamese to facilitate its effective use; a French translation is also under consideration.

The key findings related to the SIYB M&E system are as follows:

- The M&E Toolkit was found to be more widely used than the Gateway. The main reasons reported for this were that it can be easily adapted to capture information specific to each target group, can be translated relatively inexpensively, and is simple to understand. Its paper format made it serviceable even in contexts where IT infrastructure is not well developed.

- By comparison, usage of the SIYB Gateway was found to be limited. This is perhaps not surprising, given that it has not yet been piloted in all countries where SIYB is implemented and is currently available in only a few languages. Nevertheless, usage does seem to be increasing, perhaps in part because there are incentives to use it: for example, where it is available, it is the only route to certification for Trainers and Master Trainers. Also, it is a one-stop shop for all documents relevant to the SIYB packages.
- The M&E Toolkit and the SIYB Gateway are only as good as the data that are fed into them. The study found that despite sustained efforts to capture SIYB data through these tools, ensuring that training providers report regularly and consistently is a challenge that needs continuous attention. Communication gaps related to recent developments in the SIYB M&E tools need to be addressed so that training providers in all countries are aware of the revisions made to the M&E forms and the development of the SIYB Gateway.

CHAPTER

4

Trends in SIYB implementation

This chapter describes trends identified in the various reports, case studies, interviews, impact assessments and other data collected for this study. These trends may indicate general or specific directions in which SIYB has been going, how SIYB has been used, and any special effects that the programme has been generating in particular contexts.

4.1 SIYB in finance institutions

Integration of SIYB in financial institutions is not a new idea.⁶ But access to finance is still reported as a prime constraint faced by entrepreneurs. Therefore, SIYB strives to achieve greater financial inclusion with a view to mutual benefit: entrepreneurs need access to finance, and financial institutions need feasible business ideas in which to invest.

“ Before, our rejection rate was quite high, even though we provided business assistance to potential clients. With GYB and SYB we have higher success ratios. ”

Business Development Fund,
Rwanda



The **Business Development**

Fund (BDF) Ltd in Rwanda is a good example of such collaboration. BDF offers a range of financial services including

⁶ For more information on how the SIYB has been used in combination with microfinance institutions, see Ham and Sievers, 2015.

credit guarantees, lines of credit, matching grants and quasi-equity. Innocent Bulindi, its chief executive officer, noted that while BDF was committed to providing grant funding to small businesses, in most cases business ideas could not pass the screening stage, and rejection rates were high. In 2015, therefore, through a partnership framework, the ILO supported BDF in developing the capacity of its 40 officers through the SIYB ToT; these officers in turn trained 500 young women and men using the GYB, SYB and IYB packages, and helped them to start and grow their businesses. It was found that participants trained through SIYB were able to prepare business plans that were comprehensive and structured and were approved by the BDF officers for loans.

4.2 SIYB in vocational training centres

In **China**, the **Nanjing Municipal Vocational Training Centre** provides a broad range of skills training through its 33 public training agencies across the province, covering fields from railway management to power engineering, from software design to accounting, and from welding to laboratory studies. Since 2011, the province has seen numbers of new, young and successful entrepreneurs rise rapidly. The centre's SIYB Trainers have delivered a total of 800 GYB, 2,205 SYB and 73 IYB training courses to a reported total of 160,000 participants, who were in turn able to start and sustain 64,000 new businesses, providing more than 200,000 jobs.

In many other participating countries, SIYB has been incorporated into the syllabuses of vocational training colleges.⁷ For example, at **Speciss College in Zimbabwe**, SIYB was used in combination with other practical sessions on business start-ups, including company registration, tax affairs and customs requirements. This general business training complements the regular training courses offered by the college leading to qualifications in diesel motor maintenance, garment making and interior design.

“Including entrepreneurship elements like SIYB in our courses empowers college leavers. They can make a living even if they fail to secure formal employment.”

Technical Campus Director at Speciss Vocational College, Zimbabwe

4.3 SIYB as a corporate social responsibility tool

The Equity Bank, with over 7.3 million accounts, is the largest in terms of customer base to operate in Rwanda, South Sudan, Tanzania and Uganda. The bank's declared commitment to serving the poor is reflected in its creation of the **Equity Group Foundation (EGF)** – the corporate social responsibility (CSR) arm of the



bank which champions services for “entrepreneurs and innovation”. In

2012, the ILO's YEF entered into a partnership with EGF to support young entrepreneurs (who had already been in

“Servicing the poor is part of our core business model. IYB helps our clients to sustain their business with good practices.”

Equity Group Foundation, Kenya

⁷ For more information on the experiences of combining technical and business skills training, see Majurin, 2016.

business for six months or longer) through SIYB training. An impact assessment conducted by the EGF showed that while before training only 23 per cent of participants had gained access to finance from formal banks, this proportion rose to 73 per cent after the IYB training intervention. Furthermore, 1.3 jobs were generated in each enterprise that was supported in this way. With over 11,000 entrepreneurs trained over three years, this meant the creation of an estimated 14,000 new jobs in this period.

