

# Start and Improve Your Business Implementation Guide





# Start and Improve Your Business

## Implementation Guide



**Eva Majurin** | Small and Medium Enterprises Unit (SME)

Enterprises Department (ENTERPRISES), International Labour Office, Geneva

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First published 2014

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**Majurin, Eva**

Start and improve your business (SIYB): implementation guide / International Labour Office. Geneva: ILO, 2014

ISBN: 9789221288060; 9789221288077 (web pdf)

#### **International Labour Office**

enterprise development / entrepreneurship / small enterprise / employment creation / training system / training package / ILO Programme / developing countries

03.04.5

#### **ILO Cataloguing in Publication Data**

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Design and layout by Maurizio Costanza.

Cover design by Maurizio Costanza with contribution (original globe design) by Miriam Christensen.

## Foreword

This Guide is intended as a practical tool to support the implementation of the Start and Improve Your Business (SIYB) programme. It provides step-by-step guidance for the successful introduction of SIYB in a given context, from carrying out an initial market assessment to planning for sustainability. We trust that the Guide will facilitate the introduction of the programme in new contexts and enhance its effectiveness where it is already operational. The intended audience of this guide are Private Sector Development (PSD) practitioners in governments and private sector institutions who want to run the SIYB programme. Its ultimate beneficiaries are potential and already established entrepreneurs who are equipped to create more and better jobs.

Recent research shows that the majority of jobs in the world are provided by Micro, Small and Medium Enterprises (MSMEs), and that in low income countries this share is almost 80%. However, these entrepreneurs often face a number of challenges which prevent them from reaching their potential, including a limited access to Business Development Services (BDS) such as market information, legal advice, and managerial training.

The International Labour Office (ILO) has designed and tested responses to these challenges. In the area of business management skills, the SIYB programme has been at the forefront of the ILO's efforts to support potential and already established entrepreneurs in its member countries since the late 1970s. Today, the programme is one of the largest of its kind worldwide. Through a network of over 17,000 SIYB trainers across regions it has reached an estimated 6 million enterprise-level clients.

Demand for the SIYB programme continues to grow, including among new partners such as government departments. Maintaining quality standards globally and providing support for the design and execution of SIYB interventions is therefore critical. Eva Majurin, the author of this Guide and SIYB Global Coordinator, has built on a group of highly engaged practitioners and her own expertise to now put forward a guide that establishes the fundamentals of the programme and its quality standards for the years to come.

### **Peter Poschen**

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### **Merten Sievers**

VCD and BDS Coordinator  
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## Acknowledgements

This Guide is based on the experience of SIYB practitioners – in particular Master Trainers and Trainers – who have tested, shaped, and rolled out the programme in different regions over the past three decades, and would not have materialised without their contributions. It builds on the rich body of literature and guidance materials on SIYB that has emerged in the course of the implementation of the programme.

Many thanks are due to SIYB senior Master Trainers Sibongile Sibanda, who field-tested the Guide through the “Executing SIYB” course in Turin, Italy, in October 2013; to Walter Verhoeve, whose 2012 “SIYB Programme Management Guide” inspired much of its contents; and to Gemunu Wijesena for his review of the draft manuscript and suggestions based on the experience of the SIYB Association of Sri Lanka.

The review efforts and technical contributions of the ILO’s Small and Medium Enterprises Unit (SME) colleagues Markus Pilgrim, Virginia Rose Losada, Stephan Ulrich and Charleine Mbuyi-Lusamba are also gratefully acknowledged.

Finally, special thanks go to the SIYB Global Coordination Team members who provided invaluable support to the development and finalisation of the Guide: Merten Sievers (SIYB Global Coordinator from 2009 to 2014), Pranati Mehtha and Thokozile Newman.

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<i>What support can the SIYB Global Coordination Team provide?:</i> Chapters 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7, 2.8	

## Acronyms

<b>BDS</b> .....	Business Development Services
<b>CRW</b> .....	Competency Reinforcement Workshop
<b>DFID</b> .....	Department for International Development, UK
<b>EYB</b> .....	Expand Your Business
<b>GDVT</b> .....	General Department of Vocational Training, Vietnam
<b>GYB (or GYBI)</b> .....	Generate Your Business Idea
<b>ILO</b> .....	International Labour Organization
<b>ITC</b> .....	International Training Centre
<b>IYB</b> .....	Improve Your Business
<b>M&amp;E</b> .....	Monitoring and Evaluation
<b>MOLISA</b> .....	Ministry of Labour, Invalids and Social Affairs, Vietnam
<b>MOLSS</b> .....	Ministry of Labour and Social Security, People's Republic of China
<b>MoU</b> .....	Memorandum of Understanding
<b>MSME</b> .....	Micro, Small and Medium-sized Enterprise
<b>MT</b> .....	Master Trainer
<b>NGO</b> .....	Non-Governmental Organization
<b>RBCT</b> .....	Royal Business Consult Trust
<b>SAIE</b> .....	South African Institute for Entrepreneurship
<b>Sida</b> .....	Swedish International Development Cooperation Agency
<b>SIYB</b> .....	Start and Improve Your Business
<b>SME</b> .....	Small and Medium-Sized Enterprise; in the ILO, the Small and Medium Enterprises Unit
<b>SOE</b> .....	State-owned Enterprise
<b>SYB</b> .....	Start Your Business
<b>ToE (or ToPE)</b> .....	Training of Entrepreneurs (or Training of Potential Entrepreneurs)
<b>ToMT</b> .....	Training of Master Trainers
<b>ToR</b> .....	Terms of Reference
<b>ToT</b> .....	Training of Trainers
<b>TSP</b> .....	Training Service Providers
<b>TVET</b> .....	Technical and Vocational Education and Training
<b>VCCI</b> .....	Vietnam Chamber of Commerce and Industry



## Executive Summary

The Start and Improve Your Business (SIYB) programme 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 developing economies.

The programme is composed of a set of inter-related training packages and supporting materials for different levels of business maturity from starting to growing enterprises. It is implemented through a three-tier structure comprising Master Trainers, Trainers, and entrepreneur-level end beneficiaries. This provides a means to assure quality and to reach scale through a multiplier effect, and explains why SIYB is one of the world's largest programmes in this field, with an estimated outreach of 6 million trainees and a network of over 17,000 Trainers.

This Guide aims to provide advice on SIYB implementation to individuals or organizations which are or will be involved in rolling out SIYB activities at the country level. It is composed of three parts:

- **Part I** consists of a brief overview of the origins and contents of the SIYB programme, and its implementation mechanisms;
- **Part II** provides practical guidance on each of the steps in SIYB implementation, namely: assessing the market for SIYB; selecting partner organizations; developing Trainers and Master Trainers; accessing and adapting materials; rolling out training at the entrepreneur level; monitoring and evaluation, and planning for sustainability;
- **Part III** concludes the Guide with a short synopsis of what have emerged from the past three decades as the “golden rules” of SIYB implementation – such as aiming for impact, reaching scale or assuring technical quality and financial viability – for building a programme that provides demand-driven and sustainable responses to decent work deficits through enterprise development.

The Guide, developed by the SIYB Global Coordination Team housed in the Small and Medium Enterprises Unit (SME) of the ILO's Enterprises Department (ENTERPRISES), is based on a compilation of regional practices and provides minimum standards only; country standards may in some cases therefore be more stringent.

## About this guide

The Start and Improve Your Business (SIYB) programme 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 developing economies. With an estimated outreach of 6 million trainees and a network of over 17,000 Trainers<sup>1</sup> as well as a range of materials translated into over 40 languages, it is one of the world's largest programmes in this field.

Through its four inter-related packages – Generate Your Business Idea (GYB), Start Your Business (SYB), Improve Your Business (IYB), and Expand Your Business (EYB) – SIYB aims to create jobs by enabling potential and existing small entrepreneurs to (i) start viable businesses, (ii) increase the profitability of their existing enterprises and (iii) improve the working conditions of their employees in a way that enhances productivity.

Its implementation model is based on a three-tier structure comprising Master Trainers, Trainers and the end beneficiaries – potential and existing entrepreneurs – which enables both large-scale outreach through a multiplier effect as well as quality control through the feedback mechanisms between the actors.

This Guide is intended for organizations or individuals who will be coordinating or implementing SIYB activities in a country or regional context and who need to gain an introduction to how SIYB programmes are set up and rolled out. It also serves as a refresher for those who are already familiar with the international standards applied to SIYB implementation.

The Guide consists of an introductory part which provides an overview of what SIYB is, how it works and what steps are normally involved in its introduction and implementation. This is followed by an operational “how to” part which explains what is entailed in each of the steps in the process of introducing and implementing SIYB, covering the following topics:

- Assessing the market for SIYB;
- Selecting partner organizations;
- Developing Trainers;
- Developing Master Trainers;
- Accessing and adapting materials;
- Entrepreneur-level training implementation;
- Monitoring and evaluation (M&E);
- Planning for sustainability.

The Guide concludes with a summary of the “golden rules” for SIYB implementation, based on the key lessons learned in the past three decades in terms of what works when implementing SIYB.

It should be noted that the Guide has been kept synthetic for the sake of simplicity. More detailed guidance on SIYB can be obtained from issue-specific documents or from the SIYB Global Coordination Team, which is responsible for SIYB coordination globally and is part of the Small and Medium Enterprises Unit (SME) of the Enterprises Department (ENTERPRISES), located at ILO headquarters. The Team, which is

<sup>1</sup> In this Guide, “Trainer” is used to denote an SIYB Trainer, while “trainer” refers to trainers generally (i.e. persons who train other methodologies/programmes, but not necessarily SIYB).

staffed by Merten Sievers (VCD and BDS Coordinator; SIYB Global Coordinator from 2009 to 2014), Eva Majurin (Monitoring Officer; currently SIYB Global Coordinator), Pranati Mehtha (Junior Technical Officer), and Paula Miguel (Administrative Assistant) can be contacted by email on [siyb@ilo.org](mailto:siyb@ilo.org). The Team can facilitate contact with the ILO's regional Enterprise Specialists and projects backstopping field-level implementation, as well as with Master Trainers.



# Part I

## OVERVIEW OF SIYB

## 1.1 What is SIYB?

The SIYB programme is a system of inter-related training packages and supporting materials for small-scale entrepreneurs to start and grow their businesses. It aims at increasing the viability of Micro, Small and Medium Enterprises (MSMEs) through management principles suitable for the environment of developing countries. The ILO assists Business Development Service (BDS) organizations to develop the skills required to implement, monitor, manage and finance the training programme, and sets up a sustainable training system at the national level, thus contributing to sustainable economic growth and employment generation.

### How did SIYB come about?

The SIYB programme originated from a management training package called “Look After Your Firm” which was developed in the late 1970s by the Swedish Employers’ Federation for local small and medium entrepreneurs. In 1977, the Swedish International Development Agency (Sida) funded a project for the ILO to adapt the materials to reflect the needs and situations of entrepreneurs in developing countries. The adapted training package was called the “Improve Your Business” (IYB) programme. In the early 1990s, an ILO technical cooperation project in Fiji developed the “Start Your Business” (SYB) training package addressing potential start-ups. The programme, after an initial development stage, quickly spread around the world. The product range grew as the “Generate Your Business Idea” (GYB) package was developed. All of these training packages use the “SIYB Business Game” as a key motivational and learning tool that simulates a real life business situation.

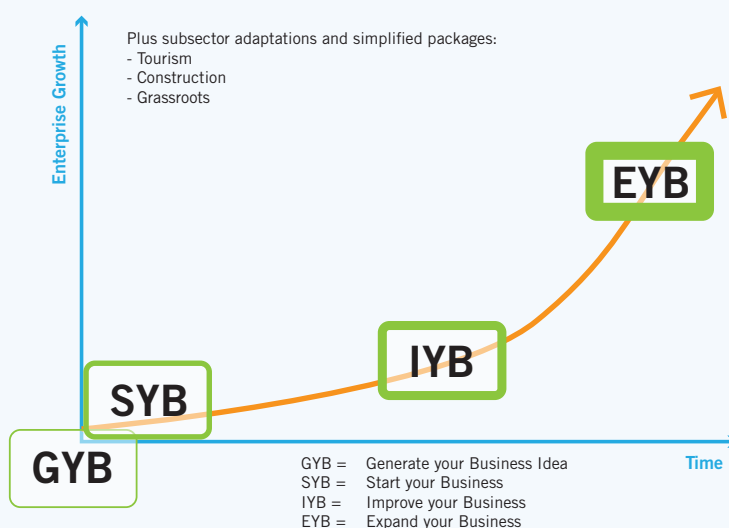
As all the programmes had a similar design, in the late 1990s the ILO decided to group the GYB, SYB and IYB training packages and associated management tools within a common framework, calling it the “Start and Improve Your Business” (SIYB) programme. In the early 2000s, the ILO developed the next generation of training modules and interventions for growing small enterprises called “Expand your Business” (EYB) and this also became part of the SIYB programme.

### The training packages

The SIYB programme is structured into four separate training packages, Generate Your Business Idea (GYB), Start Your Business (SYB), Improve Your Business (IYB), and Expand Your Business (EYB) which are designed to respond to the progressive stages of business development.

- **Generate Your Business Idea (GYB)** is intended for people who would like to start a business, and who, through the training, develop a concrete business idea ready for implementation. A GYB course typically lasts 2-3 days.

Figure 1: The SIYB packages



- **Start Your Business (SYB)** is for potential entrepreneurs who want to start a small business and already have a concrete business idea. The programme is a combination of training, field work and after-training support, and helps participants assess their readiness to start a business and to prepare a business plan and evaluate its viability. SYB courses are usually delivered in 5 days.
- **Improve Your Business (IYB)** introduces already practising entrepreneurs to good principles of business management. Its six modules (marketing, costing, buying and stock control, record keeping, planning for your business, and people and productivity) can be taught individually or all combined in a full course. If the full course using all modules is delivered, its duration is approximately 7 days.
- **Expand Your Business (EYB)** gives growth-oriented SMEs the practical tools for business growth, assisting them through training and non-training interventions with a focus on business strategy to expand their business. The main output from the training programme is a business growth plan, which includes chapters on marketing, operations, human resources, financial and strategic management. Chapters can also be used as stand-alone training and support products. If the full content of EYB is delivered, its duration is 1-2 weeks; like for the shorter courses above, the course delivery can be spread over a longer time span (e.g. 1-2 days per week over several months) if this is preferred.

The SYB and IYB packages also include the **SIYB Business Game**, a practical simulation tool to help participants understand the realities of starting and running a business. The **EYB Business Game** simulates an expanding business during training to help participants experience the impact of strategic decisions on their business operations.

