



Implementing Youth Entrepreneurship Support Programmes

A Handbook for Practitioners



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The development of this publication was commissioned by Youth Business International (YBI). YBI is a global network of 53 organisations in 50 countries supporting underserved young people to turn their ideas into successful businesses, creating jobs and strengthening communities. YBI members deliver services that include the provision of training, access to finance and a connection to a volunteer mentor.

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Young entrepreneurs

This publication also draws on the experience of young people who participated in different youth entrepreneurship programmes across 11 countries in the Latin America and the Caribbean (LAC) region and who kindly shared their perceptions and opinions in interviews and through surveys.



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About this guide

WHAT ARE THE OBJECTIVES OF THIS PUBLICATION?

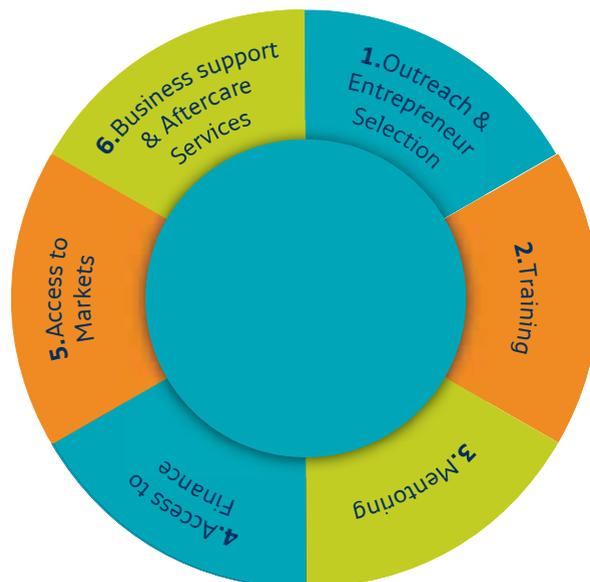
This handbook aims to be a useful resource for practitioners in the field of youth entrepreneurship who are seeking to gain insights into the experiences and best practices of youth entrepreneurship programmes worldwide. The intention is not to prescribe a single way to design and implement 'ideal' youth entrepreneurship services, but rather to give an overview of the different possibilities that exist in the light of a variety of objectives connected to these programmes and the socio-economic realities in which they operate.



WHAT DOES THIS PUBLICATION CONTAIN?

The handbook is divided into six thematic stand-alone sections that correspond to core activities and key services of a youth entrepreneurship programme. Each part begins by summarising the key learnings from youth entrepreneurship programmes and then provides a brief overview on

the relevance and the current state of youth entrepreneurship globally. Following this, the guide dives into the experiences and best practices of different youth entrepreneurship programmes that mostly focus on vulnerable and underserved youth, regarding the following topics:



Regarding these core topics, the guide:

- Presents key aspects to consider when structuring a programme;
- Identifies major challenges and their potential solutions;
- Provides useful lessons learned from the YBI network;
- Details a number of case studies and practical tools for successful implementation of these schemes;
- Concludes with a list of useful resources and recommended reading for further inspiration