4.4 Blending SIYB with non-traditional BDS providers

Figure 11.
SIYB partner organization,
AAT Business Park



For many years **Myanmar** was closed off from the outside world, depriving businesses of access to development services and international exposure. In 2013, as a result of political changes in the country, the ILO's project on entrepreneurship development and SME support

was able to begin work here. At the time, there were no traditional BDS providers in the country, and small business owners were not in the habit of seeking any kind of training or assistance. Accordingly, SIYB in Myanmar focused on non-traditional BDS providers, such as business management schools and educational institutions. The **Ever Up Human Resources Institute** and **AAT Business Park** are two examples of fully commercial, private-sector institutions that have become sustainable SIYB providers. Both successfully added IYB modules to their existing curricula in a mutually beneficial arrangement: the institutions benefited from high-quality SIYB materials (including the Business Game) and training techniques, while the SIYB programme gained quick access to large numbers of trainees. This collaboration led to over 650 entrepreneurs being trained in business management principles by the two institutions in under six months.

“Our institute has grown from the ILO-SIYB brand which helped to build trust and gave credibility to our school.”

AAT Business Park, Myanmar

4.5 SIYB as an instrument of social and employment policy

In **China**, SIYB has become a key element in government policy to promote (self-) employment. Unprecedented economic growth and urbanization between 2000 and 2015 saw the numbers of college graduates and internal migrant workers rising by a multiple of ten or more, prompting the central Government to target support on these two specific groups. SIYB and start-up subsidies were provided by four types of government-accredited institutions: public employment services, vocational training centres, universities, and selected subcontractors working with MoHRSS under a public-private partnership agreement.

Over the years, MoHRSS developed new versions and sectoral adaptations of the original SIYB materials, including a version aimed at the agricultural sector. Participants who completed the training were provided with start-up loans (interest-free for the first two years) along with other services including incubators, tax breaks, social insurance policies and accounting services. The total number of SIYB trainees between 2011 and 2015 is estimated by the ministry to be around 10 million. The case of China indicates that SIYB is seen by many countries as a valuable instrument in social and economic development.

“SIYB training has taken root in Hebi city; it has become a lasting programme with subsidies for potential entrepreneurs. The Government has established a guarantee fund to facilitate SYB trainees' access to bank financing.”

SIYB Trainer, China

4.6 SIYB outreach through social media

“Now more than 7 million people have a smart phone. We need to be smart too.”

SIYB Master Trainer, Myanmar

As recently as 2014, SIM cards and internet modems were priced at US\$3,000 in **Myanmar**. Today, they are affordable and available to many more people. As a result, 100 SIYB partner organizations in Myanmar are using social media as their primary tool to reach out to clients for training and support.

One SIYB partner organization, **PS Business School** in Yangon, has a Facebook page with over 100,000 “likes” and uses the website to advertise training opportunities. Previously, it

placed advertisements in newspapers, but these generated few inquiries. Facebook generates much more interest.

A SIYB Master Trainer from **Ever Up Human Resources Institute** estimated that 60 per cent of their trainees came to know about the programme through Facebook. Twitter is also being increasingly used to advertise SIYB training.



Figure 12. Ever Up Human Resources Institute's Facebook page

4.7 Remote SIYB in areas of conflict

In **Yemen**, SIYB was adapted for unemployed young people and introduced as **My First Business (MFB)**. In 2013 and 2014, the ILO conducted two MFB ToTs training 50 Yemeni Trainers.

The ILO does not have a presence in Yemen and there was no SIYB Master Trainer in the country. Also, owing to the prevailing security conditions, travel here is severely restricted. Trainer selection was therefore conducted remotely. Applications were

“Doing business in war and an unstable situation is difficult. Prices are high, purchasing power is low, and exchange rates fluctuate. Despite this, we've had a good number of businesses started.”

SIYB partner organization, Yemen

emailed and interviews were held through Skype; potential Trainers submitted their examination papers by email. Once appointed, the Trainers were required to make regular reports by email and provide photographs of training sessions conducted for monitoring purposes. Again owing to the difficult conditions in the country, most of the contact between trainees and Trainers was maintained through social media. The regular needs-based guidance of Trainers was provided by a Master Trainer from Jordan through email and applications such as WhatsApp and Viber.

The MFB programme has yielded positive results: more than 500 young people (43 per cent of them female) have been trained.

Around 40 per cent of trainees have subsequently started their own businesses, generating 306 jobs. MFB is also being used in Kurdistan Region – Iraq and is to be initiated in the occupied Palestinian territory.

4.8 SIYB contests

In **Azerbaijan**, SIYB featured prominently in the project “Promoting Rural Women’s Participation in Economic and Social Life” run in 2013–14 in Sabirabad. Through direct support provided to the Sabirabad Women’s Centre, 14 women underwent intensive training in a series of SYB seminars. Their business plans were then entered into a competition and assessed by a committee composed of project implementation partners, local business managers and financial institutions. The seven best were selected, all of which were put into practice in businesses that were still operating after one year. In a video entitled *Dreams coming true*, the women told their individual stories about their enterprises, which included a gym, a wedding ceremony agency, a sewing business and an animal-rearing project.

In **Myanmar**, the ILO initiated a business start-up campaign with an associated contest, named “Hands Together”. Organized and financed entirely by private-sector partners, it involved the selection of 23 young men and women from 75 paying applicants; these 23 participants then had to complete a series of tasks and tests over a period of several weeks. These included an action test (finding out sensitive business information), a group business case study and a written test of commercial numeracy. They then had to pitch their ideas to a panel of SIYB Trainers and Master Trainers, bankers and prominent members of the local business community. The winner, runner-up and third-placed contestants received cash prizes of, respectively, US\$5,000, US\$3,000 and US\$1,000, funded by the local business community. All three prize winners started their businesses, as did 12 of the other contestants.