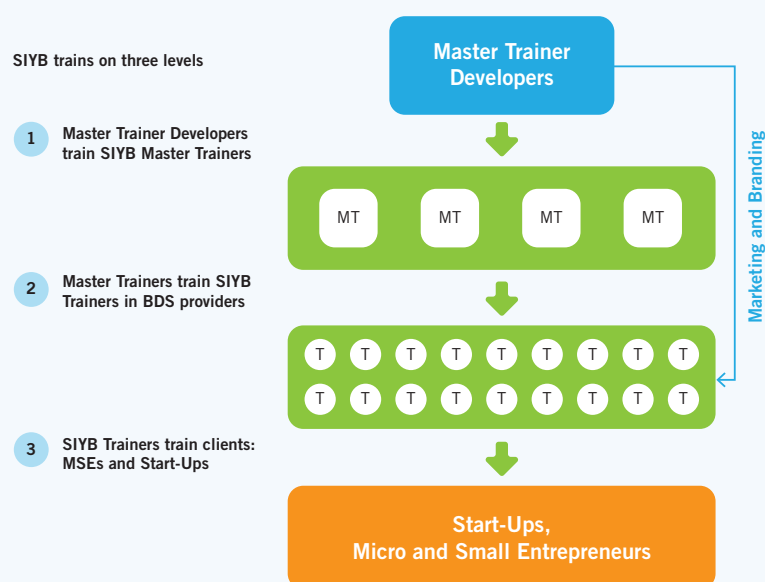
Apart from these “core” materials, available in English and in some 40 other languages, adaptations for specific sectors (e.g. agriculture; construction; tourism), specific target groups (e.g. youth; low literacy populations; rural workers) or geographical settings (e.g. specific countries) also exist.

## The implementation model

The SIYB programme was designed with an **institutional approach** and a **multiplier strategy**.

After assessing the market for business services in a given country or region and establishing the demand for business management training solutions, the ILO builds the capacity of local training providers to effectively and independently implement SIYB training and related activities. In addition, it provides international training and certification to a group of “SIYB Master Trainers”, to whom the management of the SIYB programme and the quality assurance system will eventually be handed over. By using this multiplier strategy, the ILO intends to create a sustainable training and quality assurance system at the national level. Figure 2 illustrates the implementation of the SIYB methodology.

Figure 2: The SIYB implementation structure



## Key actors

At the global level, the coordination and monitoring of SIYB activities in different countries falls under the responsibility of the **SIYB Global Coordination Team** located in the SME Unit of the Enterprises Department at ILO headquarters. Its key functions include the development and certification/licensing of Master Trainers; maintaining the quality of SIYB materials through updates of the international versions and quality control of local adaptation efforts; and leading M&E efforts through the development and maintenance of tools for tracking and assessing SIYB activities globally.

Overall in-country coordination of the introduction and implementation of SIYB is often initially handled by an **in-country ILO office or project** or, in some instances, by a **national public or private organization** involved in SME development to which ILO has delegated this function. Once SIYB has been introduced in a country, in cases where the coordination of activities was initially carried out by the ILO, this task is gradually handed over to a national organization with which the ILO signs an agreement. In some countries, SIYB associations have been set up to perform this role.

In relation to training implementation, SIYB **Trainers** are based in local organizations which regularly provide services to MSMEs; in the SIYB system these organizations are called “**Training Service Providers**” (TSPs). The management of the TSPs where the Trainer is based signs an agreement with the SIYB coordinating body in which the use of the programme and outreach numbers are defined before the Trainer is trained.

SIYB **Master Trainers**, who are selected from amongst Trainers and further trained and certified by the ILO, have a key role in planning, organizing and conducting Training of Trainers (ToT) programmes and follow-up measures. They are also responsible for marketing the SIYB programme, selecting new partner organizations, quality control of the SIYB programme, material adaptation, and conducting SIYB impact assessments and evaluations at the national level.

Apart from the main actors described above, other organizations may be involved, depending on the country context. For instance, the printing or distribution of materials may be delegated to a specific organization in a country.



## 1.2 Steps in Introducing and Implementing SIYB

SIYB is often introduced in a country as part of an ILO project. However, there is also increasing demand from other actors, in particular government entities, for the introduction of SIYB, which take a leading role in the process. When an ILO project or national counterpart wishes to introduce SIYB in a country, contact should first be made with the SIYB Global Coordination Team, which will authorise the process and guide the institution on the steps involved, resources required, and other operational matters.

Once the institution leading the in-country process has the agreement of the SIYB Global Coordination Team, the actual introduction of SIYB will normally consist of the following steps, outlined below and described in further detail in the remaining chapters of this Guide:

The steps normally comprise:

- **Assessing the market for SIYB:** An assessment needs to be made of the demand for and supply of business management training in the context at hand, so as to determine whether there is sufficient (paying) demand for the programme, whether there are other similar or competing offerings, what the local SIYB programme should look like in terms of content so as to respond to the needs of potential beneficiaries, and what implementation arrangements would work best in the specific context.
- **Selecting partner organizations and defining partnerships:** Based on the results of the market assessment, partner organizations are evaluated and selected for both the delivery of training (TSPs) as well as for ensuring other supporting functions such as materials production and distribution.
- **Developing Trainers:** The next step is normally the selection of potential SIYB Trainers from among the trainers affiliated with a TSP partner organization. Once selected, the candidates will undergo a Trainer development cycle including taking part in formal trainings in a workshop setting as well as a practice period of conducting training, following which successful candidates are certified as SIYB Trainers.
- **Developing Master Trainers:** While international Master Trainers may be contracted to develop a first batch of Trainers in a country, it is usually desirable to have a group of Master Trainers in country to ensure higher level functions including the training of further Trainers, marketing and monitoring activities. Master Trainer Candidates are selected from among Trainers who have demonstrated an exemplary performance, and then undergo a Master Trainer development cycle, upon completion of which successful candidates are certified as SIYB Master Trainers. The development of Master Trainers may take place early on in the process of introducing SIYB; in other cases, it may only happen once SIYB has been introduced and has been running for some time.
- **Adapting and distributing materials:** Adaptations and translations of materials may be needed for meeting the needs of the target groups. Whether the standard global materials are used or whether adapted materials are produced, in either case, printing and distribution arrangements will need to be defined at the country level in collaboration with the SIYB Global Coordination Team.

- **Roll out at entrepreneur level:** Once a pool of Trainers (and Master Trainers) has been certified and training materials are ready for use, roll out at entrepreneur level can take place. Trainers (and the organizations they belong to) have a key role in marketing, preparing for and conducting SIYB trainings and providing follow up support to and monitoring the final beneficiaries.
- **M&E:** The monitoring of SIYB activities is critical for ensuring its effectiveness. Once SIYB has been introduced, apart from periodic evaluations or impact assessments which may be undertaken, SIYB is continuously monitored at the level of Trainers, Master Trainers and entrepreneurs. The standard SIYB M&E tools (including an online system: the SIYB Gateway) therefore need to be introduced from the outset and reporting lines need to be defined.
- **Planning for sustainability:** When SIYB is launched in a country, it is important to start planning ways of sustaining SIYB activities in the long term beyond its initial introduction, and to design measures for ensuring adequate institutional capacity, technical quality and cost recovery.

It should be noted that the order of the steps may not follow this specific sequence in all cases. While the market assessment will normally always take place at the beginning, the phases of selecting partner organizations, adapting materials or determining distribution arrangements may take place in a different sequence than that described above (or in parallel with one another).

Many of these processes will also continue beyond the introductory phase. For instance, once an SIYB programme has been set up in a country, it will most likely continue to train new Trainers throughout its duration in addition to the first batch of Trainers trained at the outset so as to scale up activity levels, or it may opt to develop Master Trainers in order to enhance quality and to promote and expand the programme.

# Part II

## STEP-BY-STEP GUIDANCE

## 2.1 Market Assessment

Before deciding on introducing SIYB in a country or adjusting existing SIYB activities, a market assessment is normally carried out.

The market assessment helps to provide a picture of the MSME management training market in terms of what training and related BDS exist in a locality, how they function (supply-side), what the training (and related BDS) needs of potential and existing entrepreneurs are, and to what extent they are interested and able to access them (demand-side). As such, market assessments provide valuable information on:

- **Whether it makes sense to introduce SIYB**, by answering questions such as: is the overall environment conducive to the introduction of SIYB?; is there “room” for SIYB or is the market already saturated with providers of similar training programmes?; is there a market for SIYB, i.e. are there enough potential end users who are interested and able to take part in trainings?; what is the capacity and willingness to pay for services?; what competitive advantage would allow to capture a sufficient market share?
- **How SIYB should be introduced and implemented**, by shedding light on the following questions: who could be training providers (possible SIYB partner organizations and Trainers associated to them)?; based on the profile of the potential end-users, what training services should be provided, which materials should be used for this, and how should the training services be delivered, marketed, and priced?

### Scope, methods and tools

Market assessments may differ in technical scope, but generally consist of studying the following:

- **The overall context:** The state of the economy overall; the situation of the micro-, small and medium enterprises, etc.
- **Supply:** What types of training services are being provided; what are the prices of these services; how are they promoted; which institutions provide the services, etc.
- **Demand:** What are the training services needs of potential entrepreneurs; to what extent are they aware of the training services available; to what extent are they able and willing to pay for the services, etc.

In terms of methodology, market assessments may rely on a variety of methods or combination thereof, including literature reviews, key informant interviews, focus group discussions, or written surveys.

#### Gender concerns

The market assessment should consider whether there are differences in the women’s and men’s access to and extent of use of SME management training services as well as any differences in needs/demand for such services. For instance, in cases where education and literacy disparities between women and men are pronounced, this may translate into differences in demand (e.g. in terms of training methodologies).

## Costs of market assessments

When estimating the costs of a market assessment, the following items should be kept in mind:

- Design of methodology and questionnaires (consultancy costs; possibly software costs);
- Desk review of existing documents (consultancy costs);
- Administering questionnaires (consultancy and logistics costs);
- Data entry (consultancy costs; possibly software costs);
- Report writing (consultancy costs);
- Publication or dissemination (printing and/or workshop costs).

The costs of carrying out a market assessment depend to a large extent on the scope of it in terms of coverage (for instance, whether the full geographical region of a country is covered, or only part of it) and on the methodologies used (a desk-review of secondary sources will cost less than carrying out a survey designed specifically for the assessment).

For example, a recent ILO market assessment in Myanmar, including a survey of 315 micro and small enterprises as well as interviews and focus group discussions in three regions and a literature review cost approximately 50,000 USD. Smaller but still high quality assessments should be feasible for a cost of approximately 30,000 USD.

## Pilots as an alternative/complement to market assessments

Undertaking a market assessment is always recommended where this is feasible. However, other mechanisms to establish what works and what does not also exist, and can sometimes be used instead of or in addition to market assessments. One such mechanism is pilot testing, through which SIYB can be tested in a specific setting on a small scale with a view to assessing the experience and drawing lessons from it for incorporation in programme design on a larger scale and longer timeframe.

### What support can the ILO's SIYB Global Coordination Team provide?

The SIYB Global Coordination Team can:

- Share various tools to assist with the design of such market assessments, including the “Master Trainers Guide to BDS Market Assessment Study” as well as Terms of Reference (ToR) for previous market assessments;
- Provide technical advice on the design of assessments on a case-by-case basis;
- Provide referrals to qualified consultants who can conduct such assessments (for organizations with limited experience in the area of market assessments, it is recommended to outsource the exercise).

## 2.2 Partner Organization Identification and Partnership Development

Based on the findings of the market assessment, partner organizations<sup>2</sup> need to be identified for SIYB implementation. These consist primarily of SIYB TSPs which deliver SIYB trainings, as well as other partners which also play a role in SIYB implementation (coordination, materials development or distribution, etc.) This chapter provides an overview of how partnerships with these organizations are developed, as well as examples of current SIYB partners.

### Training Service Providers (TSPs)

SIYB TSPs form the whole backbone of the implementation structure, as their Trainers provide the training services to the end market (potential and existing entrepreneurs).

While SIYB TSPs can come from a wide range of types of organization (e.g. public or parastatal organizations, commercial BDS organizations, NGOs, etc.), they must have a mandate in SME development, as well as the capacity to provide quality training services on a competitive and sustainable basis.

Once selected to be an SIYB TSP, the organization will normally be expected to:

- Sign a Memorandum of Understanding (MoU) with the ILO or the body coordinating SIYB activities in the country concerned;
- Get at least two trainers certified as SIYB Trainers;
- Market the SIYB programme;
- Reach at least 45 clients in three SIYB programmes per year per Trainer;
- Maintain the quality standards and report to the ILO on all SIYB activities carried out.

The following steps are usually undertaken to form a partnership with a TSP:

- **Generating interest among potential TSPs:** Once a picture of the general training service provision market has been obtained and potential SIYB TSPs identified, interest needs to be generated among the latter. This can be done through direct contact with specific potential TSPs, or workshops or media campaigns targeting a larger range of organisations and informing them of the planned activities and the possibility to apply to become an SIYB TSP.
- **Application by TSPs and selection process:** When a potential TSP shows interest, they will be asked to fill in an application form. Thereafter, on-site visits and interviews will be conducted with the management and trainers of organizations deemed potentially suitable (see criteria below). The information obtained through the application form and interviews is checked using a “criteria-rating matrix”, and a decision is made on whether to accept the applicant as an SIYB TSP on a non-exclusive basis, among other TSPs operating in the same market.

<sup>2</sup> In some of the SIYB documentation, the terms “partner organization” and “Training Service Provider” are used synonymously to refer to training providers. Here, TSP is used for organizations involved in training, while partner organizations is used in a wider sense to also include partners with other functions.

### Selection criteria for TSPs

To qualify to become an SIYB TSP, a potential TSP must:

- Be a legal entity;
- Have a mandate and substantial experience in private sector development;
- Have the potential to reach scale;
- Have a ready client market and/or a SIYB marketing plan, with an operational and affordable distance between client and Trainer (compared to the local circumstances);
- Have the ability to mobilise the required human resources (at least two potential SIYB Trainers who fulfil the criteria for selection as Trainers, see section on Trainer Development);
- Have the ability to mobilise the required financial resources for implementation;
- Have the ability to organise or dispose of the required logistical infrastructure (including means for ensuring business visits and training events);
- Be committed to sign an MoU with the ILO or other national coordinating body and to integrate SIYB activities in the day-to-day operations.

- **Preparation and signature of an MoU:** Once an organisation has been selected as an SIYB TSP, an MoU between the organisation and the ILO and/or other coordinating body outlining the role, rights and responsibilities in implementing SIYB is prepared and signed by the parties. MoUs between the TSP and the SIYB Trainers affiliated to them who will be expected to carry out SIYB trainings are often also signed, or declarations of availability are made by Trainer Candidates in their applications for the ToT process.

## Partnerships in other areas of implementation

Apart from the provision of training, partner organisations may carry out other complementary functions to facilitate SIYB implementation, including: coordination of all or part of SIYB activities in a specific area, printing and distribution of materials, etc.

These functions may be handled by organisations which also act as TSPs, or by organisations not directly involved in training.

For instance, in cases where there is no ILO project to implement SIYB, partnerships may be formed between the ILO and a national organization which takes on the role of ensuring overall coordination of SIYB activities in the country.

Such partnerships are agreed upon with the ILO on a case-by-case basis and formalised through the instrument deemed most appropriate for the specific case (e.g. MoU, license, or other means). In some instances, apart from existing organizations, both training and non-training functions may also be undertaken by organizations specifically formed for this purpose following the introduction of SIYB. This is the case of SIYB associations in a number of countries.

## Examples of SIYB partner organizations

### **General Department for Vocational Training (GDVT) and Vietnam Chamber of Commerce and Industry (VCCI), Vietnam**

The General Department for Vocational Training (GDVT), operating under the Ministry of Labour, Invalids and Social Affairs (MOLISA) of Vietnam, has adopted SIYB for use in its “Million Farmers Programme”, aiming to reach 1 million farmers per year with SIYB training. SIYB will be taught in conjunction with technical training in its network of 131 vocational colleges, 400 vocational schools, and 800 vocational training centres. 16 SIYB Master Trainers are currently being trained within GDVT, who will then train Trainers in the various training institutions affiliated with it. Apart from rolling out training, GDVT is also involved in materials adaptation and distribution as well as the coordination of SIYB implementation within the initiative.