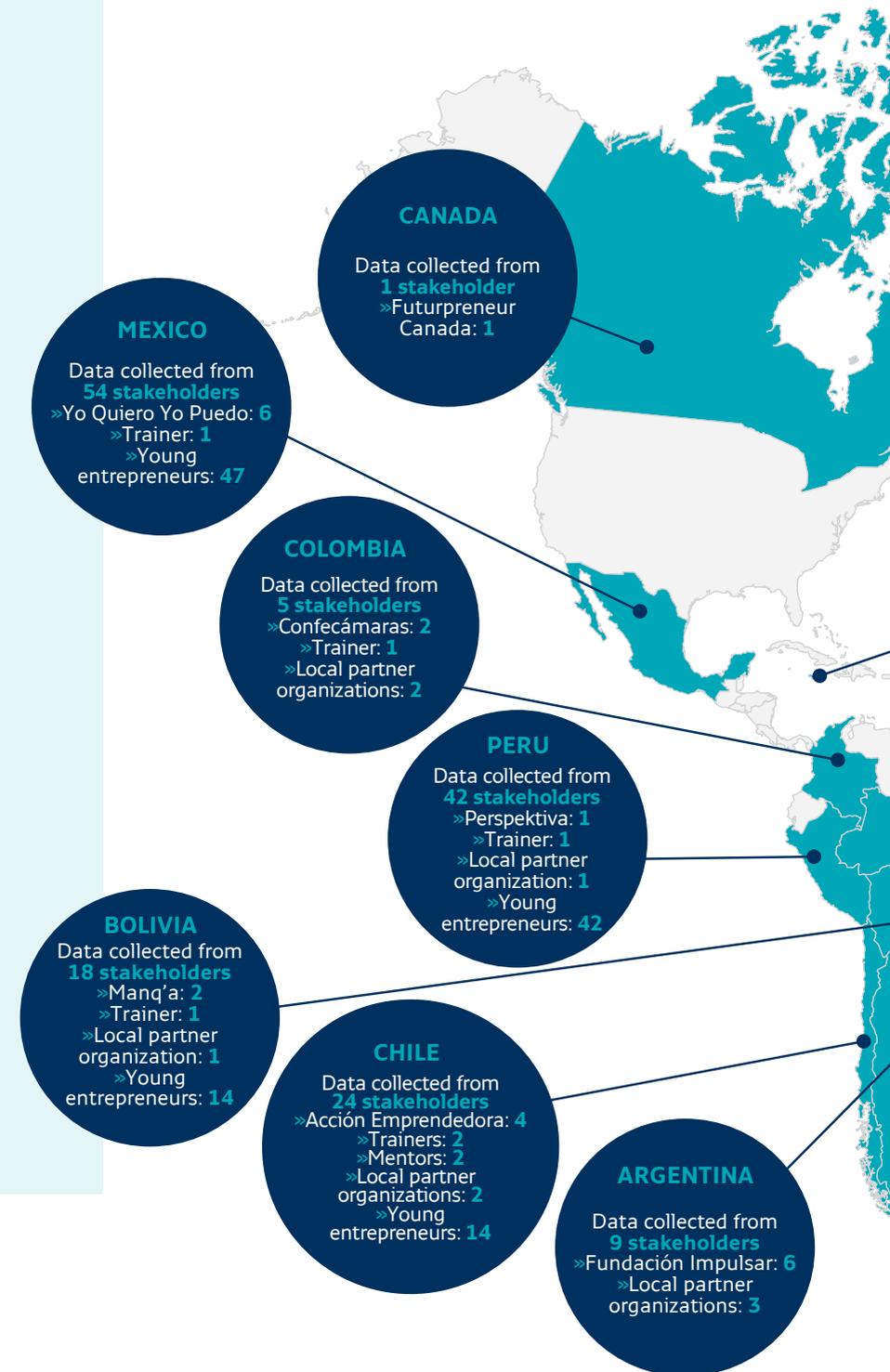


tip

Each thematic section has been conceptualised as a stand-alone document. Thus, as an interested reader you can pick and choose those topics that are most relevant for you.

How has this publication been developed?

The publication is based on desk review and interviews. Data was collected from 225 stakeholders from YBI supported and other youth entrepreneurship programmes, global entrepreneurship experts, as well as from young entrepreneurs who participated in the support programmes in 11 countries. While a focus has been on the Latin American and the Caribbean (LAC) region, where YBI members mainly support youth from vulnerable backgrounds, experiences from other regions and from other organisations at the global level have also been included. The collected information is mostly qualitative and does not provide statistical evidence, but rather insights and perceptions from practitioners, experts and young entrepreneurs about what works best for supporting youth entrepreneurship.





KEY INSIGHTS FROM YOUTH ENTREPRENEURSHIP PROGRAMMES

Overall

Conducting an ecosystem analysis at the design stage provides organisations with an overview of the key players in the youth entrepreneurship field and their activities. Together with an analysis of the needs of young entrepreneurs, a stakeholder mapping can help your organisation to identify unmet needs of young entrepreneurs, as well as possible synergies with other organisations, and can provide a useful indication on how to design your youth entrepreneurship support programme.

Clear objectives, clear target audience. For any youth entrepreneurship programme, it is highly important to have clear

objectives and a clearly defined target audience. It helps to focus and increase the effectiveness of all activities and services under your programme, including monitoring, evaluation and learning.