CHAPTER

5

CONCLUSIONS: ACCOMPLISHMENTS, CHALLENGES AND WHAT'S NEXT

5.1 Accomplishments

SIYB outreach remains strong and continues to expand

SIYB remains the most widely used business and entrepreneurial training programme worldwide, and is still expanding strongly. Outreach has more than doubled in the past five years, with the reported number of trainees rising from 4.5 million by the end of 2010 to 10 million between 2011-15.

SIYB training triggers start-ups and creates jobs

While other factors such as technical skills, access to finance and business environment also play critical roles in business start-up and improvement, this study highlighted the valuable contributions made by SIYB training to employment creation. By 2016, 15 million SIYB trainees had initiated 2.65 million new small businesses and created 6 million new jobs.

SIYB reaches beyond traditional sectors for small-scale entrepreneurship

The stories collected directly from entrepreneurs highlight the capacity of SIYB to promote entrepreneurship outside “traditional”, typical contexts such as retail shops. There are many examples of SIYB being applied in “advanced” business sectors, such as manufacturing, e-commerce and green technologies, among many others.

SIYB materials offer added value

SIYB learning materials are rich in content, and since their recent revision provide more information on starting and running an enterprise in contemporary conditions. The materials combined with face-to-face training sessions give participants concrete guidance and technical knowledge that assist them in giving structure to what may be amorphous business ideas and in formulating viable business plans.

SIYB can be adapted for different target groups

SIYB reaches many different types of people: youth, migrants, farmers, women, college graduates, vocational training students, tourism operators, potential clients of financial institutions, displaced people, people in conflict zones – all with one thing in common: the desire to be entrepreneurial, earn a decent income and generate jobs. This flexibility, whereby the programme can be tailored to the needs of any one of these (and other) diverse target groups, is highly valuable.

SIYB can be easily combined with other business support services

SIYB as a business training programme is just one link in the chain of necessary skills and resources needed to start an enterprise. With this in mind, the programme management has tried a variety of different implementation models with a view to identifying those that achieve optimum results. To this end, SIYB has been linked to or embedded in financial institutions, private companies, universities, government agencies and vocational training institutes, and in all these contexts has greatly facilitated the successful establishment of new businesses and the creation of new jobs.

5.2 Challenges

Establishing sustainable business models for SIYB provision

Experience has shown that entrepreneurship and enterprise management training should ideally not be given free of charge. While in many countries payment systems have been or are being introduced, there are still many others where SIYB training costs are fully covered by public funds or donor money. This puts the financial sustainability of the programme at risk after financial support from government, ILO projects and donors runs out. Free-of-charge provision also attracts people who do not necessarily have the motivation or skills required to start a business. The relatively low business start-up rate in China is partly attributable to this factor: government-mandated SIYB training for large groups of college graduates and rural migrants inadvertently attracts many trainees with no intention of, or aptitude for, becoming entrepreneurs. Depending on the target group, subsidies will still be needed for some training (when working with very poor youth start-ups, for example). Nonetheless, only if SIYB business training providers are able to establish sound business models will private provision of training on a large scale be possible.

Reducing the costs of ToTs

Reports from several countries cite costs of up to US\$6,000 for a five-day ToT. High costs limit the potential outreach to local training service providers who might find it difficult to afford to train Trainers. Many ToTs still take place in expensive venues and pay higher costs than are strictly necessary. Also at this level a more focused cost-benefit calculation, adapted to local capacity to pay, is of critical importance. One way of addressing this challenge is to introduce new modes of online training including streaming sessions and discussions, individual follow-up through email and discussion forums, and completion and sharing of specific assignments online.

Extending SIYB beyond small businesses

With GYB for business ideas, SYB for business start-up and IYB for business improvement all well established, more attention needs to be given to the next stages of growth-oriented small business management. How does one expand a successful business? How can one best keep up to date with fast-changing global markets or new (internet-based) business models? There is currently no module on more complicated business structures such as franchising or joint ventures, or on advanced resource mobilization strategies. The EYB package, developed in the late 1990s, has not yet been widely distributed or recently updated. The study also shows that there is a market for training larger businesses with high growth potential.

Addressing the downside of decentralization

Over the years, the ILO's sustainability strategy has entailed decentralizing SIYB by handing its implementation over to partner organizations. These have included government ministries, independent SIYB associations, financial institutions and consulting firms, all of which have integrated SIYB in their operations. This has allowed SIYB to continue to flourish with minimal steering by the ILO. The model is cost-effective, sustainable and efficient; but it means that the ILO has no control over, and limited information on, how SIYB is used. A visit to China revealed several issues, from insufficiently rigorous selection of trainees ("We never refuse anyone") to lack of selection criteria for Trainers and Master Trainers ("Hairdresser becomes entrepreneurship trainer"), lack of quality control over new SIYB materials, and lack of monitoring and data collection.

Linking SIYB "islands"

Another challenging consequence of decentralization is that many countries where SIYB is implemented are "SIYB islands", with limited exchange with the larger SIYB network. Since 2011 there has been decreasing scope for more international exchanges, global workshops and joint efforts to develop new products.