The Vietnam Chamber of Commerce and Industry (VCCI) has been an SIYB partner organization since 1998. It has a cadre of Master Trainers and Trainers affiliated to it who provide training services as well as after-training support, for instance through linkages with the VCCI’s business clubs and members. In addition to training, VCCI also handles SIYB materials development and distribution, among other functions, and provides a forum for its Trainers to meet and exchange experiences.

### **Royal Business Consult Trust, Zimbabwe**

The Royal Business Consult Trust (RBCT), an example of a private partner, is a key SIYB stakeholder in southern Africa, and also one of the oldest SIYB partners worldwide. It is the main distributor of SIYB materials in the southern African region, provides training services at different levels and offers SIYB-related consultancy services to interested government and private stakeholders. For instance, it has been involved in a number of Master Trainer development processes in the region, as well as in the adaptation of materials to various sector-specific contexts.

### **SIYB Association, Sri Lanka**

Set up in 2003 in preparation for the phasing out of an ILO SIYB project, the SIYB Association of Sri Lanka is composed of 63 partner organisations, 28 Master Trainers, and 330 Trainers who are contribution-paying members of the Association. The Association itself provides for the development and distribution of training materials, Trainer development, and training contract brokerage services, among other services. The Association’s individual members have to date collectively trained over 20,000 potential and existing entrepreneurs in SIYB.

## What support can the ILO’s SIYB Global Coordination Team provide?

The SIYB Global Coordination Team can provide advice on the selection of potential partner organizations, copies of tools such as assessment forms for TSPs, as well as examples of agreements concluded with organizations (for instance, MoUs or Letters of Agreement).



## 2.3 Trainer Development

Trainers play a key role in SIYB implementation. This is because they are responsible for training roll out at the entrepreneur level – starting from training needs assessment to post-training follow-up support provision – independently and in line with the SIYB quality standards so as to ensure that beneficiary needs are met.

SIYB Trainer development follows a multi-phase process providing Trainers with the required competencies.

The processes of Trainer development and certification are outlined in the sections that follow.

### The Training of Trainers (ToT) cycle

- **Selection of candidates to become SIYB Trainers:** Once partner organizations have been identified and are on board, trainers working for the partner organizations are selected to be trained in SIYB. Individual consultants or one-person companies operating as trainers may also apply to become SIYB Trainers. Trainer Candidates are selected based on information provided by them in the “Trainer Entry Form” and/or in interviews; a contents-test is sometimes also given to applicants. The minimum requirement for Trainer selection is a combination of at least two out of the three following elements: BDS experience, experience with adult education and own business experience.
- **Participating in an initial ToT workshop:** The ToT workshop facilitated by a Master Trainer introduces participants to both the technical content of the relevant SIYB package(s) and to adult learning methodologies through a participatory approach (including the delivery of at least one practice session by each participant during the workshop). Successful completion of the workshop requires a sufficiently high score on the “Trainer Observation Record” and the passing of a post-test (see Certification section below). An important part of the workshop is the development of action plans by the Trainer Candidates for the next steps of the ToT cycle (as outlined below). The duration of the ToT workshop is normally 6-10 days if only one package (or a combination of GYB and SYB, which are usually delivered together) is involved; in case more than one package is involved, the duration is 10-14 days.
- **Executing at least one Training of Entrepreneurs (ToE) cycle for each of the relevant SIYB packages:** This is done under the supervision of a Master Trainer, allowing the Trainer Candidate to practice the skills acquired during the ToT workshop and for the supervising Master Trainer to assess to what extent the Candidate’s performance is satisfactory. In this phase, the Trainer Candidates undertake all activities normally required in a ToE cycle, namely: selecting participants and carrying out a training needs assessment, designing the training programme, delivering the ToE workshop, providing after-training support in the form of individual or group counselling, and reporting on the training to the Master Trainer. As part of this exercise, the Trainer Candidate must develop at least one case-study of a client that the Trainer Candidate has taken through the ToE cycle for each relevant SIYB package, describing on the one hand the support provided (including costs) and on the other hand its impact, by comparing the client’s pre- and post-training situation. The Trainer Candidate’s performance during this phase is monitored through the “Trainer Performance Card” (physical observation by the supervising

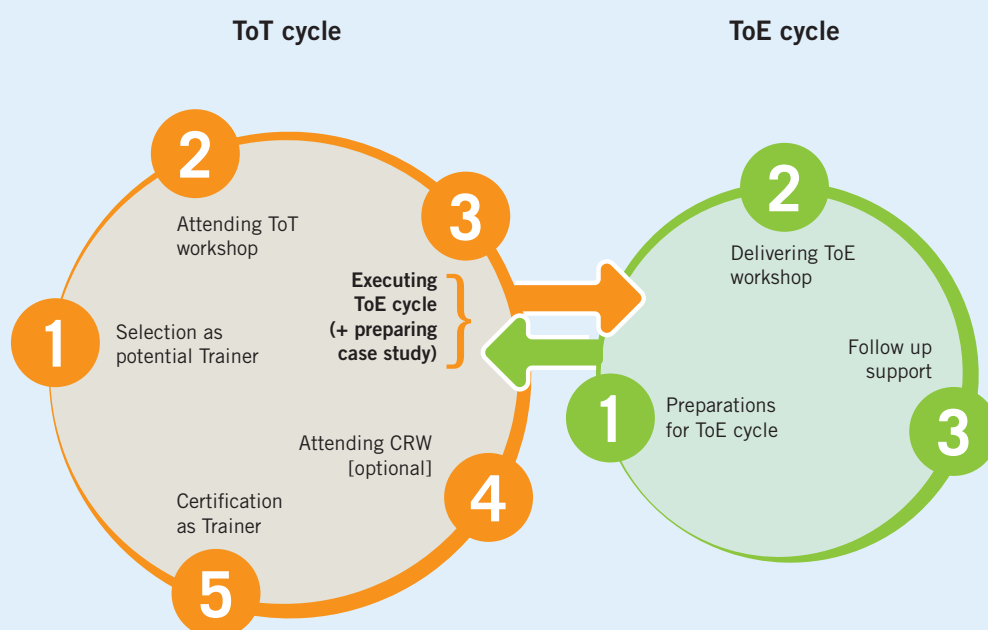
Master Trainer) and by the submission of these cases and of training reports to the Master Trainer. This phase normally lasts several months, as it involves the design and delivery of one or more full training cycles, depending on the number of packages that are involved.

- **Participating in a Competency Reinforcement Workshop (CRW) (Optional):** The workshop delivered by the Master Trainer, and conducted as an optional element in cases where deemed necessary based on the results of the practice phase, aims to address issues encountered during the practice phase and refine Trainer competencies in view of certification. The CRW normally lasts 3-10 days, depending on the number of packages that are involved.
- **Certification:** Upon completion of the above steps, a Trainer Certificate of Competence is issued by the responsible Master Trainer, which provides the Trainer Candidate the right to call himself/herself a certified SIYB Trainer (or SYB Trainer, IYB-Trainer, or EYB-Trainer, depending on the package(s) involved) and to provide training services using the SIYB materials and brand name. While the Trainer Certificates of Competence do not contain an expiry date, should a Trainer fail to show a sufficient level of activity (execution of at least one ToE cycle every three years), he/she will be classified as a non-active trainer, and Master Trainers will be discouraged from providing referrals to his/her training services. Attendance certificates are sometimes provided to participants who complete the ToT workshop, and where conducted, the CRW. Where issued, these certificates only provide proof of attendance, and should not be confused with Trainer Certificates of Competence.

#### Minimum requirements for Trainer Certificate of Competence

- Participated successfully in the initial ToT workshop covering the relevant SIYB package(s) (and scoring sufficiently on the Trainer Observation Record);
- Conducted at least one full ToE Cycle (from initial marketing to post-training evaluation) for each of the relevant SIYB packages and reported results satisfactorily;
- Developed at least one client case study for each relevant SIYB package, analyzing the full ToE Cycle and its effects on his/her clients, based on a site-visit.

Figure 3: Trainer development process

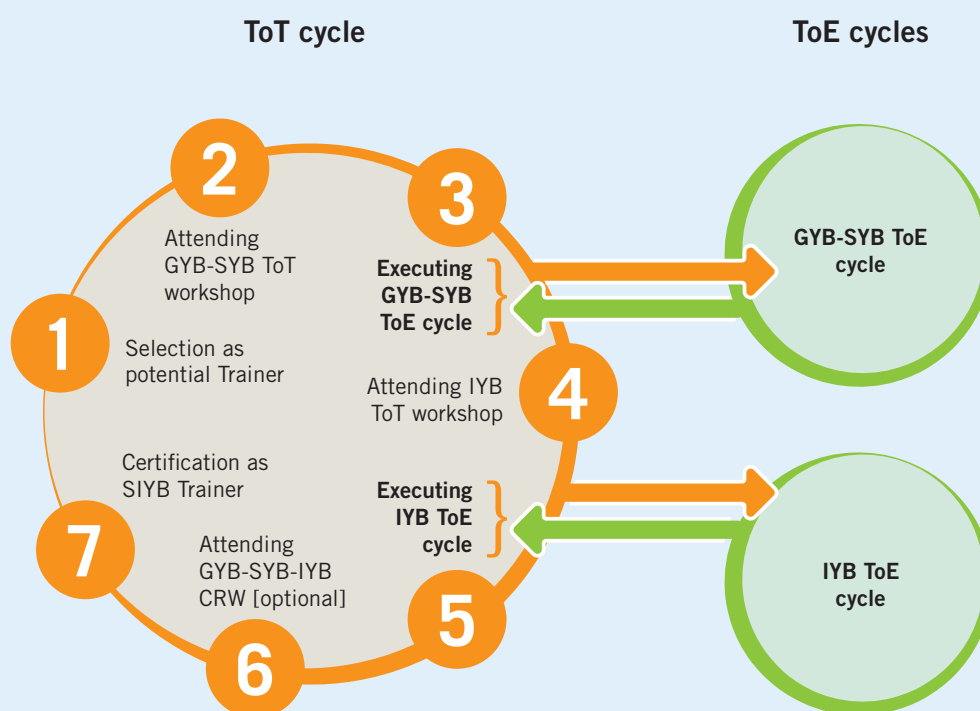


## Package choice

In the design of the Trainer development process above, a decision needs to be made on which packages are to be included. The process may apply to only one of the packages (GYB, SYB, IYB, EYB) or may involve two or more packages. In the case of a single package, or a combination of GYB and SYB which are normally delivered together, the process is as described above. If a second package is involved, each step of the ToT cycle carried out for one package will either i) be repeated for the second package, or ii) extended in duration to cover the second package. For instance, a process involving both SYB (or GYB-SYB) and IYB would normally involve two initial ToT workshops of 5 days each (or a longer single ToT workshop of 10 days), the delivery of two ToE cycles (one for each package), and, as an optional element, a CRW of 3-5 days covering both packages.

The Certificate of Competence provided to the Trainer upon completion of the process will always reflect the packages included in the training cycle.

Figure 4: Expanded Trainer development process for two packages



## Duration

The length of a ToT cycle starting from the identification of potential Trainers to their final certification is normally a minimum of 6-9 months. In planning a Trainer development process, it is important to remember that it involves not only the organization of the ToT workshop, and, in some cases, a CRW for the Trainer Candidates, but also the execution of a full training ToE cycle by the Trainer Candidates, which in itself may take several weeks.

## Trainer Developers

Trainer Candidates are trained and certified by SIYB Master Trainers. The Master Trainers are often subcontracted by interested agencies to carry out this work. If there are no Master Trainers in the country concerned, a Master Trainer from another nearby country can be asked to undertake the work.

Trainer development processes may involve various organizations; a process may be launched, financed and executed by one and the same organization, or it may be launched at the demand of one organization, financed by another, and executed by yet another organization.

The ILO's International Training Centre (ITC) also provides ToT services, either through open courses at the ITC in Turin, Italy, or through customised courses which can be conducted on-site in the commissioning organization's country. In carrying out these courses, the ITC relies on the network of Master Trainers for the training delivery.

## Costs

The costs of a Trainer development process will vary by country depending on local costs. The number of packages involved will also influence costs.

For a basic Trainer development cycle for one package, minimally the following should be budgeted:

- The consultancy fees and travel costs (where applicable) of the Master Trainers (ideally two) for delivering the initial ToT workshop, and where applicable, CRW and coaching during the practice phase (ToE cycle delivery by Trainer Candidates);
- The logistics costs of the initial ToT workshop, and where applicable, CRW;
- The logistics costs of Trainer Candidates delivering ToE cycles during the practice phase under the supervision of the Master Trainer(s); the cost of the ToE cycle could be fully or partly covered through the course fee charged from entrepreneurs.

ToT cycle costs usually vary in the range of 50,000 - 80,000 USD.

These costs are often covered by the implementing organization (whether ILO or another organization). In line with established good practice, fees are often also requested from and paid by the participants (in this case, Trainer Candidates), which may cover either the full cost of the training, or part of it, and which is generally considered to enhance training outcomes.

### Gender concerns

At the level of Trainers, two issues are of key importance. Firstly, the potential Trainers, whether women or men, need to display a commitment and capacity to effectively design and deliver training services that are gender-responsive, e.g. by targeting both women and men, identifying any differences in their situations and factoring these into the training intervention design. Should this capacity be weak at the outset (assessed as part of the Trainer Candidate selection), potential Trainers selected for participation in a ToT programme need to be provided support in acquiring this capacity in the course of the programme. Secondly, gender-balance among the potential Trainer Candidates should be given consideration. Having both women and men among the Trainer pool is important not only for promoting equality of opportunity, but also because female role models may be needed in contexts where gender inequalities persist among the target group; in such cases it may also be easier for female trainees to interact with female Trainers.

### What support can the ILO's SIYB Global Coordination Team provide?

Master Trainers have been capacitated to operate independently and deliver high quality SIYB ToT processes from start to finish, and equipped with the necessary materials (in particular, Trainer manuals). The SIYB Global Coordination Team can recommend Master Trainers and provide their contact details for executing ToT processes; the Team can also provide examples of ToR for Master Trainers.

## 2.4 Master Trainer Development

Master Trainers are selected from among Trainers with an excellent track record, and form the backbone of the SIYB implementation structure. They play a key role not only in the programme's multiplier effect strategy through their responsibility of training Trainers, but also in quality assurance and keeping up the brand name, as well as in marketing and furthering roll out.

For Master Trainers, going through the Master Trainer development cycle and acquiring the status of a certified Master Trainer offers recognition by the ILO and external partners of excellence in training performance, and often additional business opportunities in areas such as training provision, materials development, and conducting programme evaluations or impact assessments.

This chapter outlines the steps involved in the Master Trainer development cycle, as well as certification requirements and procedures.