Focus on inclusiveness vs. focus on selecting the “right” profiles. Youth entrepreneurship support programmes that aim to be as inclusive as possible are usually more open, apply less strict or no selection processes, and offer more basic services with important components of life skills development. Programmes aiming for supporting only certain profiles of young entrepreneurs apply structured and more rigid selection processes and offer more

specialised and advanced services with a stronger focus on business skills. Hybrid models also exist that cater to both inexperienced as well as more advanced young entrepreneurs’ support needs.

Staying focused but flexible. Although organisations apply defined methodologies and processes, flexibility is necessary to adapt to young peoples’ needs and changing contexts. Best practice is to have feedback loops with participants in place for any services provided, through which your organisation can learn and continuously adapt. Monitoring and evaluation is an important aspect to regularly collect and analyse information on the effectiveness of services, as well as participants’ satisfaction.



TAILORING KEY SERVICES

Outreach & Selection

Adapting outreach to the characteristics of your target audience is important, as there is not just one outreach channel that works best. With this in mind, it helps to conduct an analysis of the target population's habits in terms of geographic location, access to internet, and consumption of certain media (online and offline). Organisations usually make use of a mix of offline and online outreach channels. While online channels are more cost-effective and easy to implement, it can be more challenging to reach out to the defined target audience. To reach vulnerable youth specifically, most organisations give more importance to offline channels. Partnerships with other organisations that have access to the defined target audience are a very useful means to maximise outreach at low cost.

Entrepreneurs can be selected through a variety of means, such as registration forms (online or offline), interviews, tests, or practical work that candidates need to submit. The type of activities and tools your organisation chooses depends on the available resources for the selection process,

as well as on the purpose of the selection (i.e. youth entrepreneurship programmes focusing on inclusiveness and/or supporting a specific entrepreneur profile).

Applying a clear definition of eligibility and selection criteria is key to filter for the desired participant profile. Selection criteria are especially useful if your programme targets a specific population group, such as vulnerable youth. A proper selection process can help to increase entrepreneurs' commitment, thereby keeping dropout rates to a minimum.

Monitoring and evaluation (M&E) for outreach and selection helps your organisation know whether you are on the right track right from the start of the project. It includes the collection of data related to the effectiveness of outreach activities as well as information on participants' profiles to monitor whether they match with the defined target audience, and to collect baseline information for future evaluation activities. It is common practice to make use of registration and selection tools such as forms or interviews, in order to collect the necessary data.

TAILORING KEY SERVICES

Training

Trainer selection and on boarding is important to provide high-quality trainings. Trainers need to be experienced and have appropriate skills to work with youth, and especially vulnerable youth. Larger organisations have trainers in-house, while some opt for outsourcing to specialized training organisations. Programmes that work on a larger scale in different regions of a country also opt for selecting local partner organisations that replicate the training methodology. It is best practice to employ a training coordinator that takes care of training of trainers and supporting with any questions or challenges training facilitators might have.

No blueprint training exists. Organisations usually base the decision on which topics to cover on their programme's objectives, target group's profile, knowledge and skills as well as the development stage of the young entrepreneurs' businesses. Organisations often make a distinction between beginners and advanced levels, or between people with a running business and those who have not yet started business activities. Regarding training methodologies, practice-oriented, dynamic and participative trainings have turned out to work best for young entrepreneurs.

There is a trend towards offering different training modules in a flexible way to cater to different needs and profiles of entrepreneurs. The core trainings are usually delivered offline. Some organisations maintain online

platforms with complementary courses, materials and resources. It is best practice to conduct a training of trainers (ToT) and develop a trainer's manual explaining the training methodologies, content, tools, and exercises to the trainers.

Life skills are equally important as business skills. The majority of organisations has integrated life skills training into their modules and sees this training as a very important part of the overall entrepreneurship training. Some organisations have specific modules dedicated only to life skills, while others have integrated life skills in a cross-cutting manner into the different thematic modules.

Monitoring and evaluation (M&E) for training is important to gather information about the effectiveness and quality of your training offer. As a minimum, organisations capture the number of participants and the drop-out ratio. The majority of organisations follows up on participants' satisfaction with the training, and how many participants create a business. It is more challenging, but good practice to collect data on former participants that created a business to see whether businesses are still operational after a certain period. Some organisations also collect more detailed information on the businesses, such as number of staff, turnover, etc. Methods used to collect information include evaluation sheets at the end of training, personal check-ins with the entrepreneurs either in person or via telephone, as well as sending out online surveys.