Moving away from cumbersome printed manuals

While the new GYB and SYB (three manuals) and IYB (six manuals) kits are appreciated, they also present challenges. Designing, printing and distributing paper copies is expensive, cumbersome and environmentally unfriendly. Work is needed to make

better use of the internet, apps and social media to offer SIYB widely at affordable cost while still reaching under-served areas with perhaps low internet access. Also, the EYB manual and the SIYB Business Game have not yet been revised, so the trainees are exposed to inconsistent materials.

5.3 What's next for SIYB?

The SIYB Global Coordination Team, in cooperation with ILO country and project offices, has made plans to address the challenges outlined in this study and to continue activities that will build on the accomplishments of the programme identified. The lessons learned and key pointers for the way forward are summarized below.

Commercial provision of SIYB

This entails charging fees for training services at a level sufficient to enable BDS providers to recover their costs and to ensure the financial sustainability of the programme. SIYB is progressively moving towards a client-paid approach, as reflected in the findings of this study. While it remains easier to charge fees for ToTs than for ToEs, the management team is strongly advocating that a symbolic fee be requested even when targeting poor and vulnerable people. This should be done not only to enable training providers to recover costs, but also to provide a learning incentive for participants and ensure that the training service market is not distorted through subsidies. The SIYB programme has conducted training workshops in countries where SIYB is used in which training providers are taught how to price and market their training services in order to attract paying clients and/or a market-based sponsor who will benefit from paying the service cost. More such workshops will be planned in the coming years.

Focus on high-growth enterprises

In some countries, developing and transitioning economies have advanced and entrepreneurs in these changed environments are ready for further services that would assist them in deciding how to expand their businesses. This demand cannot be met by SIYB packages as they currently exist. Therefore, the SIYB Global Coordination Team plans to design an intervention strategy that could also look into developing growth-oriented service packages and reviewing the EYB package to fit the needs of high-growth enterprises.

Innovation and new media

The SIYB Global Coordination Team recognizes the need to adapt its programme to newer technologies, specifically online tools and communication channels. Therefore, starting in 2015, the ILO began discussions with the Alibaba Group on how new media and online businesses can be integrated in the SIYB programme. The ILO International Training Centre in Turin is also making plans to develop a mobile learning toolkit for SIYB.

Promoting green operations and reaching beyond traditional sectors

In line with the global focus on promoting cleaner production and greater resource efficiency, SIYB has launched training materials on starting green businesses and/or greening existing businesses, with a particular focus on services advising on green standards and certification schemes. The intention is to clearly present the business case for going green in order to create sufficient demand for this service, and, in partnership with country offices, to match green MSMEs with large international buyers for their products.

Emphasis on combined delivery, follow-up and coaching

The SIYB programme has been constantly evaluating its impact and identifying key constraints on entrepreneurship development. Responding to growing evidence that the delivery of service packages often works better than delivery of a single service in isolation, SIYB has been combined with vocational training and access to finance to achieve a greater impact on job creation. Recent research has shown that SIYB classroom training alone has limited effect in inculcating better management practices in target firms. Consequently, in training Trainers a strong emphasis will be put on implementing the after-training follow-up for entrepreneurs. The SIYB Global Coordination Team in Geneva also plans to develop a guide on coaching and counselling techniques for SIYB Trainers. More efforts also still need to be made in establishing business models for linking to financial service providers.

Linking up SIYB “islands”

More and more regional workshops are being launched to facilitate learning exchanges between ILO country/project offices and SIYB training providers in different countries. In 2015, such a workshop was organized in Egypt to which Master Trainers and project managers from the Middle East and North Africa were invited. This was followed by a sub-regional event in South Asia in 2016. A similar event is planned for 2017 for French-speaking African countries to update project staff, Master Trainers and Trainers in the region.

SIYB manuals: Updating materials and easing access

The SIYB Global Coordination Team has already started the process of updating the content of the SIYB Business Game to match it to the revised content of the 2015 GYB, SYB and IYB packages. To facilitate access, both the entrepreneur-level and the Trainer-level manuals now exist in electronic forms that can be easily downloaded and used for classroom training. The materials have also been introduced under a Creative Commons licence, which allows users to freely reuse, share, adapt and build upon the original work, with appropriate credits to the ILO.

To illustrate the effectiveness of SIYB at the entrepreneur level, the 2016 SIYB Global Tracer Study collected many success stories from Trainers and entrepreneurs. A small selection of these from the different regions in which SIYB has been applied is included below.

1 START AND IMPROVE YOUR TRAINING BUSINESS: CHINA

Overview of the beneficiary

Liu Yinlai, aged 47, has made his way through the SIYB ranks as a trainee, Trainer and subsequently Master Trainer. From 2006 to 2008, he was involved in the International Entrepreneurship Project for the Disabled, in which SIYB was used.

In the past ten years, Liu Yinlai has trained more than 2,000 people in SIYB. He estimates that 50% of them went on to start their own businesses. As a Master Trainer, he has conducted many ToTs, preparing 720 SYB Trainers, 30 IYB Trainers and more than 900 Trainers for SYB adapted for agriculture.

Entrepreneur profile

Name: Mr Liu Yinlai

Location: China

Business type: SIYB Master Trainer, first trained in SIYB in 2005



Challenges faced and reason for participating in SIYB

Although Liu Yinlai had a law degree, he could not find a suitable job. He decided to enrol in SIYB training to formulate his own law-related business idea. Liu quickly realized that his interest in the concept of SIYB training itself was greater. He made contact with the ILO SIYB national programme and was able to assist in the national roll-out of SIYB in China.