### The Training of Master Trainers (ToMT) cycle

- **Master Trainer Candidate selection:** Potential Master Trainers are selected from a pool of existing Trainers. Apart from criteria similar to those relating to Trainers (BDS experience, experience with adult learning and own business), potential Master Trainer Candidates are evaluated based on their track record as SIYB Trainers; given the key role that Master Trainers play in SIYB implementation, Trainers having shown an exemplary and high quality performance and who have a broader strategic vision of the links of management training, enterprise development, job creation and decent work for women and men will be considered for “upgrading” to this role. The selection of participants in a Master Trainer development process is carried out through both the review of applications and CVs, and interviews with Candidates. Application forms and interview guides are available from the SIYB Global Coordination Team for use by the Master Trainer Developer(s) in selecting Candidates. There is often demand from individual organizations for Master Trainer certification processes for their staff. While this can be accommodated in some instances, generally Master Trainer development processes should be designed to be inclusive and target SIYB Trainers from a wide range of organizations, so as to help maintain the quality of SIYB and open access to it.
- **Participating in a Training of Master Trainers workshop:** The workshop, facilitated by a Master Trainer Developer, provides a refresher on the technical content of the relevant SIYB package(s) and adult learning methodologies which participants are already familiar with as SIYB Trainers, and reinforces their competencies in these areas. In addition, the key objective of the workshop is to introduce the Candidates to broader Master Trainer competencies (such as marketing, Trainer development, or M&E) and build their capacity to undertake their new role. The workshop normally lasts 10-15 days, depending on how many packages are involved.
- **Executing at least one ToT cycle for each of the relevant SIYB package:** This is done under the supervision of the Master Trainer Developer, and will provide the Candidates with practical experience in the work of Master Trainers and enable the Master Trainer Developer to gauge the Candidates' level of competency. The ToT cycle contains the steps described in the section on Trainer development

process, namely: an initial ToT workshop, the supervision of a practice phase in which Trainer Candidates execute ToE cycles, and, as an optional element, a CRW for the Trainer Candidates. This normally lasts minimally between 6-9 months, given that one or more full ToT cycles (which include the implementation of a ToE cycle) are involved. During this phase, the Master Trainer Candidate should support the Trainer Candidates being coached in developing case studies of (potential) entrepreneurs. While each Trainer Candidate needs to develop at least one entrepreneur-level case per SIYB package, the Master Trainer Candidate needs to develop at least one trainer-level case per SIYB package, which should include references to the entrepreneur client case developed by the Trainer Candidates under the Master Trainer Candidate's supervision. Apart from the development of cases and training reports, the Master Trainer Candidates' performance is monitored through the "Master Trainer Competency Assessment Guide."

- **Participating in a CRW:** The CRW aims at providing the Master Trainer Candidates with the opportunity to share their experiences on the practice phase, including the analysis of case studies, and to strengthen their skills in areas identified as requiring enhancement through self-analysis and assessment by the Master Trainer Developer. The CRW normally lasts between 5-10 days depending on the identified training needs and package(s) involved.
- **Passing the Master Trainer examination:** This examination, carried out before certification, normally in conjunction with the CRW, assesses the Candidates' level in the Master Trainer competencies.
- **Certification:** Once all of the above steps have been successfully completed, a Master Trainer Certificate of Competence as well as a Master Trainer License Agreement is issued. The certificate and license confer on their holder the right to call himself or herself an SIYB Master Trainer, and to provide both training and non-training services related to SIYB. The license also outlines the conditions to which the holders must adhere when acting in the role as Master Trainers (for instance, informing the ILO of any ToT activities to be carried out and reporting on these, obtaining prior permission for the use of the name or logo of the ILO, and consulting the ILO on the pricing of SIYB materials). The Master Trainer Certificate of Competence and the Master Trainer License Agreement are issued by the SIYB Global Coordination Team in ILO Geneva upon recommendation from the Master Trainer Developer, and are valid for three years. To keep their status of Master Trainer and to be re-certified and re-licensed upon expiry of the license, Master Trainers must demonstrate a sufficient level of activity by executing at least one ToT cycle, or the equivalent, during the three-year validity period of the license. Once certified, Master Trainers are listed and their contact details published on the SIYB Gateway, an online platform (see Chapter 2.7). As in the case of Trainer Candidates, Master Trainer Candidates may receive a Certificate of Attendance following attendance of the initial ToMT workshop and CRW; however, these certificates simply attest to attendance.

## Requirements for Master Trainer certification

### Minimum requirements for initial Master Trainer Certificate of Competence

- Is a certified SIYB Trainer;
- Participated successfully in the initial ToMT workshop covering the relevant SIYB package(s);
- Conducted at least one full ToT cycle for each of the relevant SIYB packages, including the implementation of at least one full ToE cycle by at least 30% of the Trainer Candidates under their supervision;
- Developed at least one case study of a Trainer having taken part in the ToT cycle, analyzing the full training programme and including cases of entrepreneur-level clients trained by the Trainer Candidate;
- Participated successfully in a CRW for Master Trainer Candidates covering the relevant SIYB package(s);
- Passed the Master Trainer examination which assesses whether Master Trainer competencies have been acquired.

### Minimum requirements for renewal of Master Trainer License Agreement upon expiry

- Conducted at least one full ToT cycle (including the implementation of at least one full ToE cycle by at least 30% of the Trainer Candidates under their supervision) in the three year validity period preceding certificate expiry.

## Package choice

As at the Trainer level, the content and length of the Master Trainer development process steps will depend on which SIYB packages are concerned, and if more than one package is involved, this will be reflected through either the extension or repetition of each step to cover the additional package.

The Certificate of Competence provided to the Master Trainer upon completion of a ToMT cycle will, as for Trainers, reflect the packages included in the training cycle, meaning that a Master Trainer trained in GYB-SYB only will be certified in GYB-SYB only, whereas a Master Trainer trained in GYB-SYB and IYB will be certified for both.

The standard SIYB Master Trainer will at least be able to conduct the ToT cycle for GYB/SYB and IYB, unless a decision has been made in consultation with the SIYB Global Coordination Team to focus on only one package in a given country based on final beneficiary needs and implementation capacity.

## Duration

The Master Trainer development process usually takes between 1-2 years. This is because it requires not only the participation of Master Trainer Candidates in two workshops, but also the practical element between these workshops during which the Master Trainer Candidates execute one or more full ToT cycle(s), including the supervision and coaching of Trainer Candidates in executing a ToE cycle. It is therefore important to factor in the time and resource needs required to implement both a ToT and ToE cycle, in addition to the workshops conducted for the Master Trainer Candidates, when planning the Master Trainer development process.



## Master Trainer Developers

Master Trainers are trained by resource persons authorized to do so by the SIYB Global Coordination Team. These resource persons are usually Master Trainers with extensive ToT experience, selected on a case-by-case basis to become “Master Trainer Developers.” It is recommended that two to four such resource persons work together in a “Master Trainer Development Team” when carrying out ToMT processes so as to maximize their impact.

While the initiative and funds for a Master Trainer development process may come from a variety of organizations, the SIYB Global Coordination Team needs to approve the process so as to ensure global standards are maintained. Upon approval, the SIYB Global Coordination Team will provide practical assistance in terms of referrals to Master Trainer Developers to carry out the process and guidance on the planning process.

## Costs

As with the ToT cycle, the costs of a ToMT cycle will vary depending on local costs and the number of packages involved. For a basic SIYB ToMT cycle, minimally the following costs should be budgeted for:

- The consultancy fees and travel costs of the Master Trainer Development Team for delivering two workshops (initial ToMT and CRW) and in-between coaching during the practice phase (ToT cycle delivery by Trainer Candidates);
- The logistics costs of the two workshops (initial ToMT and CRW);
- The logistics costs of Master Trainer Candidates delivering ToT cycles during the practice phase (including delivery of ToE cycles by Trainer Candidates during their practice phase under the supervision of the Master Trainer Candidates).

To provide a rough indication, a recent ToMT cycle in Vietnam cost approximately 150,000 USD covering mainly the international costs. Many of the local costs were borne by the local counterpart, the GDVT. Fees are often also requested from the Master Trainer Candidates, which may cover part or all of the training costs. This is done to provide an incentive for learning and securing a high level of commitment to playing the role of Master Trainer.

### Gender concerns

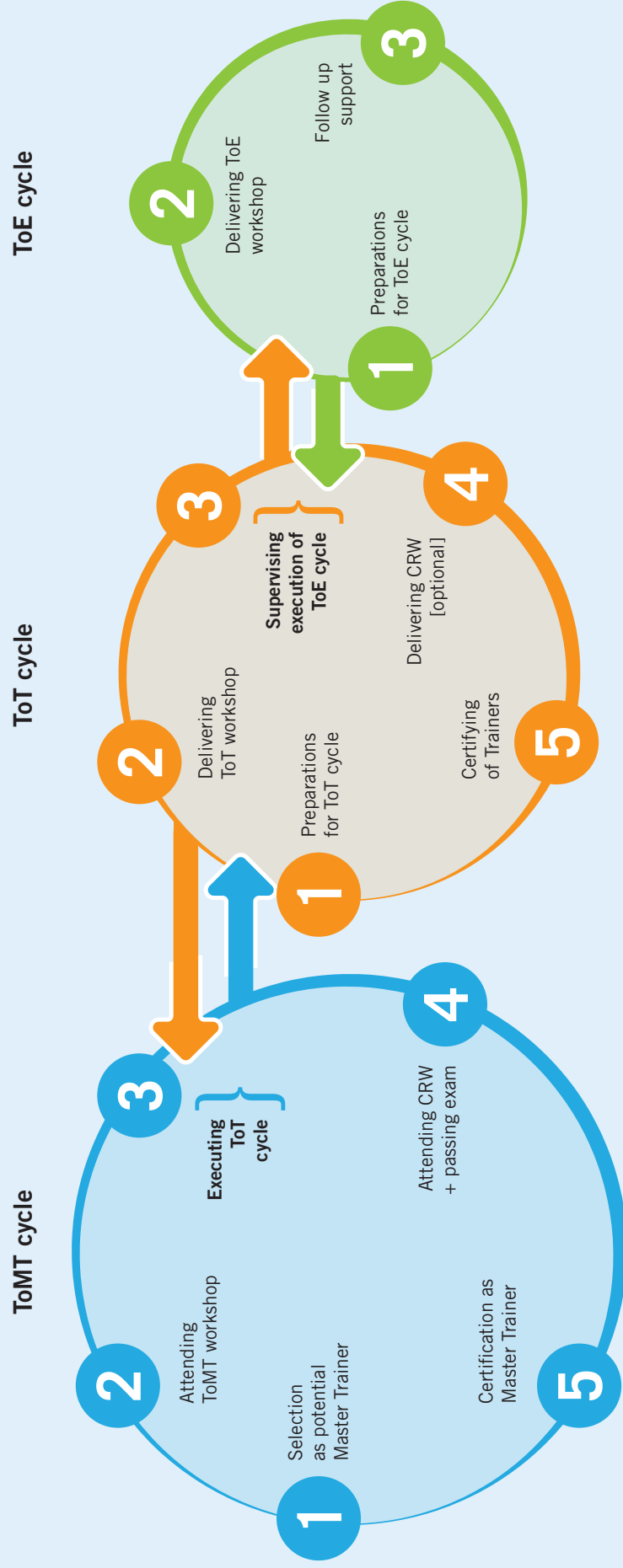
As with Trainers, potential Master Trainers need to either have a strong capacity to integrate gender-responsiveness into their work from the outset, or when this is not the case, capacity building in this area needs to be factored into the training cycle. Again as with Trainers, gender balance among Master Trainer Candidates needs to be encouraged through appropriate marketing and selection mechanisms so that the pool of Master Trainers in a given context comprises both qualified women and men.

### What support can the ILO's SIYB Global Coordination Team provide?

As the SIYB Global Coordination Team is the certifying body at the Master Trainer level, Master Trainer development processes should always be initiated in consultation with the Team. The Team can facilitate contact with ILO-approved Master Trainer Developers, provide examples of ToRs, and advise on the process. Reports on all phases of the process should be shared with the Team, which will also take part in the final assessment process of Master Trainer Candidates before their certification, either through distance-based reviews of performance or on-site participation.



Figure 5: The inter-linkages of the Training of Master Trainers (ToMT), Training of Trainers (ToT) and Training of Entrepreneurs (ToE) cycles in the development of Master Trainers



Note: for purposes of simplicity, cross-cutting processes, such as M & E and gender mainstreaming are not shown in the diagram

## 2.5 Materials Adaptation, Translation, Printing and Distribution

High quality materials which respond to the needs of clients are one of the success factors of SIYB. Maintaining this quality is thus critical for the continued expansion and sustainability of the programme.

This chapter outlines how Master Trainers and Trainers can access and use the already existing rich body of SIYB training materials that have been developed – including the standard international versions of the four packages, a range of sectoral adaptations and over 40 translations – as well as how to proceed when wishing to adapt, translate or disseminate materials.

### Accessing materials

SIYB Trainers and Master Trainers will receive a copy of the relevant Trainer-level materials needed for conducting ToEs (in the case of Trainers) and ToTs (in the case of Master Trainers) when taking part in their initial training cycle leading to certification.

They, in turn, will provide copies of the entrepreneur-level materials to participants of ToE workshops.

Should Trainers require more copies of materials, or should other persons be interested in acquiring the materials, SIYB materials can be obtained as follows:

- In electronic format through the SIYB webpage<sup>3</sup>, which is accessible to the general public, or the online SIYB Gateway. The latter is only open to certified Master Trainers and Trainers as well as partner organization representatives or ILO staff who are registered and active users of the Gateway. In addition to the electronic copies of the manuals contained on the public webpage, the Gateway also contains the full range of supplementary tools that Trainers, Master Trainers and other implementing organizations may need (e.g. training needs analysis and M&E forms).
- In printed format by purchasing them either from the Publications Department of the ILO (enquiries should be sent to [pubvente@ilo.org](mailto:pubvente@ilo.org)) or from regional distribution points which may be either ILO offices or projects or national organizations holding printing and distribution licenses (the SIYB Global Coordination Team can advise on the nearest distribution point). This channel is open to any interested persons or organizations.

It should be noted that:

- SIYB Trainer-level materials can only be used for SIYB training delivery by certified SIYB Trainers or Master Trainers.
- SIYB entrepreneur-level materials can be used for self-learning. However, given the fundamental role played by training for reaching the expected outcomes, it is recommended that interested persons register for SIYB training programmes whenever possible.

<sup>3</sup> [www.ilo.org/siyb](http://www.ilo.org/siyb). The materials are currently not available online but will be uploaded when the programme will adopt “Creative Commons,” which is expected to take place at the beginning of 2015.

Any other use of the materials apart from the provision of training by certified SIYB Trainers or self-study by interested persons has to be approved by the SIYB Global Coordination Team.

## Adaptation, translation, printing and distribution of materials

While a wide variety of SIYB materials already exist (see Part I), in some instances, the SIYB materials may need to be adapted to specific geographic or thematic contexts or for specific target groups. The market assessment will provide indications on the type of materials that are needed in the context concerned.

If the materials (either original or adapted) do not exist in the language to be used for training the target groups, the materials may be translated.

While either original or adapted/translated versions of the materials may be purchased from existing sources, if sufficient stock is not available when needed, an organization may also print the materials and act as their distributor; in such cases, the conditions for the sale of materials will be agreed upon by the organization and the ILO.