TAILORING KEY SERVICES

Mentoring

It is best practice to have a dedicated mentoring coordinator at organisational level who oversees the whole process of outreach to potential mentors, evaluation of suitability, mentor on boarding and selection, and the match-making process between mentor and mentees. Small organisations with limited capacities can organise group mentoring, meaning sessions where one or several business people are invited to meet with a group of young entrepreneurs / advanced training participants to share their experiences and answer questions.

Conducting communication and awareness raising for mentoring both with potential mentors as well as with entrepreneurs helps to increase engagement. Some organisations experience difficulties with creating demand for mentoring among their entrepreneurs, as well as to find experienced business people that are willing to volunteer as mentors. Good communication work is key to have people think positively about mentoring.

Mentoring training workshops increase the likelihood of successful mentoring relationships. Before

starting the mentoring relationship, organisations conduct short workshops with mentors on the one hand, and mentees on the other, to have them be clear on their roles and responsibilities, and to manage expectations about what mentoring is about and can achieve.

Match making between mentor and mentee is key. It includes not only looking at technical expertise, but to take the human relationship into consideration, evaluate the personality of the mentor and the mentee, whether they will get along well – it is often more an art than a science to find the right match, and organisations learn from experience.

Monitoring and evaluation (M&E) for mentoring can be challenging, as it is not only about collecting quantitative information about technical results, but evaluating a human relationship. Organisations aim to be careful not to overload mentors and mentees with too much data collection. Monitoring is usually done through regular meetings with mentors and mentees, requesting short reports, or sending out short online surveys.

TAILORING KEY SERVICES

Access to Finance

Access to finance – a major challenge. Given the age, the lack of savings and credit history as well as limited work experience and expertise in starting and managing a business, it is particularly challenging for young entrepreneurs to receive access to finance support. Organisations that provide access to finance support to young entrepreneurs – both financial and non-financial – address a key barrier for youth to create a business and can thus achieve more positive results and long-term impact.

Practitioners and young entrepreneurs perceive a combination of non-financial and financial support to be highly beneficial.

Non-financial services help young entrepreneurs to become investment-ready or to secure a loan or grant by offering training and workshops on relevant topics (e.g. financial literacy, financial management), by supporting the application for funding, providing financial counselling and by connecting the entrepreneur to investors and financial institutions. Financial services include any opportunities for young entrepreneurs to obtain funding directly from your organisation or your partners, usually through grants and loans or by supporting the entrepreneurs in crowdfunding campaigns.

Partnerships for access to finance are key, as most youth entrepreneurship support organisations cannot offer funding themselves. They often partner with financial or other business support

institutions to provide capital (e.g. private sector for business plan competitions with seed capital, incubators for networking with financial institutions, micro-finance institutions for small-scale loans, or traditional banks). Parallel to this, it is crucial to offer sound financial training in combination with individual support by a business mentor or financial advisor who accompanies the entrepreneur and helps to ensure that money is invested wisely.

Selecting the young entrepreneurs who receive financing well reduces risks.

If your organisation offers funding, a risk analysis can be very helpful by measuring the entrepreneur's credit score, business planning score and potential for bankruptcy (via debt history). Organisations usually accept only those entrepreneurs for their financing offer who have a sound and viable business plan, or whose business is already operating and has generated some sales.

Monitoring and evaluation (M&E) for access to finance:

It is highly important to follow up with entrepreneurs who received funding – through a mentor or business advisor, phone calls, messaging services, or personal visits. It is best practice to follow up with the entrepreneur regularly during the time the financial support is provided to ensure money is invested well in the business and the young entrepreneur is able to meet payback requirements in the case of a loan.

TAILORING KEY SERVICES

Access to Markets

Connecting young entrepreneurs with the local business environment helps to boost their business activities. Most organisations do not offer ‘access to markets’ as a standalone support service but integrate it in the training and mentoring support. Nevertheless, some organisations offer access to markets support by facilitating networking opportunities between the entrepreneurs and relevant stakeholders, by promoting the young entrepreneurs’ public exposure

e.g. at trade fairs or other relevant events, by providing the opportunity for 1:1 market advisory services as well as support in market research.

Monitoring and evaluation (M&E) for access to markets: Although access to market support is not a core service offer of your organisation, thoroughly documenting and evaluating the activities can help you to identify the most useful and the most resource efficient activities that your organisation can offer.