Solution through SIYB?

The ILO and MoHRSS quickly recognized Liu's talent. They have since promoted and supported his diverse SIYB roles across the country.

Liu now serves as an inspiration through both his academic and his professional acumen. He is able to motivate others to take the leap to work towards business start-up and growth.

Value added/results

Liu Yinlai was actively involved in developing and improving SIYB training materials. In 2012, he revised the Starting Business in Modern Agriculture modules used in China.

In addition, he has published several SIYB papers, including *An exploration for teaching methodology on law in SYB training*, and *Issues arising in business start-ups of rural migrant workers and responses*.

2

USING GREEN TECHNOLOGIES FOR CLEAN WATER: DOMINICAN REPUBLIC

Overview of the beneficiary

Carlos Adam was one of the 23 participants in the GYB–SYB workshop held in 2014 in the Dominican Republic. At that time Carlos was an industrial engineer with four years of work experience. He heard about SIYB through the National Institute for Professional and Technical Training (INFOTEP) and decided to participate in order to enhance his resumé.

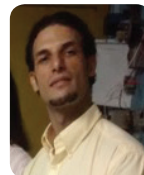
After the SIYB training, Carlos decided to use the business skills he had learned along with his engineering experience and qualifications to build a water purification plant called Bio-Aqua.

Entrepreneur profile

Name: Mr Carlos Adam

Location:
Bayano, Dominican Republic

Business type:
Bio Aqua - water purification plant, since 2015



Challenges faced and reason for participating in SIYB

Carlos was well employed when he chose to undertake SIYB training. He decided to combine his technical skills in engineering with the business skills learned through SIYB to start a business that would benefit the local community at large.

Although the Dominican Republic has achieved notable increases in access to water supplies, the quality and sanitation level of water supplied remain poor. Spotting a gap between demand and supply in the market for clean water provision, Carlos is an example of opportunity-based entrepreneurship within the SIYB programme.

Solution through SIYB?

Although Carlos had the necessary technical skills to start a water purification plant, he did not have the business knowledge and skills to put the idea into practice.

Through the training he assessed the market and was able to match his educational background and work experience with a suitable business idea.

The training also enabled Carlos to build networks, which in turn enabled him to procure the water needed as raw material from the Corporation of Aqueducts and Sewers of Santo Domingo.

Value added/results

In order to set up the plant, Carlos made an initial investment of DOP1,200,000 (US\$25,000) He installed filling pumps; filters to remove any debris which might interfere with subsequent purification steps; and meters and scrubber bottles for the final stages of the water treatment process.

The plant is running successfully, with more than 1,500 families buying purified water from Bio Aqua. The plant is registered and has a licence to operate from the Ministry of Health. The business employs four people in addition to the owner.



3

ENTREPRENEURSHIP CLASSES AT THE UNIVERSITY: PERU

Overview of the beneficiary

Nilda Sanchez Pajuelo is from an area in Peru that offers few economic opportunities. At 24, like many other young women from her province, she did not have formal qualifications or a job. Without prior formal education, attending university seemed out of reach.

Entrepreneur profile

Name: Ms Nilda Sanchez Pajuelo

Location: Yungay and Lima, Peru

Business type: Convenience store



Challenges faced and reason for participating in SIYB

Unable to obtain higher education or a job, Nilda thought of opening a business. She knew very well what kind of products people in her town needed, and wanted to open a shop to sell them, but did not know where to start. As she did not have formal academic qualifications, she also lacked confidence.

Solution through SIYB?

Nilda heard about a programme encouraging youth entrepreneurship at the National University of Huaraz in her region. Young people without formal educational qualifications would not usually be eligible for university programmes; however, SIYB had been introduced at this university, aimed at helping young people with lower levels of education to start small businesses as a source of employment and income.

Nilda was thrilled to be able to take part in a university programme and took it very seriously. She completed the SYB training successfully, and was guided by a business mentor who encouraged her to do market research. She received seed capital of US\$750 to set up a convenience store in her home town.

Value added/results

With the knowledge and skills that Nilda obtained during the SIYB training, including the results of her market research, she was able to open a convenience store in Yungay stocked with the types of goods that were in demand in her local community. This first store was a great success, and with the profits it generated, Nilda opened a further sales point in Lima.

Nilda's monthly earnings now exceed US\$1,000. She is able to employ herself and three others.

Her mentor is proud: "Nilda was one of the youngest in the programme but that did not stop her from achieving her dream."

4

NO MONKEY BUSINESS: MYANMAR

Overview of the beneficiary

San Dint's family has been running a small business for 30 years. San Dint makes her own potions and lotions that help boost energy. Her raw materials are local herbs and plants, some of which are only found in the northern part of Shan State where the family lives.

"I've been making and selling medicine for many years, but I never realized I was actually running a business."

Entrepreneur profile

Name: Ms San Dint

Location: Myanmar

Business type: Traditional medicine



Challenges faced and reason for participating in SIYB

The family shop, called Monkey Traditional Medicine, is well known in its town. As a conventional family business, it had been functioning in the same way for many years. San Dint admits she knew nothing about profits nor costs. Business services and training had not previously been available in Myanmar. When interviewed, she responded that she suspected that during some months there was no profit at all.