Given that the copyright of the materials remains with the ILO, in all of these three cases – adaptation, translation, and printing – permission must be sought from the SIYB Global Coordination Team, which will liaise with the relevant ILO units to facilitate the issuance of the required official authorisations (printing, adaptation or printing/distribution licenses). This will ensure that materials associated with the SIYB brand name remain of a standard quality and are printed and distributed according to basic SIYB principles such as open access and fair pricing.

## Costs implications

In the case of existing materials, the costs vary by the distributor. For example, a set of SYB materials (Manual and Business Plan booklet) currently costs approximately 55 USD when purchased from the ILO Publications Department in Geneva, while the Business Game costs 295 USD.

Local distributors (for instance the RBCT in southern Africa or SIYB Association of Sri Lanka in Asia) may be able to offer bulk discounts for larger quantities.

In the case of new materials, adaptation, printing and translation costs need to be factored in. If copies of the Business Game are printed and sold locally, a royalty must be paid to the South African Institute for Entrepreneurship (SAIE) in South Africa, the joint copyright holder.

### What support can the ILO's SIYB Global Coordination Team provide?

The SIYB Global Coordination Team can facilitate contact with the ILO's Publications Department for obtaining printing, distribution or translation licenses. It can also advise on materials distribution points for hard-copy materials either at global level (ILO's Publication Department) or in different regions; soft copies of materials can be obtained through the SIYB Gateway maintained by the Team.

## 2.6 Entrepreneur-Level Training Implementation

While the four SIYB training packages focus on different target groups, the main target clientele are start-ups, micro and small businesses that often operate in the informal economy.

The training of potential and existing entrepreneurs is executed by certified SIYB Trainers, normally working for an SIYB partner organization. While the role of Master Trainers is broader, they may also conduct entrepreneur-level trainings.

The ToE cycle is described in the section that follows. The costing and pricing of training services for entrepreneurs, an area of growing attention in the private sector development community, is covered in the second section of this chapter.

### The Training of Entrepreneurs (ToE) cycle

The ToE cycle is composed of the following elements:

- **Marketing:** The Trainer and/or organization in charge of implementing the SIYB intervention needs to link up to customers in the market and find ways to supply them with needs-based training at competitive rates. In this respect, marketing activities should consider the standard “Ps”, applied to enterprise management training, i.e. the “product” (training intervention) needs to be customised to the needs of the customers, “promotion” needs to be carried out so as to inform potential customers about the training and attract them to buy it, the right “price” for the training needs to be determined, and so on. An SIYB marketing guide for Trainers is available.
- **Participant selection:** The selection of training participants from among interested applicants should be based on general and business-related SIYB selection criteria, as outlined in Table 1. A tool to help assess these characteristics is provided in the “SIYB Entry Card.” The final selection of participants can then be done using the “SIYB Selection Tree”, which will also help to determine which training package is most suited for individual candidates.

Table 1: SIYB participant selection criteria

General criteria		Business-related criteria	
All candidates		Potential entrepreneurs	Existing entrepreneurs
<ul style="list-style-type: none"><li>• Literacy</li><li>• Age</li><li>• Gender</li></ul>		<ul style="list-style-type: none"><li>• Motivation and availability to start business</li><li>• Have a concrete business idea</li><li>• Have technical skills to start the business</li></ul>	<ul style="list-style-type: none"><li>• Have viable business</li><li>• Experience in business</li><li>• Position in business</li></ul>

- **Training needs analysis:** Apart from making sure that SIYB participants receive the right level of training from among the SIYB packages (GYB, SYB, IYB, EYB), an analysis of their specific learning needs and wants should be done so that the training intervention can be designed to respond to these. Training needs can be assessed using the “SIYB Entry Card” filled in by Trainers through interviews with potential participants during the previous step (participant selection), and which contains

both questions on learning expectations as well as questions which should show to what extent the candidate has a command of business management concepts.

- **Preparation and design:** This step involves making all practical arrangements (booking a venue, inviting the participants, preparing materials and equipment, etc.) for carrying out the training, as well as designing the workshop programme based on the training needs analysis. Guidance for preparations is included in the SIYB Trainer's Guides.
- **Implementation – the ToE workshop:** The core element of the ToE cycle is the actual ToE workshop, which will vary in length depending on the package (usually 3 days for GYB, 5 days for SYB, and between 5-7 days for IYB and 7-14 days for EYB). As explained in Part I, the different SIYB packages have different objectives – GYB aims to help participants develop a business idea, SYB assists participants in the preparation of a business plan, while IYB helps participants with an existing business to improve specific areas of its management and EYB guides them towards a growth strategy – and the workshop contents will reflect this. While joint GYB-SYB workshops are common, IYB and EYB are normally implemented separately. Joint GYB-SYB workshops are popular because they allow for delivery of training for the two packages within a condensed timeframe; where implementers can deliver the two packages in two separate courses, however, this has the advantage of allowing beneficiaries to carry out market research between the courses. The SIYB Trainer's Guides provide assistance and standards on how to structure and conduct SIYB workshops using the different packages, while the ToT programme provides Trainers with the opportunity to practice facilitation techniques which are in line with effective adult learning methods, especially experiential learning and participatory approaches.
- **Implementation – post-training follow up support:** The support provided after the initial training depends on which package is involved:
  - GYB: For beneficiaries of GYB training, the next step is usually taking part in SYB.
  - SYB: For beneficiaries of SYB training, the follow up after training normally consists of either individual or group counselling to help the beneficiaries to finalise their business plan, and, in some cases, to facilitate its submission to a financial institution. The counselling should provide the potential entrepreneurs with guidance in data collection and, once finished, the filling in of the business plan itself.
  - IYB: For beneficiaries of IYB training, after-training follow up usually takes one of three forms:
    - Individual counselling: This consists of on-site visits aimed at diagnosing areas for improvement in the entrepreneur's business and guiding the entrepreneur in finding appropriate solutions.
    - Group counselling: The aims are similar to that of individual counselling – i.e. to diagnose areas for improvement and identify solutions – but the support is provided in group format. In some instances, apart from guidance provided by the Trainer to the group, so called "Business Improvement Groups" can also be formed, which meet periodically to discuss challenges and provide mutual assistance in finding ways to overcome them.
    - Refresher training: This form of follow up consists of providing beneficiaries a second IYB training in order to refresh their memories. Such training may

- EYB: As EYB is a combination of classroom training and on-site individual counselling, the type of follow up provided for the other packages above is already contained in the training itself.

- **M&E:** This step relates to the process of collecting and analysing information to check on progress in the implementation of SIYB activities and to assess their results. Key tools in this regard are i) the online SIYB Gateway which enables training outreach to be established, and ii) the “Client Business Assessment Card”, which provides an indication of the effect that the training and other support have had on individual entrepreneurs. The procedures and tools relating to M&E are described in the section on M&E.



## Gender concerns

Gender concerns should be integrated in each step of the ToE cycle. This means, for instance, that:

- Marketing efforts should target both women and men, making use of channels and messages that reach out to both;
- The selection of beneficiaries should have as one of its aims to ensure equal access to the training by qualified women and men, and the sex ratio of participants should ideally range between 40-60% unless the training is carried out for the benefit of one sex as a means of overcoming the effects of past discrimination;
- In designing the training intervention, the choice of location and timing should be conducive to both women and men being able to attend, despite family responsibilities;
- During the ToE workshop itself, the Trainer should make sure that the technical contents responds to the needs of both women and men and ensure that the facilitation enables the active participation of both.

## What support can the ILO's SIYB Global Coordination Team provide?

The ILO usually focuses its work on the Master Trainer and Trainer development levels, and is usually only indirectly involved in entrepreneur-level training, except in cases where ILO field projects implement such trainings as part of the project activities. SIYB Trainers have been trained to design and deliver SIYB trainings independently, and have been provided with all the required materials for doing this; however, where required the SIYB Global Coordination Team can provide advice on ToE processes and documents such as examples of ToRs or sample training schedules.

## Costing and pricing the training

SIYB workshop costs vary widely by country due to cost differences. Examples of costs for a 5-day training found in a survey of a limited number of countries in the 2011 SIYB Global Tracer Study ranges from 250 USD in Mauritania to 1,700 USD in China.

Table 2: Cost information about SIYB trainings in selected countries<sup>4</sup>

Country	Average cost 5 day SYB training (USD)	Participants' contribution (USD)	Average cost 5 day IYB training (USD)	Participants' contribution (USD)	Average costs of 10 day SIYB TOT (USD)
Burkina Faso	400	1	•	•	•
China	1,700	0	1,200	45	11,000
Kenya	300	30	•	•	•
Mauritania	250	16	•	•	5,000
Mongolia	900	12	1,500	40	10,000
Nepal	300	0	385	0	
Sri Lanka	363	12	454	14	728

<sup>4</sup> From Susanne Van Lieshout, Merten Sievers and Mirza Aliyev (2012), *Start and Improve Your Business Global Tracer Study*, ILO, Geneva.

When starting to offer SIYB training services, TSPs and Trainers will need to decide on whether to charge fees, and if so, how much.

In order to do so, the TSP should first know the cost of the training service that it will offer. These costs usually include, but are not limited to, the following<sup>5</sup>:

- **Human resource costs:** The staff costs of the organization (in particular, of Trainers when they deliver training, but also the time spent by staff in preparing the logistics of a workshop) as well as that of external resource persons that might need to be contracted (in cases where the Trainers who will deliver the SIYB training service are not staff of the organisation).
- **Infrastructure costs:** The premises and equipment owned by the organization (e.g. computers, or printers) and/or the hiring of external training venues and equipment where required.
- **Training materials and stationery:** The SIYB training manuals (which can be purchased from SIYB-approved suppliers, see chapter 2.6) as well as stationery needed for the ToE workshop.
- **Transport, accommodation and food:** Lunches and refreshments where offered, participant and resource person transport costs where offered, participant and resource person accommodation for residential courses where offered. Concerning these costs, the TSP should assess what is really required; for example, the payment of *per diems* is generally not recommended.
- **Marketing costs:** Press releases, press conferences, or awareness-raising events related to the training.
- **Communication costs:** Phone or fax communications needed for the training.
- **Overheads:** Utilities, taxes, etc., incurred by the organization in organizing the training.

Table 3: Costing of an SYB workshop and follow up support for 20 participants

ITEM	COST (USD)
Promotion	100
Trainers fees for workshop preparation and delivery (2 Trainers)	800
Manuals	60
Stationery	20
Venue	100
Refreshments	160
Local transport	80
Trainers fees for follow up (2 Trainers)	400
<b>Total costs (20 participants)</b>	<b>1,720</b>
<b>Cost per participant</b>	<b>86</b>
<b>With mark-up 10% on cost per participant</b>	<b>95</b>

**Note:** Adapted from SIYB sample costings prepared by Master Trainers at the Workshop on BDS Provider Sustainability, organized by the ILO's Youth Entrepreneurship Facility in Arusha, Tanzania, May 2014.

<sup>5</sup> Adapted from Torsten Schulthess (2006), *A Practical Training Course on How to Organize Training Events - Part 2: Background Reading*, IFC, Sequa and bfz.



Once the costs of the training service have been calculated, a break-even analysis should be made in order to determine at which fee level the total revenues would be equal to the total cost of the service, and what fee would cover the cost of the service. Once a cost-covering fee has been calculated, the TSP needs to decide on the price. In doing so, TSPs should also consider the fees charged by other training providers, and ensure their rate is competitive. The TSP can choose from among the following options for setting a price<sup>6</sup>:

- Charging a cost-covering fee without earning any profit;
- Adding a reasonable profit (e.g. 10-15%) to the cost-covering price;
- Charging a non-cost-covering fee and cross-subsidizing the training service from other sources of income (e.g. membership fees, materials sales, etc.);
- Offering the service for free, and financing the service from other sources of income.

Generally, the last option is not recommended. In addition to being key for long-term financial sustainability, charging a full fee or asking for partial cash or in-kind contributions (for example, covering their own transport cost or lunch) has generally been proven to be a helpful mechanism for selecting participants with a genuine willingness to take the training, securing higher participant commitment to the learning process as well as higher post-training success rates in terms of start-ups and/or improved enterprise management.

While TSPs are mostly aware of this, some may be hesitant to shift from free to fee-based training services due to a certain number of issues, such as the assumption that there is not enough demand for the service or that other similar organizations are offering the same training product for free. Such issues should already be flagged during the market assessment conducted as the first step in introducing SIYB in a given context. If there is no demand for it or if the market for such services is already saturated, SIYB should not be introduced, unless a clear differentiation can be made between SIYB and the other services. The concern that service recipients will not be willing to pay as they have always received the service for free is also often raised; in this case, the TSP should explain the benefits to their target groups (i.e. higher quality training with better outcomes).

Sometimes TSPs will offer new training services for free during an introductory phase as a means of promotion. While this can be useful in generating interest for the service, the TSP should clearly establish an end-date to the free services and a plan for introducing fees right from the start.

In the case of designing services for very low-income target groups where ensuring their participation is a key objective, TSPs may need to consider the target group's ability to pay when setting prices, and the (partial) waiving of fees and/or subsidies may in some cases need to be factored in. This is usually feasible when the TSP is supported by external funding (e.g. government), or is a public institution with a budget that can cover the support it provides. There is strong consensus among agencies working on private sector development that when subsidies are used, indirect subsidies are preferred to direct subsidies, and that there should be a clear exit strategy for subsidies.

<sup>6</sup> Ibid

## 2.7 Monitoring and Evaluation

M&E refers to the process of collecting and analysing information in order to check on progress in implementing planned SIYB activities and to assess to what extent established objectives are being achieved.

M&E is an important management tool as it provides a picture of the current situation, and allows for improvements to be made where necessary (for instance, if the quality of training services delivered by a training provider are shown to be below usual standards, capacity building or other support can be planned). M&E is also important for marketing among potential beneficiaries and resource mobilization targeting possible partners as it helps to reveal results in terms of outreach and effects on beneficiaries.

Although important, M&E also has its challenges – for instance, in terms of data collection, at the global coordination level, having access to reliable, comparable and comprehensive country-level data, or, at the Master Trainer and Trainer level, compiling data and reporting under tight timeframes when working in remote areas. The SIYB set of M&E tools are designed to facilitate the process and to enable rigorous M&E in SIYB initiatives despite such challenges.

This chapter provides a brief overview of what SIYB stakeholders should measure, as well as of the SIYB M&E framework and related tools through which this can be done.

### What should be measured?

A first step in starting M&E for SIYB interventions is deciding what will be measured; normally this comprises progress in implementation as well as the changes that are expected to result from the intervention. These changes can be measured through indicators (qualitative or quantitative measurements of performance).

If a project document has been formulated, it will most likely already contain an explanation of the activities to be undertaken, changes expected to occur as a result thereof, and indicators which can be used for measuring these. In the absence of such a document or to complement it, the managers of SIYB activities should define a set of indicators based on the theory of change of the intervention.

An example of an intervention model is provided below, followed by examples of indicators for this intervention model at the outcome and higher-outcome levels (for the purpose of simplicity, indicators at other levels have not been provided). SIYB implementers can make use of these examples as a basis for their intervention model and indicator set, adjusting it as appropriate.

The basic SIYB M&E processes and tools described in the next section include some of the above indicators; others can be added by SIYB implementers as appropriate in the context of the activities concerned.

Table 4: Possible intervention model for SME management training interventions such as SIYB<sup>7</sup>

← IMPLEMENTATION →			← RESULTS →	
Inputs	Activities	Outputs	Outcomes	Impact
<ul style="list-style-type: none"> <li>Budget</li> <li>Staff</li> <li>Trainers</li> <li>Partnership</li> <li>Facilities</li> <li>Supplies</li> <li>Technical expertise</li> <li>Training tools</li> </ul>	<ul style="list-style-type: none"> <li>Carry out market assessment</li> <li>Develop, adapt or revise curriculum</li> <li>Organize ToTs</li> <li>Train and advise training providers on how to deliver training services</li> <li>Link businesses to microfinance organization</li> <li>Advise government and social partners on roll-out strategy and system set up</li> <li>Advise on material reproduction systems and sustainability strategies</li> <li>Carry out M&amp;E</li> </ul>	<ul style="list-style-type: none"> <li>New curriculum available</li> <li>Trainers trained</li> <li>Training providers advised on how to deliver training services</li> <li>Master Trainers certified</li> <li>Demand-driven training services delivered</li> <li>M&amp;E system established</li> <li>Quality standards set</li> </ul>	<p><b>Individual (Enterprises)</b></p> <ul style="list-style-type: none"> <li>Additional skills acquired</li> <li>Higher number and improved quality of business plans</li> <li>High participant satisfaction</li> <li>New start-ups established</li> <li>Better business practices</li> <li>Performance of enterprises</li> </ul> <p><b>Intermediaries (TSPs/Trainers)</b></p> <ul style="list-style-type: none"> <li>Improved capacity to deliver trainings</li> <li>Increased marketing capacity</li> </ul> <p><b>Facilitators (Master Trainers)</b></p> <ul style="list-style-type: none"> <li>Capacity to run full trainer certification cycle</li> <li>Master Trainer's competencies tested</li> </ul> <p><b>Society</b></p> <ul style="list-style-type: none"> <li>Increased acceptance of entrepreneurship as a career option</li> </ul>	<ul style="list-style-type: none"> <li>Additional income</li> <li>Additional jobs created</li> <li>Quality of jobs improved</li> <li>Poverty reduction</li> <li>Improvement in self sufficiency</li> <li>Increased satisfaction with own working situation</li> </ul>

<sup>7</sup> Adapted from Nathan Fiala and Markus Pilgrim (2013), *Intervention Models and Performance Indicators of the ILO Small Enterprises Unit – A Mini Guide for Project Managers*, ILO, Berlin and Geneva.

Examples of outcome and higher-level outcome indicators (disaggregated by sex)	
Outcomes	Higher-level outcomes
<b>Individual (Enterprises)</b> <ul style="list-style-type: none"> <li>• Number of business plans drafted</li> <li>• Indicator of quality of business plans</li> <li>• Number of participants who establish a new start-up</li> <li>• Number and types of better business practices established</li> <li>• Performance indicator of existing enterprises, e.g. sales per employee</li> </ul>	<ul style="list-style-type: none"> <li>• Additional net income of targeted enterprises</li> <li>• Net additional jobs created</li> <li>• Indicator for quality of jobs created (consult also ILO Decent Work Indicators), e.g.</li> </ul>
<b>Intermediaries (TSPs and Trainers)</b> <ul style="list-style-type: none"> <li>• Number of participants that recommend the training to others</li> <li>• Number of repeat clients</li> <li>• Number of training hours sold per period</li> <li>• Income from fees charged for training</li> </ul>	<p><i>Adequate Earnings:</i></p> <p>Number of working poor</p> <p>Low pay rate (% of employees who are below 2/3 of median hourly earnings)</p> <p><i>Decent Hours:</i></p> <p>Excessive hours (more than 48 hours per week)</p> <p><i>Safe Work Environment:</i></p> <p>Time lost due to occupational injuries</p> <p><i>Social Security:</i></p> <p>Share of employees with basic health care provision</p>
<b>Facilitators (Master Trainers)</b> <ul style="list-style-type: none"> <li>• Number of local Trainers trained</li> <li>• Number of trainings delivered by these local Trainers</li> <li>• Number of Master Trainers that are certified</li> </ul>	<ul style="list-style-type: none"> <li>• Indicator of poverty, e.g. % of target group that makes less than 1.25 USD per day</li> </ul>

## How to measure intervention progress and resulting changes: the SIYB M&E system

In SIYB, the monitoring system mirrors the implementation structure, with the following monitoring responsibilities:

- Trainers monitor the entrepreneurs they train, assessing changes in their skills levels and business performance after training;
- The national SIYB coordinating structure monitors the performance of Trainers and the TSP organizations they belong to in delivering ToE programmes and providing related support services;
- The SIYB Global Coordination Team and the national coordinating structure monitor the performance of Master Trainers in delivering ToTs and carrying out other Master Trainer responsibilities.

The SIYB M&E system is composed of two complementary mechanisms, which should be used simultaneously. These are described below.

## The SIYB M&E Toolkit

The M&E of SIYB is based on a set of predefined reporting flows between SIYB actors and tools (forms and reports) used by them at different stages in implementation.

The monitoring and reporting flows, as shown in Figure 7 below, are in general as follows:

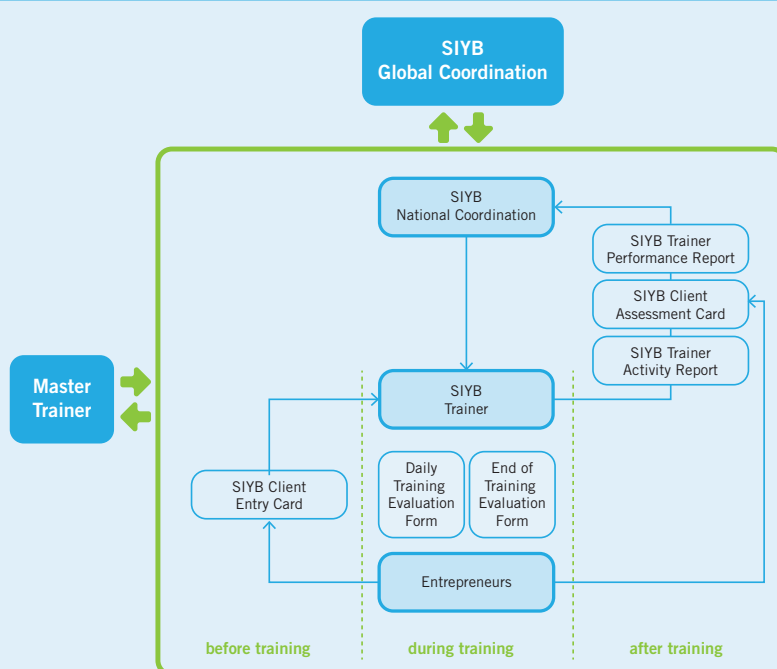
- **Monitoring of entrepreneurs by Trainers:** The “SIYB Client Assessment Card”, which includes an “Entry Card” filled in before training and a “Business Performance Card” filled in after the training, is the key tool through which changes in the knowledge levels and in the business situation of clients is assessed. As a complement to this, Trainers will often also conduct pre- and post-training tests to gauge changes in the level of knowledge of the clients. They will include an analysis of these forms in their training reports.
- **Monitoring of Trainers and TSPs by national-level coordinating organization** (either ILO country office or project, or national partner organization to which a coordinating role has been awarded):
  - The tools used to monitor the Trainer’s performance include the “Activity Report Form” describing individual trainings conducted, compilations of “Client Assessment Cards” (as described above) related to the trainings, and “Trainer Performance Cards”, which contain an “Entry Card” filled in before the first ToT workshop attended by the Trainer and a “Performance and Update Record” updated by the responsible Master Trainer or other monitoring authority subsequently, assessing the Trainer’s performance. The Trainer’s performance is also reflected in daily and end-of-training evaluations filled in by their clients in conjunction with the trainings delivered. As national organizations progressively take over M&E responsibility from ILO, they may also wish to adapt or add to these tools based on their own M&E systems.
  - The tool used to monitor the performance of a TSP includes the tools used to monitor the performance of the Trainers affiliated to it; additionally, the “Quarterly Provider Report Form” and “Provider Performance Card” (containing both an “Entry Card” and assessment sections) are also used to monitor the performance of a TSP.
- **Monitoring of Master Trainers by the ILO SIYB Global Coordination Team and national-level organizations:** Master Trainers are monitored by the ILO SIYB Global Coordination Team and often also by one or several national-level organizations (either ILO country office or project, or national partner organization). The tools used to monitor the Master Trainer’s performance include individual activity reports on each activity conducted and synthetic summary reports prepared once every three years. The Master Trainer’s performance is also reflected in daily and end-of-training evaluations filled in by their Trainer-clients in conjunction with the ToT-level trainings delivered.

Table 5: Overview of main monitoring tools

Who is being monitored?	Which tool is used?	What does it show?
<b>Entrepreneurs</b>	Business Performance Card	Performance of an entrepreneur following training, as assessed by the Trainer and included in the Trainer's reports
<b>Trainers</b>	Trainer's Performance Card	Performance of a Trainer following training, as assessed by the relevant monitoring authority
	Activity Reports	Process and results of individual training activities
<b>Training Service Providers</b>	TSP Performance Card	Performance of a TSP, as assessed by the relevant monitoring authority
	TSP Reports	Overview of all training activities carried out in specified period, and results thereof
<b>Master Trainers</b>	Activity Reports	Process and results of individual training activities
	Summary Reports	Overview of all training activities carried out in specified period, and results thereof

It should be noted that at the Trainer and Master Trainer levels, the reporting flows and tools are somewhat different before a Trainer or Master Trainer is certified than once certified. While they are still “in training”, Master Trainer Candidates report principally to the Master Trainer Developer in charge of their training, while Trainer Candidates report to the relevant Master Trainer. Additional tools are also used to supplement the regular reporting tools; these can be obtained from the SIYB Global Coordination Team.

Figure 7: M&E flow between entrepreneurs, Trainers and the national coordinating body



**Note:** This figure shows the monitoring relationship and tools used between a Trainer, the entrepreneurs he or she trains, and the national coordinating organisation. For the sake of simplicity, the flows and tools used between other actors, such as Master Trainers and the SIYB Global Coordination Team, are not shown in detail.

## The SIYB Gateway

Alongside the toolkit described above, an instant electronic reporting tool, the SIYB Gateway, is being introduced as the second component of the SIYB M&E system. The Gateway provides Master Trainers and Trainers a direct means to enter their training data into an online database immediately upon completion of training activities. The number of data items included in the Gateway is limited so as to ensure user-friendliness. The basic information requested from the users is as follows:

- Dates, duration and location of the training;
- Level of training (ToMT, ToT, ToE);
- Type of training (initial training, refresher, competency reinforcement);
- Package(s) used (GYB, SYB, IYB, EYB, SIYB Level 1);
- Number of female and male trainees;
- Percentage of trainees from rural areas;
- Cost of the training and the amount contributed by participants;
- Level of satisfaction of participants with the training.

Apart from providing outreach data at the entrepreneur level, the system works as a certification tool, generating Trainer and Master Trainer certificates when certification criteria have been fulfilled, as well as generating renewed licenses to Master Trainers having reported a satisfactory level of activity in the three-year validity period of their licenses.

In addition to monitoring and certification functions, the Gateway also contains Master Trainer and Trainer profiles with automatically compiled training histories, which can be used for the marketing of training services, as well as a materials repository through which users can access all required SIYB training and non-training materials.

The Gateway is intended as a complementary mechanism to the Toolkit described above, and should not replace it. Spot checks to verify the accuracy of the information in the Gateway will be conducted; Master Trainers and Trainers should therefore use the Toolkit to ensure that they have up to date documentation to back up their Gateway entries.

## SIYB programme evaluations

Apart from the regular monitoring of the performance of the different actors within the SIYB programme, the programme overall may also be periodically evaluated (often based on donor evaluation requirements). Such evaluations normally focus on standard evaluation criteria such as the relevance, efficiency, effectiveness, and sustainability of the programme. Guidance on the design of programme evaluations can be obtained from the SIYB Global Coordination Team.

## SIYB programme impact assessments

While tools such as the “Client Performance Card”, if used systematically and rigorously, may provide indications on the impact of SIYB activities, an accurate and comprehensive picture of impact can usually only be achieved through impact

assessments designed specifically for that purpose and accompanied by resources allowing for the use of methods such as randomised controlled trials.

As with evaluations, guidance on the design of such assessments can be obtained from the SIYB Global Coordination Team.

### Gender concerns

It is important to make sure that the M&E of SIYB activities is gender-responsive and provides a basis for assessing the extent to which the activities have addressed the different needs of women and men. The standard SIYB M&E Toolkit forms and online Gateway enable and require the collection of data on all SIYB beneficiaries, meaning that sex-disaggregated data is available. This data should be used for analyses to identify possible differences in effects and impact of the SIYB interventions on women and men, and to inform changes in the intervention approach to ensure gender-equitable outcomes.

### What support can the ILO's SIYB Global Coordination Team provide?

The online Gateway designed and managed by the SIYB Global Coordination Team is the main M&E tool for SIYB stakeholders, as it functions as both a data-entry and report-generation tool, and also as a repository of all SIYB M&E Toolkit forms. In addition to providing access to the Gateway and advising on its use, the SIYB Global Coordination Team can also provide support to initiatives wishing to take M&E a step further, for instance by advising on impact assessment processes or on the application of the Results Measurement Standard<sup>8</sup> of the Donor Committee for Enterprise Development (DCED).

Figure 8: Screenshot of SIYB Gateway

The screenshot shows the SIYB Gateway interface. At the top, there are logos for ILO, SIYB, and Women's Entrepreneurship Development. Below the logos is a navigation bar with links: Home, Members, Partner Organizations, Training, Reports, Document Library, Administrative Tasks, and Help. The main content area is titled 'Training Entry - Page 2' and contains a form for entering training data. The form includes fields for Training Reference, Country, Training Type, Training Sub-Type, Start Date, Partner Organization Involved, Trained By, Location City, End Date, Duration (in hrs), Package Used, Number of women trained, and Number of men trained. The form also includes a 'Cancel' button and a 'Save' button.

8 An international standard for M&E developed by the Donor Committee for Enterprise Development (DCED); for more information, see the section on Results Measurement on [www.enterprise-development.org](http://www.enterprise-development.org)



## 2.8 Planning for Sustainability

The sustainability of SIYB beyond its initial introduction in a given context is key to ensuring that its benefits can reach more people over a longer timeframe.

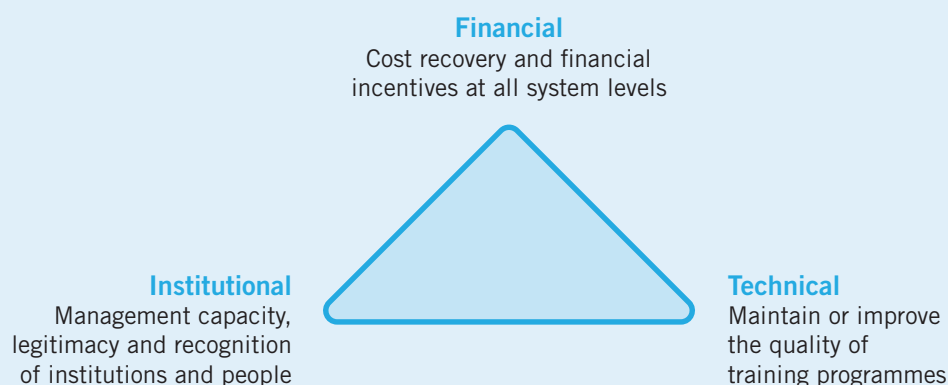
While described as a “step” here, just like other cross cutting concerns or work areas such as gender mainstreaming or monitoring and evaluation, sustainability needs to be thought about from the start and in the course of running SIYB activities.