It is evident that although the business was popular in the community, with no proper financial records and product costing San Dint was not able to take full advantage of the high demand for her products.

Solution through SIYB?

San Dint joined the SIYB course in December 2015. The process of costing in particular was an eye-opener for her. Previously, she had never included all the costs when calculating the selling prices of her products. Now she can calculate all the costs and set appropriate minimum prices. This has helped her generate real profit.

Value added/results

San Dint had planned to export some of her products. After attending the SIYB course, she gained the confidence to try this, with her SIYB trainer as a mentor.

She has also built an extension to her current shop where she now has more space to prepare and sell better-quality products.

5

“WOMEN HAVE TO PROVE THEMSELVES MORE”: KURDISTAN REGION-IRAQ

Overview of the beneficiary

Sazan started her business in 2011 and manufactures kitchen and toilet tissue paper.

In spite of having a university degree and a functioning business, Sazan faced a hard time running the business.

In particular, as a woman entrepreneur, she felt she had to prove herself constantly and work twice as hard as a male entrepreneur.

Entrepreneur profile

Name: Ms Sazan Anwar Brzou

Location: Sulaimany, Kurdistan Region - Iraq

Business type: Kitchen and toilet paper manufacturing, since 2011



Challenges faced and reason for participating in SIYB

Sazan's business was operational but she faced many challenges which gave her sleepless nights: no financial records, poor stock management and limitations in product distribution.

Sazan also faced problems in managing her 12 employees, e.g. how to organize their work and keep records of absenteeism and performance.

Solution through SIYB?

Sazan attended all the six modules of the IYB training course. She also received follow-up training and IYB counselling.

The SIYB programme in Iraq has several partners offering business support services, including the Ministry of Labour and Social Affairs, the chambers of commerce and industry, and the US Agency for International Development. Through these partnerships, she was able to attend additional training sessions on topics such as time management and negotiation, thereby gaining a set of new skills.

Value added/results

The training and counselling gave Sazan many new insights. In addition to improving her plans and financial records for her current business, she took major steps to expand operations. Sazan bought a new machine and set up a new production line. She opened branches in Anbar and Baghdad, employing eight more workers.

Realizing that workers are crucial for her business, she pays them higher wages than other companies. She provides transport and offers additional financial rewards based on their achievements. Sazan has also opened a cafeteria that offers food and drinks to her employees at cost price.

6

A LUMINOUS BUSINESS IDEA BY THREE CHILDHOOD FRIENDS: CHINA

Overview of the beneficiary

Childhood companions Zhu, Niu and Liu, from the small city of Hebi, have been friends since primary school.

After graduating they went their separate ways. Zhu Mingfu graduated with a PhD from the University of California and majored in semiconductors. Niu Zhiyong is a PhD graduate from Shanghai Telecommunication University majoring in enterprise management. Liu Dapeng is a PhD graduate in automation from the Chinese Academy of Sciences. All three are in their early thirties.

In 2014, they participated together in a local SIYB training course at the enterprise centre linked to the university in Hebi. They came up with the idea of starting a business in LED lighting,

Entrepreneur profile

Name: Mr Zhu Mingfu, Mr Niu Zhiyong, Mr Liu Dapeng

Location: Hebi, China

Business type: LED lighting, since 2014



Challenges faced and reason for participating in SIYB

All three graduates had ideas but were unable to put them into practice unaided. Their individual technical specializations and limited business acumen did not equip them with the skills they needed to start a business.

They needed to know more about how to set up their business, how to cost products and how to arrange the finance to fund the business operations. They heard about the SIYB training organized by MoHRSS and decided to participate.

Solution through SIYB?

SIYB not only built up the friends' business skills and confidence in how to start a business, but also provided them with a space to reconnect and interact with other entrepreneurs. In 2014 the three formed a partnership with six other PhD graduates whom they had met during their training.

They combined their academic knowledge with what they had learned on costing and financing in the SIYB training to produce cost-effective products and started their lighting company, named National Lighting Ltd.

Value added/results

National Lighting Ltd now employs 120 staff in Hebi city. The company has also launched its first production workshop in Silicon Valley in the United States.

In 2015, the partners entered the second national Business Entrepreneurship Contest. Out of 30,000 contestants, they won first prize.

7

BUILDING BLOCKS:ZIMBABWE

Overview of the beneficiary

When Esther Karikoga, a young mother, separated from her husband, she found herself having to support her two children without a regular income.

In 2012 she joined a carpentry course at St Peter's Vocational Training Centre through the ILO Skills for Youth Employment and Rural Development programme. She was then placed as an apprentice with a master crafts-person for three months.

Esther also received training in business management, customer relations and marketing through the SIYB programme.

Entrepreneur profile

Name: Ms Esther Karikoga

Location: Glen View, Harare, Zimbabwe

Business type: Furniture manufacturing, since 2013



Challenges faced and reason for participating in SIYB

Esther could hardly afford to pay rent and school fees and put food on the table for her children. After successfully training in carpentry, she had the necessary skills to find employment in making furniture. Soon she realized that she could earn more if she started her own furniture business. However, she was not confident about how to do this. She heard about the SIYB programme through the network she had come to know through the ILO skills programme, and decided to participate.

Solution through SIYB?