### What is sustainability?

The sustainability of SIYB refers to its continued implementation in a country beyond ILO or other external support. For SIYB, there are three areas of sustainability that are of key importance:

- **Institutional sustainability:** Institutional sustainability relates to the capacity of training providers to manage SIYB programmes.
- **Technical sustainability:** Technical sustainability relates to the training quality. Only if customers are satisfied with the quality of services received, will they continue demanding them. Therefore, for the SIYB offer to be sustainable, it must not only satisfy minimum quality expectations of the customers in the market, but anticipate and exceed these expectations.
- **Financial sustainability:** Financial sustainability refers to the capacity of training providers to recover their training costs. This is important at all system levels (Master Trainers and Trainers).

Figure 9: The dimensions of SIYB sustainability



### How to plan for longer-term sustainability?

When SIYB activities are launched, a key **institutional sustainability** factor is partnering with organizations which have the capacity to continue implementing SIYB beyond the initial support phase. This applies to partner organizations involved in a coordinating or managing role in the country, as well as TSPs. The initial assessment of partner organizations prior to their selection is thus critical, and needs to include an evaluation of the organization’s capacity – in terms of management capacity, human and financial resources, or position in the market, for example – to

execute their assigned role once the provision of support ends. Factoring in an organizational mapping and capacity assessment into the market assessment carried out as the first step, or conducting such an assessment separately, is an important part of sustainability planning. Where capacity-gaps are found, but possible partner organizations show good potential and are selected as partners, their capacity should be strengthened through different types of support measures (for instance, training, exchange visits, or expert advice). The SIYB implementation strategy, based on building the capacity of local organizations and giving the latter ownership of the initiative, normally provides a sound foundation for the sustainability of SIYB.

In addition to institutional sustainability, **technical sustainability** also needs to be planned for. Ensuring that materials are regularly updated to maintain their attractiveness for the target group; that materials distribution channels are in place and can operate even in the absence of external support; that the Trainer and Master Trainer pools are monitored for their training performance and provided with skills upgrading and refresher opportunities where deemed necessary are all key features of sustainability planning.

In terms of **financial sustainability**, cost recovery by TSPs can be achieved in different ways. Charging fees for training services is one means through which costs can be recovered. This is sometimes easier at the ToT level than at the ToE level due to the respective income levels of Trainers and entrepreneurs. However, even for the latter, it is recommended to start with at least some degree of cost-sharing between clients and support organizations, and to move progressively towards a client-paid approach. In addition to being a key contributing factor for sustainability, the payment of fees can also provide a learning incentive for participants, as well as ensuring that the training service market is not distorted through subsidies. Apart from charging training fees from participants, another way of covering costs is through SIYB training material sales. In both cases, the market and client's willingness to pay should first be studied (this can be done in the market assessment at the outset), and an appropriate marketing and sales system should then be developed.

Two different examples of how SIYB sustainability has been achieved, based on different approaches – one private (Sri Lanka) and one government-based (China) – are described below.

### Sri Lanka – Sustainability through an SIYB association

Since 2003, following the closure of the five-year ILO-SIYB Sri Lanka project funded by Sida, the independent SIYB Association of Sri Lanka has been managing and sustaining the training programme. Its creation sprung from the desire of the local SIYB stakeholders to have an independent association serving all Trainers, rather than the SIYB management being handed over to a single organization.

While initially housed within another ILO project office, after an incubation period of one year, the association started operating on its own. Since then, the SIYB programme activities have prospered, with the association securing one bulk training contract after another (charging a 10 per cent brokerage fee). The association is very serious about quality control and certification of trainers as SIYB Trainers. The building of a quality image for SIYB as well as brokerage and other services for members has opened doors to new assignments for SIYB Trainers, as well as to training and exposure abroad. In financial terms, the association is doing quite well, with their income exceeding their expenditure by at least 150 per cent since 2006. Apart from brokerage fees, the sale of SIYB training materials is a key source of income.

While the association faces some challenges, including increasing numbers of inactive members, low reporting rates by member SIYB Trainers and some management weaknesses, overall the SIYB Association of Sri Lanka has proved to be a successful institutional set-up, able to sustain the SIYB programme without major external financial, technical or managerial inputs.

To date, 63 partner organisations, 28 SIYB Master Trainers, and 330 SIYB Trainers have become contribution-paying members of the Association and it employs five staff members. It is estimated that the Association has contributed to the training of over 20,000 people.

*Source: Adapted from Van Lieshout, Sievers, Aliyev (2012), with inputs from Gemunu Wijesena, President of the Executive Council of the SIYB Association of Sri Lanka*

### China – Government engagement as a sustainability mechanism

China's transition from a centrally planned economy to an open market economy has led to an enormous economic growth but rendered a huge blow to the Chinese workers. The restructuring of the state-owned enterprises (SOEs) and resulting lay-offs, the limited capacity of the labour market to absorb the estimated 15 million entrants each year, and large-scale rural-urban migration have been identified as key employment-related challenges.

To tackle the unemployment problem in particular for laid off workers from SOEs, migrant workers and university graduates, the Chinese Ministry of Labour and Social Security (MOLSS) introduced SIYB in 2000 as part of its Promoting Employment Project, partly funded by the Japanese government; the project was later expanded into the SIYB China Project which included several phases between 2004 and 2007 and received funding from the UK Department for International Development (DFID).

ILO involvement in the SIYB China Project was phased out in 2007. However, the government independently continues to expand the SIYB outreach. The implementation of SIYB is anchored in national structures which have a key role in furthering the country's employment objectives. The local Employment Facilitation Office hires SIYB Master Trainers who in turn select and train training providers (who are later accredited by the local Employment Facilitation Office) to deliver GYB, SYB and IYB programmes. Many Master Trainers and Trainers are employed by the Technical and Vocational Education and Training (TVET) centres attached to the MOLSS of the local governments.

The total number of entrepreneurs trained directly by Master Trainers for GYB, SYB and IYB for 2009-2010 was 72,926. The total number of trainees trained by SIYB Trainers for the IYB package alone was an estimated 1,558,000 for 2009-2010. There are 140 SIYB Master Trainers in China and 5000 Trainers. These figures are continually rising as SIYB implementation in China continues.

*Source: Compiled from SIYB China Project Documentation, various years*

## What support can the ILO's SIYB Global Coordination Team provide?

Both the Trainer and Master Trainer development processes cover topics key to sustainability, such as costing and pricing or marketing of services. Should further support be needed, the SIYB Global Coordination Team can provide advice on sustainability planning and strategies on a case-by-case basis. On request, it can also help with the design and delivery of training for training service providers, including through the provision of training outlines and advice on consultants and material.



# Part III

## POSTSCRIPT THE GOLDEN RULES OF SIYB IMPLEMENTATION

## Postscript: Ten Golden Rules of SIYB Implementation

During its 30 year old history, the SIYB programme has been tested in a number of different contexts and has been taken up by a range of different organisations from both the public and private sectors. This has enabled the programme to take stock of opportunities and challenges in implementation. The main lessons learned are summarised in this post-script with the hope that these “golden rules” of SIYB will provide a basis for organizations planning to implement SIYB to maximise the potential of the programme.

### 1. Aim for impact

Like any other training, business management training should never be an end in itself; what matters are the changes that result from the training in terms of jobs, income and living standards. The 2011 SIYB Global Tracer Study showed that about one-third of people who were not yet in business actually started a business after receiving SIYB training, and the new businesses that were set up following SIYB training generated on average three new jobs.

Implementing organizations should keep client-level impact in mind throughout the training cycle and design their services accordingly. This means, among other measures, ensuring that a thorough training needs assessment is conducted, that the training and follow up services are designed and implemented based on the identified needs, and that trainee monitoring is conducted to optimise the provision of support.

### 2. Respond to demand

SIYB originally emerged from the demand for an SME management programme that responds to the needs of potential and existing entrepreneurs in developing economies. Since its creation, the materials and delivery mechanisms of the SIYB programme have been regularly reviewed to ensure that they continue to meet the needs of SIYB clients and match changes in their preferences. This has helped to keep up the demand for the programme in the past three decades, making it one of the world’s largest SME management training programmes today.

When introducing SIYB in a new context, implementing organizations should always start with a market assessment of the supply of and demand for SME management training services, which helps to ensure that the SIYB programme is being introduced to meet a real need, and enables it to be tailored to the specificities of that particular context.

### 3. Keep up technical quality

A cornerstone of SIYB’s success is its technical quality. The programme is known for the sound quality of its materials, which were originally developed in the late 1970s, and which have since then been regularly updated to keep up with industry developments, the latest example of which is the 2013-2014 global materials revision effort through which the international versions of the core materials are being given a complete overhaul.

Equally importantly, it is also known for its high quality standards when it comes to its Trainers and Master Trainers who are carefully screened prior to selection as Trainer and Master Trainer Candidates, and who undergo a rigorous, multi-stage training programme comprising both theoretical training and practical application components as well as a competency assessment before being certified. This system brings Trainers and Master Trainers a credibility that spans beyond the global SIYB network and is recognised as a sign of excellence also by outside training stakeholders.

Maintaining quality standards is a responsibility that is shared between the ILO and the implementing organizations. It is also beneficial to both and a worthwhile investment because keeping up technical quality is a key factor that helps to sustain the programme and to expand its outreach, while generating more business opportunities for TSPs.

#### 4. Reach scale through SIYB's multiplier effect

SIYB's implementation structure is based on a multi-tier system whereby ILO-commissioned Master Trainer Development Teams train Master Trainers, who in turn train Trainers, who in turn train entrepreneur-level clients. This generates a multiplier effect that has led to the introduction of the programme in over 100 countries and the training of over 5 million potential and existing entrepreneurs by a network of over 17,000 Trainers and some 200 Master Trainers. It is this multiplier effect that has also made the programme popular among policy makers when designing nationwide enterprise development programmes with an intended outreach of millions of clients, such as in the case of China or Vietnam. Agencies planning to introduce SIYB can rely on this multiplier mechanism to generate high roll out rates.

#### 5. Strengthen financial viability

The SIYB programme aims to “practice what it preaches”, and to function in a commercial way – i.e. the assumption is that there must be real and sufficiently strong demand for the programme where it is introduced, and that the costs of the delivery of training services need to be covered; ideally, this should include a substantial contribution from the beneficiaries of the programme, which is key not only for the financial sustainability of the programme, but also provides an incentive for Trainers to keep up a high level of performance and ensures beneficiary buy-in and commitment to achieving results.

SIYB TSP institutions and Trainers are therefore encouraged to cover their costs by charging reasonable fees in relation to the beneficiary income level as a mechanism to help them achieve both financial sustainability as well as optimal training outcomes. When working with target groups where this is unrealistic for instance because of low income levels, other means of covering training costs need to be factored in; in this respect, the diversification of sources of income is recommended to avoid donor funding dependency.

#### 6. Adapt in order to respond to needs

SIYB's continued popularity is partly a reflection of its flexibility and adaptability in terms of both content and training methods and delivery channels, which enables it to be tailored to the needs and preferences of specific target audiences. When SIYB

is introduced in a new country, the training packages are normally adapted to the local context. In addition to country-adaptations, the standard SIYB packages have also been supplemented by adaptations for different sectors (e.g. tourism and agriculture) and target groups (for instance, people living with HIV/AIDS, rural workers or low-literacy populations), and new delivery mechanisms such as self-learning or distance-learning are continually being experimented with and introduced alongside the original face-to-face training format. The needs and preferences of specific target groups should always be a key consideration in SIYB implementation processes; if existing SIYB materials or their delivery format do not correspond to the needs of the intended target group, implementing organizations should consult with the SIYB Global Coordination Team on developing tailored solutions.

## 7. Monitor and measure results

The outreach and quality of SIYB are continuously monitored to ensure that clients receive high-quality services that correspond to standards associated with the SIYB-brand name and that fulfil their needs and contribute to a growing demand for the services.

The SIYB programme has developed an M&E system which helps to assess the performance of the programme and to identify areas requiring adjustment, and which makes use of the newest technologies (including an online tool allowing for real-time data entry) to facilitate data collection at the global level. These tools are designed to ensure easy access and user-friendliness so that they can be taken up by SIYB implementing organizations as means of demonstrating their results and adjusting their implementation processes as required.

## 8. Promote decent and greener jobs for women and men

The ILO has built its added value into the SIYB programme by integrating decent work issues into the programme's contents and implementation processes. While SIYB is primarily a business management programme with the objective of helping women and men in developing communities to set up and run profitable enterprises, the programme recognises that decent, green and socially responsible jobs play an important role in achieving this objective, and thus also promotes the "Decent Work Agenda" of the ILO. This is done both through content – for instance, through the development of an additional "greening" module for the IYB suite or through the integration of core labour standards messages in the IYB People and Productivity module – and through processes – for instance, the provision of guidance on gender responsiveness to Trainers and SIYB implementing organizations.

The use of these tools and mechanisms will not only help SIYB implementers to play a role in fostering a more sustainable and inclusive development of the communities they are aiming to serve, but will also provide access to new market niches not covered by other SME management training programmes, thereby generating new business service development opportunities.



## 9. Capitalise on opportunities to integrate SIYB within wider initiatives of the ILO's partners

While it can and often is delivered as a stand-alone programme, SIYB is increasingly being harnessed as a tool in initiatives or programmes with wider objectives. It has for example been taken up by governments and social partners in several countries as a tool in operationalizing active labour market policies and programmes; for instance, the Vietnam Ministry of Labour is using SIYB as part of their “Million Farmers Initiative”, aiming to train 1 million of the country’s rural workers per year in vocational and enterprise management skills. It has also been taken up in efforts to support specific sectors (for instance, green construction in southern Africa) or specific target groups (e.g. youth employment initiatives or programmes to support employment among migrants and refugees), and combined with other business development services, including microfinance.

SIYB implementers can capitalise on these experiences and already tested mechanisms for introducing SIYB into such wider initiatives, thereby leveraging resources to reach larger scale, while at the same time providing a practical response to government partners or other agencies working on employment promotion.

## 10. Plan for sustainability

ILO acts as a technical backstopper for SIYB activities worldwide and continues to monitor the quality of the programme. However, one of the basic assumptions in the SIYB implementation strategy is that national TSPs (gradually) acquire the capacity to roll out the programme without the ILO’s financial support. In doing so, they secure sustainability for their own operations, while at the same time helping to sustain the SIYB programme over time.

Action areas to help TSPs to reach sustainability are covered in several points above. For example, from a technical perspective, sustainability can be enhanced by ensuring continued demand by properly assessing the market and designing and delivering high quality training products that address real needs. Similarly, from a financial perspective, sustainability can be secured through a well-designed pricing scheme which is attractive to clients and at the same time covers costs and enables the organization to continue providing services. Financial sustainability can also be strengthened through partnerships with government or donors implementing wider initiatives through which SIYB services can be delivered. As noted in Chapter 2.8, the SIYB Global Coordination Team can share examples of sustainability models as well as provide technical assistance in sustainability planning on request.

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## Annex 1: Glossary of SIYB-Specific Terms

**(SIYB) Business Game** – a practical simulation tool to help participants understand the realities of starting and running a business, used in conjunction with the SIYB training packages.

**Certificate of Attendance** – a certificate awarded upon completion of individual workshops within the Trainer and Master Trainer development cycles, attesting to attendance. These certificates should not be confused with Certificates of Competence (see below).

**(Trainer or Master Trainer) Certificate of Competence** – a certificate awarded upon the successful completion of the full Trainer or Master Trainer development cycle, providing the holder the right to call him or herself a GYB-SYB/IYB/SIYB/EYB Trainer or SIYB Master Trainer and to provide SIYB training services for entrepreneurs (Trainers and Master Trainers) and for Trainers (Master Trainers only).

**Client Assessment Card** – one of the SIYB monitoring system forms. It is composed of a Client Entry Card, filled in before training, and a Client Business Performance Card, filled in after training. The Client Entry card is used as an application form and for training needs analysis purposes; it is also used as a baseline for results measurement. The Client Business Performance Card is used to collect information on the business situation of the client after training, and, when used in conjunction with the Client Entry Card, allows for training results to be measured.

**Client Business Performance Card** – see Client Assessment Card

**Client Entry Card** – see Client Assessment Card

**Competency Reinforcement Workshop (CRW)** – one of the components of the Training of Master Trainers (ToMT) cycle. The workshop is delivered by the Master Trainer Developer/Development Team in charge of the ToMT cycle, and is tailored to address any needs for development identified during the practical phase (Training of Trainers (ToT) cycle implementation by Master Trainer Candidates) before Master Trainer Candidates proceed to the final stages of the ToMT cycle (assessment and, if passed, certification).

**Criteria-Ranking Matrix** – a tool used for assessing and selecting SIYB Training Service Providers based on application forms (Training Service Provider Entry Cards).

**(Trainer/Master Trainer) Development Cycle** – the multi-phase process through which Trainer/Master Trainer Candidates go to become certified as SIYB Trainers/Master Trainers. For Master Trainer Candidates, the process includes attending an initial Training of Master Trainers (ToMT) workshop, delivering a Training of Trainers (ToT) cycle under the supervision of the Master Trainer Developer, preparing a case-study, attending a Competency Reinforcement Workshop (CRW) and passing a Master Trainer assessment. For Trainer Candidates, the process involves attending an initial Training of Trainers (ToT) workshop, delivering a Training of Entrepreneurs (ToE) Cycle under the supervision of a Master Trainer, preparing a case-study, and, where necessary, attending a CRW.

**(SIYB) Gateway** – an online tool of the SIYB monitoring and evaluation system which enables Master Trainers and Trainers to enter and store data on their training activities as they complete them, recording basic data items such the location, duration, type and level of training as well as the number of trainees. It also serves as a certification tool (checking whether requirements are met and generating certificates/licenses) and a materials repository (containing all key SIYB training documents), and is thus a “one stop shop” for Master Trainers and Trainers.

**Generate Your Business Idea (GYB)** – one of the four training packages of the SIYB Programme. GYB is intended for people who would like to start a business, and

who, through the training, develop a concrete business idea ready for implementation.

**Expand Your Business (EYB)** – one of the four training packages of the SIYB Programme. EYB gives growth-oriented SMEs the practical tools for business growth, assisting them through training and non-training interventions with a focus on business strategy to expand their business.

**Improve Your Business (IYB)** – one of the four training packages of the SIYB Programme. It introduces already practising entrepreneurs to good principles of business management through its six modules (marketing, costing, buying and stock control, record keeping, planning for your business and people and productivity).

**Master Trainer** – a person holding an SIYB Master Trainer certificate and license, responsible for the training of Trainers and other support functions (SIYB programme marketing, monitoring, materials development, etc.).

**Master Trainer Candidate** – a person enrolled in a Master Trainer development programme and working towards obtaining certification, but not yet certified as a Master Trainer. To be eligible as a Master Trainer Candidate, one must be a certified SIYB Trainer with a solid training record.

**Master Trainer Competency Assessment** – an assessment, usually in the form of an interview, carried out by the Master Trainer Developer at the end of the ToMT cycle to determine whether a Master Trainer Candidate possesses all the competencies required to be certified as a Master Trainer. Upon passing the assessment, the Master Trainer Candidate is certified as a Master Trainer.

**Master Trainer Developer** – a person mandated by ILO to develop Master Trainers. Master Trainer Developers are themselves usually senior Master Trainers with significant SIYB experience. Only ILO-mandated Master Trainer Developers may conduct Master Trainer development processes in consultation with the ILO. Master Trainer Developers often work as a team when conducting such processes (see Master Trainer Development Team, below).

**Master Trainer Development Team** – a group of Master Trainer Developers (see above) operating together to develop Master Trainers.

**Master Trainer License** – a document signed by the ILO and the license holder (Master Trainer), granting the Master Trainer official permission to act as Master Trainer and to carry out activities expected of Master Trainers (notably Training of Trainers processes). The license is valid for three years; it will be renewed upon expiry provided that the Master Trainer has demonstrated a sufficient level of activity in the three years preceding expiry (carrying out at least one ToT cycle).

**Materials Adaptation, Translation, Printing and/or Distribution License** – a document signed by the ILO's Publications Department and the license holder, granting the latter the right to adapt, translate, print and/or disseminate the SIYB training materials.

**Refresher Training** – a training workshop which is usually given at the entrepreneur level, but sometimes also offered to Master Trainers or Trainers. These workshops provide a refresher in terms of knowledge/skills acquired in previous workshops.

**Selection Tree** – a form used by SIYB Trainers when assessing SIYB entrepreneur-level training applicants. Based on the information on the SIYB Entry Form, the Selection Tree will guide the Trainer on the appropriate SIYB training intervention to be recommended for the participant.

**Start and Improve Your Business (SIYB)** – the SIYB programme 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 developing economies. The programme is structured into four separate training packages, Generate Your Business Idea (GYB), Start Your Business (SYB), Im-

prove Your Business (IYB), and Expand Your Business (EYB) which are designed to respond to the progressive stages of business development.

**Start Your Business (SYB)** – one of the four training packages of the SIYB Programme. SYB is for potential entrepreneurs with a concrete business idea who want to start a small business. The programme is a combination of training, field work and after-training support, and helps participants assess readiness to start a business, prepare a business plan and evaluate its viability.

**Trainer** – a person holding a GYB-SYB, IYB, SIYB or EYB Trainer Certificate, responsible for the training of entrepreneurs and functions associated to this (planning, marketing, follow up support provision and monitoring).

**Trainer Candidate** – a person enrolled in a Trainer development programme and in the process of working towards certification, but not yet certified as a Trainer.

**Trainer Entry Card** – see Trainer Performance Card

**Trainer Performance and Update Record** – see Trainer Performance Card

**Trainer Performance Card** – one of the SIYB monitoring system forms. It is composed of Trainer Entry Card, filled in before a Trainer starts to provide SIYB trainings, and a Trainer Performance and Update Record, filled in once the Trainer has started training provision. The Entry Card is used as an application form and for training needs analysis purposes. The Performance and Update Record allows Trainer performance to be tracked.

**Training of Master Trainers (ToMT) Workshop** – the first component of the ToMT cycle. The workshop is delivered by the Master Trainer Developer/Development Team in charge of the ToMT cycle, and covers the technical content of the SIYB packages, adult learning methodologies and Master Trainer competencies. The completion of this initial workshop alone does not lead directly to certification as a Master Trainer; only once other elements of the ToMT cycle (see above) are successfully completed, is a Certificate of Competence awarded.

**Training of Trainers (ToT) Workshop** – the first component of the Training of Trainers (ToT) cycle. The workshop is delivered by the Master Trainer in charge of the ToT cycle and covers the technical content of the SIYB packages and adult learning methodologies. The completion of this initial workshop alone does not lead directly to certification as a Trainer; only once other elements of the ToT cycle (see above) are successfully completed, is a Certificate of Competence awarded.

**Training Service Provider (TSP)** – an organization/institution which provides SIYB training through its SIYB Trainers (who may be its employees or otherwise affiliated to it). TSPs can come from a range of types of organization (e.g. public organizations, commercial BDS organizations, or NGOs); regardless of the type of organization, TSPs must have a mandate and capacity to provide SME management training services, and must submit a formal application and fulfil a range of selection criteria before being officially accepted as an SIYB TSP.

**Training Service Provider Performance Card** – one of the SIYB monitoring system forms. It is composed of a Training Service Provider Entry Card, filled in before a TSP starts to provide SIYB trainings and used as an application form, and a Training Service Provider Assessment Card, which is filled in once a TSP is operational, and allows the tracking of the training performance of a TSP.

**Training Service Provider Entry Card** – see Training Service Provider Performance Card

**Training Service Provider Assessment Card** – see Training Service Provider Performance Card

## Annex 2: Summary of Trainer and Master Trainer Development Process and Certification Requirements

	SIYB Trainer	SIYB Master Trainer
<b>Candidate origin</b>	<ul style="list-style-type: none"> <li>• Candidates usually selected from partner organization</li> <li>• Can also be independent</li> </ul>	<ul style="list-style-type: none"> <li>• Candidates selected from pool of certified SIYB Trainers</li> </ul>
<b>Main selection criteria</b>	<ul style="list-style-type: none"> <li>• BDS experience</li> <li>• Experience with adult education</li> <li>• Own business experience</li> </ul>	<ul style="list-style-type: none"> <li>• Track record as SIYB trainer</li> </ul>
<b>Selection process</b>	<ul style="list-style-type: none"> <li>• Application form screening</li> <li>• Interviews</li> <li>• Contents-test (optional)</li> </ul>	<ul style="list-style-type: none"> <li>• Application form screening</li> <li>• Interviews</li> </ul>
<b>Cycle components</b>	<ul style="list-style-type: none"> <li>• Attending ToT workshop</li> <li>• Executing ToE workshop</li> <li>• Optional: CRW</li> </ul>	<ul style="list-style-type: none"> <li>• Attending ToMT workshop</li> <li>• Executing ToT cycle (which includes supervising ToE execution)</li> <li>• Attending CRW</li> <li>• MT Examination</li> </ul>
<b>Certifying authority</b>	Master Trainer	Master Trainer Developer or Master Trainer Development Team and ILO (ILO issues certificate)
<b>Certification by package/full certification</b>	<p>Certificate can be by package (i.e. the Trainer can be an SYB*, IYB or EYB trainer, or SIYB Trainer competent in both GYB-SYB and IYB); the same person can hold several certificates</p> <p>* an SYB Trainer is understood to be competent in both GYB and SYB; the title covers both packages</p>	<p>Certificate normally covers GYB-SYB and IYB; only in exceptional circumstances* can a GYB-SYB Master Trainer certificate be provided</p> <p>*e.g. government programmes in which IYB is not introduced/used</p>
<b>Licenses</b>	Certificate is not accompanied by a license	Certificate is accompanied by a Master Trainer license issued by ILO
<b>Duration of cycle</b>	6-9 months	1-2 years
<b>Cost of cycle</b>	30,000 – 80,000 USD for one group of Trainer Candidates	100,000 -175,000 USD for one group of Master Trainer Candidates
<b>Expiry of certificate</b>	Certificate does not expire	<p>License expires after three years, after which re-licensing takes place</p> <p>Re-Licensing requires having conducted at least one full ToT cycle within license validity period</p>

## Annex 3: List of Key SIYB-Related Documents

<b>Market Assessment</b>	<b>Guidance tools:</b> <ul style="list-style-type: none"> <li>• Master Trainer's Guide to BDS Market Assessment Study</li> </ul>
<b>Partner Organization Selection</b>	<b>Application and selection tools:</b> <ul style="list-style-type: none"> <li>• Training Service Provider Performance Card (including Entry and Assessment Cards)</li> <li>• Criteria-rating matrix</li> </ul>
<b>Trainer Development</b>	<b>Application, Training Needs Assessment (TNA), and selection tools:</b> <ul style="list-style-type: none"> <li>• Trainer Performance Card (Entry Card section)</li> </ul> <b>Training tools:</b> <ul style="list-style-type: none"> <li>• Master Trainer's Guide</li> </ul> <b>M&amp;E tools (also used for certification):</b> <ul style="list-style-type: none"> <li>• Trainer Performance Card (Entry Card and Performance &amp; Update Card sections)</li> <li>• Case-study templates</li> </ul>
<b>Master Trainer Development</b>	<b>Application, TNA, and selection tools:</b> <ul style="list-style-type: none"> <li>• Application form and interview guide for applicants</li> </ul> <b>Training tools:</b> <ul style="list-style-type: none"> <li>• Guide on Master Trainer Development</li> </ul> <b>Examination tools:</b> <ul style="list-style-type: none"> <li>• Master Trainer Assessment Guide</li> </ul> <b>M&amp;E tools (also used for certification):</b> <ul style="list-style-type: none"> <li>• Case-study templates</li> </ul>
<b>Training of Entrepreneurs</b>	<b>Application, TNA, and selection tools:</b> <ul style="list-style-type: none"> <li>• Client Assessment Card (Entry Card section)</li> <li>• Selection Tree</li> </ul> <b>Training tools:</b> <ol style="list-style-type: none"> <li>1. Standard entrepreneur-level materials: <ul style="list-style-type: none"> <li>• GYB Manual</li> <li>• SYB Manual and Business Plan Booklet</li> <li>• IYB Manuals for six modules</li> <li>• EYB Manual</li> <li>• Business Game kit and manual</li> </ul> </li> <li>2. Standard Trainer-level materials: <ul style="list-style-type: none"> <li>• General Trainer's Guide and product-specific Trainer's Guides for each of the manuals</li> </ul> </li> <li>3. Adaptations (entrepreneur and Trainer-level materials): <ul style="list-style-type: none"> <li>• Sectoral adaptations for construction, tourism, agriculture, waste management, and others</li> <li>• Adaptations for different target groups: rural workers, people with HIV/AIDS, youth, and low-literacy groups</li> </ul> </li> </ol> <b>M&amp;E tools:</b> <ul style="list-style-type: none"> <li>• Client Assessment Card (Entry Card and Performance Card sections)</li> <li>• Case-Study Template</li> </ul>
<b>Monitoring and Evaluation</b>	<b>M&amp;E Toolkit forms:</b> <ul style="list-style-type: none"> <li>• Client Assessment Card (including Entry and Performance Card)</li> <li>• Trainer Performance Card (including Entry Card and Performance &amp; Update Cards)</li> <li>• Training Service Provider Performance Card (including Entry and Assessment Cards)</li> <li>• Trainer and Master Trainer activity report templates</li> <li>• Case-study templates</li> </ul>



## Annex 4: SIYB Contacts

### SIYB Global Coordination Team

Contact the Team, housed in the Small and Medium Enterprises Unit (SME) of the Enterprises Department (ENTERPRISES) of the ILO, via: [siyb@ilo.org](mailto:siyb@ilo.org)

### Regional Contacts

<b>Africa</b>		
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<b>Eastern Europe and Central Asia</b>		
Eastern Europe and Central Asia	<i>John Bliet</i> (Enterprise Specialist)	<a href="mailto:bliet@ilo.org">bliet@ilo.org</a>

### Master Trainers

Refer to the SIYB website – [www.ilo.org/siyb](http://www.ilo.org/siyb)