Esther now runs a furniture manufacturing business at a shared premises in Harare which houses several carpenters and furniture-makers. SIYB taught her to use her carpentry skills to earn more.

"My carpentry skills showed me that I can make my own things. SIYB showed me how to sell the products I make and earn profit. I would make something and sell it. I'd use the profit to make something else. I also learned about how to run a business and how you find customers."

Value added/results

The business skills she learned through SIYB enabled Esther to effectively run a profitable business that generates enough income to look after her family.

A lot of men are surprised by Esther. She says:

"I can now make a very good sofa. There are men who cannot do what I am doing."

8

MAKING A WISH COME TRUE: INDIA

Overview of the beneficiary

Neelam Soni, aged 35, was bored with just doing housework. She always wished to do something more than just being at home.

When the ILO partner organization TARA Livelihood Academy came to her village and promoted the SIYB programme, she seized the opportunity. With a taste for fashion accessories and fabrics, she thought of opening a small-scale shop selling related products.

Entrepreneur profile

Name: Ms Neelam Soni

Location: Uttar Pradesh, India

Business type: Wedding- dress ornament hire



Solution through SIYB?

Neelam, along with another 20 women from the nearby villages, attended the SYB training course. She decided to start her own business at home offering wedding-dress ornaments for hire at 4,000–5,000 rupees (US\$60–75) per client. Neelam invested 125,000 rupees (US\$1,800) in buying high-quality ornaments. She also employed one assistant.

Value added/results

Through the marketing sessions of the SYB training, Neelam realized that maintaining good customer relations is crucial for her business. With this important lesson learned, she put special effort into treating her clients with respect. As a result, her business is doing well in spite of competition from four or five similar businesses nearby.

Through the SYB training Neelam also realized that she could run a business based not only on her interests, but also on her skills. Therefore, alongside her ornament-hire business, she has started offering tailoring courses. She charges 2,000–3,000 rupees (US\$30–45) per trainee and on average has five trainees in her class.

Constantly thinking about how she can improve, she said: *“I want to earn up to 100,000 rupees [US\$ 1,500] per month. This way I can install a television and an air-conditioner that will attract more clients”*

9

IMPROVED BUSINESS, IMPROVED COFFEE: UGANDA

Overview of the beneficiary

In 2014, Jonathan was already running a coffee nursery business on a small scale in Uganda. He had two permanent and two temporary employees. He was among the many entrepreneurs trained under the ILO YEF programme, a partnership between the Danish-led Africa Commission, the Youth Employment Network and the ILO.

Entrepreneur profile

Name: Mr Jonathan Tamale

Location: Kampala, Uganda

Business type: Coffee production



Challenges faced and reason for participating in SIYB

Even though coffee production in Uganda is a high-earning business sector and coffee is a top-earning export crop, Jonathan's business failed to take advantage of the market and grow rapidly. So when he heard about the SIYB training from a local BDS provider, he decided to enrol for the IYB course.

Solution through SIYB?

After the IYB training, Jonathan was able to understand basic concepts of buying, costing and record-keeping. Armed with this knowledge, he was able to develop a business plan to grow his business. Soon he was able to secure a tender from the government-owned Uganda Coffee Development Authority to supply seedlings to farmers in Uganda. From an initial nursery of 40,000 seedlings, Jonathan increased capacity to 200,000 seedlings.

Value added/results

The SIYB training also enabled Jonathan to understand the concept of business associations. When his business grew, Jonathan had to interact more closely with the farmers he was supplying. He soon realized that exploitative intermediaries were trying to procure their coffee at non-profitable rates. Therefore, he decided to start the Nile Coffee Farmers' Association, which comprises 500 small-scale coffee farmers. Through this channel the members were able to sell the coffee directly to the exporters, avoiding intermediaries completely. The association recently signed a memorandum of understanding with New Café, a coffee-exporting firm, which will assist the farmers in grading their coffee.

Jonathan currently employs 20 people in his business and has been able to make savings equivalent to US\$35,000. His net profit from each season of activity is usually around US\$3,500.

He says: "I have expanded rapidly and my organization is growing, thanks mostly to the SIYB training. I need more ILO support to handle a growth oriented organization."

10

MAKE-UP YOUR MIND: COSMETICS BUSINESS: EGYPT

Overview of the beneficiary

Like many young people with university degrees in Egypt, Zainab, aged 31, was finding it difficult to get a regular job. In order to find a regular source of income, Zainab decided to start a business.

Entrepreneur profile

Name:
Ms Zainab Mahmoud
Abd El-Hamid Hamed

Location: Giza,
Greater Egypt

Business type:
Cosmetics, since
2015



Challenges faced and reason for participating in SIYB

Zainab knew she wanted to start a cosmetics business. She had already started talking to people and making business contacts, and knew the providers of raw materials she would need. Although she had an idea of what she wanted to do, she was still struggling with how to start and what steps to take. In order to get the idea off the ground, she decided to enrol in the SYB training being offered by the ILO implementing partner in Egypt, the Social Fund for Development.

Solution through SIYB?

Zainab found the SYB training very helpful in preparing a business plan.

With coaching from the SIYB trainers, Zainab was able to translate her thoughts into the concrete components of a business plan.

"It was like a thorough checklist for all the phases. It helped me to organize my thoughts and set my priorities."

Value added/results

Zainab started her business, which has now been operational for a year. She employs five full-time staff.

She faces some challenges related to logistics and customs clearance for her products. But through SYB she learned the basics of distribution strategies, and she now deals directly with the main supplier while expanding the distribution network throughout Egypt.



Questionnaire used to gather data for the SIYB Global Tracer Study 2011-15

The questionnaire was administered in two stages. First, the ILO distributed the questionnaire to Master Trainers contracted for data collection. These Master Trainers collected national data by contacting partner organizations. Each partner organization in a country was given the same questionnaire. The Master Trainers then collected all the questionnaires and collated the information.

In Nepal and Sri Lanka, SIYB associations have been created. For these two countries, the questionnaire was shared directly with the associations, which filled in the details based on the information they had on their databases.

Country:

Partner institution/trainer:

Email:

Mobile number:

Name of contact person:

Number of years implementing SIYB training:

How did you hear about SIYB training?

SECTION 1: SIYB outreach

Information about the Master Trainers, Trainers and entrepreneurs.

1. NUMBER OF CERTIFIED MASTER TRAINERS				
PACKAGE	TOTAL No. OF ToMTs	TOTAL No. OF CERTIFIED MTs	No. OF MEN CERTIFIED MTs	No. OF WOMEN CERTIFIED MTs
SIYB				
SIYB Level 1				
Total				

2. NUMBER OF CERTIFIED TRAINERS				
PACKAGE	TOTAL No. OF ToTs	TOTAL No. OF CERTIFIED TRAINERS	No. OF MEN CERTIFIED TRAINERS	No. OF WOMEN CERTIFIED TRAINERS
GYB and SYB				
SYB and IYB				
IYB				
EYB				
SIYB Level 1				
Total				

3. NUMBER OF ENTREPRENEURS TRAINED				
PACKAGE	TOTAL No. OF ToEs	TOTAL No. OF ENTREPRENEURS TRAINED	No. OF MEN ENTREPRENEURS TRAINED	No. OF WOMEN ENTREPRENEURS TRAINED
GYB				
SYB				
IYB				
EYB				
SIYB Level 1				
Total				

No. of entrepreneurs who started their businesses:

No. of jobs created owing to the SIYB training:

4. NUMBER OF BDS PROVIDERS GIVING SIYB TRAINING	
TYPE	No. OF BDS PROVIDERS
Financial institutions	
Not-for-profit/associations	
Private sector	
Public service institutions	

Do the BDS providers give other support services such as access to finance?

YES NO

5. MORE INFORMATION ON SIYB TRAINING CONDUCTED			
LEVEL/TYPE OF TRAINING	DURATION OF TRAINING (DAYS)	TRAINING COSTS PER PROGRAMME (US\$)	COST OR FEE PAID BY PARTICIPANT (US\$)
Training of Master Trainers			
SIYB			
SIYB Level 1			
Training of Trainers			
GYB			
SYB			
IYB			
EYB			
SIYB Level 1			
Training of entrepreneurs			
GYB			
SYB			
IYB			
EYB			
SIYB Level 1			

SECTION 2: Additional questions about the implementation of SIYB (from a case study perspective)

1. How did you hear about SIYB training?
2. What do you think are the three greatest achievements of SIYB? And what are the three biggest challenges of SIYB?
3. In your experience, what factors contribute to the failure of newly established businesses? And what are the factors that contribute to business success?
4. In your experience, what is the percentage of businesses formed with SIYB training that survive the first year?
5. What can you say about the quality of jobs in businesses that have received SIYB training?
6. What can you say about ensuring the sustainability of SIYB training?
7. What other business development services are provided by the BDS organization? Has the implementation methodology changed over time (e.g. e-learning, more usage of technology)?

SECTION 3: Success story of a beneficiary who has received SIYB training

(You can even record a video with the beneficiary and provide English translation of the interview.)

1. Name, age, gender, education level.
2. When did you receive SIYB training and in which package? Did you receive any other service with the training?
3. What was your situation before the SIYB training (business, your business status etc.)?
4. What impact did the SIYB training have on your situation?
5. How many people work in your business?
6. Can you say something about the quality of jobs in your business?
7. What was your experience with the SIYB training? Would you recommend the training to others?

List of countries used to gather data for the SIYB Global Tracer Study 2011-15

REGION	COUNTRIES
Central Asia and Eastern Europe	Azerbaijan
	Kyrgyzstan
	Tajikistan
	Ukraine
China	China
Latin America	Bolivia
	Dominican Republic
	Guatemala
	Mexico
	Peru
Middle East and North Africa	Algeria
	Egypt
	Iraq
	Jordan
	Qatar
	Yemen
South Asia, East Asia and Pacific	Afghanistan
	Bangladesh
	India
	Indonesia
	Myanmar
	Nepal
	Pakistan
	Sri Lanka
	Timor Leste
Viet Nam	

REGION	COUNTRIES
Sub-Saharan Africa	Benin
	Burundi
	Burkina Faso
	Cameroon
	Chad
	Côte d'Ivoire
	Ghana
	Guinea-Bissau
	Guinea
	Kenya
	Lesotho
	Malawi
	Mozambique
	Namibia
	Democratic Republic of the Congo
	Rwanda
	Sao Tome and Principe
	Senegal
	South Africa
	South Sudan
	Sudan
	Tanzania
	Togo
	Uganda
	Zambia
	Zimbabwe

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