TAILORING KEY SERVICES

Other business support & aftercare services

Additional support and aftercare significantly increases young entrepreneurs' success. Organisations usually offer these services on a needs basis and in a flexible way to cater to individual support needs. Aftercare in the form of personalized tutoring and advisory services is highly valued by young entrepreneurs and increases the likelihood of success with their business endeavour. A common challenge for organisations is to finance these activities. A thorough needs assessment helps to identify those additional services that can really help entrepreneurs to overcome their challenges, and those that might not be necessary to offer. Pro-bono support from partner organisations or volunteer projects with senior students that can take over the roles of tutors or advisors are good ways to reduce costs.

Networking is key for young entrepreneurs to achieve better access to markets, business partners, clients and investors. Many organisations can still make better use of their own network, reputation and brand to promote the entrepreneurs after business creation. However, it is important to be selective when deciding which communities or networks to engage with, as it is not feasible to be part of everything.

Online platforms do not replace personal support services. They are a great way to provide additional learning resources, contact with mentors or business advisors, networking opportunities, to create a community and to reach vulnerable youth in areas where offline training cannot be provided. However, in-person training and other support is still the young entrepreneurs' preferred option, and online platforms play a complementary role to the core service offer of the organisations.

1 .

Making the case for youth entrepreneurship programmes

The persistently high rates of unemployment faced by young people continue to be of major concern around the world. In spite of a reduction in absolute terms to 70.9 million unemployed youth in 2017, down from its peak of the global crisis at 76.7 million in 2009, the global youth unemployment rate remains worryingly high at 13.1% for 2017¹. And this rate is three times as high as unemployment figures for adults². In addition, global population dynamics forecast an important growth in the number of global youth for the coming years.

In this context, supporting young people in their entrepreneurial endeavours is one possible way to tackle youth unemployment and to contribute to socioeconomic development. Young people are considered more prone to entrepreneurship than adults³ or, due to the lack of career opportunities, they are pushed by necessity into self-employment. Either way, they are usually not equipped nor prepared with the necessary knowledge and skills required to set up and run a business successfully⁴.

Various constraints exist for young entrepreneurs on the road to starting and sustaining their business. And these constraints might be exacerbated in the cases of vulnerable youth. Some of the common barriers that they might face include lack of relevant entrepreneurial education and skills acquisition, lack of prior entrepreneurial or work experience, limited access to



information or to financial resources, reduced or inexistent access to markets and networks, and a weak or a non-existent entrepreneurship support ecosystem.⁵

Consequently, young entrepreneurs need robust support programmes designed to accompany them on their entrepreneurial path. Such support programs are not only intended to create new businesses that in turn generate jobs, but may also help young people to find a job and to become more productive in their professional lives. Well-conceived entrepreneurship support programmes develop confidence, technical and life skills and networks that can be transformative for young people. Successful youth entrepreneurship support programs incentivise creativity and collaboration, are practice-oriented, and include coaching and mentoring.⁶

Did you know?

According to the International Labour Organisation (ILO), between 2017 and 2030, the global youth labour force aged 15-24 is estimated to grow by 41.8 million people. This means that, over the next decade, about 600 million new productive jobs will be required for young people.

¹ ILO (2016). World Employment Social Outlook. Trends for Youth 2016. Available at: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_513739.pdf. ILO defines youth as those aged between 15 and 24 years old.

² ILO (2017). Global Employment Trends for Youth 2017 Paths to a better working future. International Labour Office – Geneva. Available at http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_598669.pdf

³ The report: Generation Entrepreneur? The State of Global Youth Entrepreneurship, published by Youth Business International and Global Entrepreneurship Monitor (2013), found that youth are 1.6 times more likely than adults to become entrepreneurs.

⁴ Shittu, A. (2017). Promoting Youth Entrepreneurship: The Role of Mentoring. IDS Bulletin Transforming Development Knowledge. Volume 48, Number 3. 141 – 153. Available at https://opendocs.ids.ac.uk/opendocs/bitstream/handle/123456789/12979/48.3_10.190881968-2017.132.pdf?sequence=118&isAllowed=y

⁵ OECD (2014). Supporting Youth in Entrepreneurship. Summary report of a policy development seminar organised by the OECD and the European Commission, Brussels, 22nd-23rd September 2014. Available at <https://www.oecd.org/cfe/leed/SummaryReportSeminarYouthEntrepreneurshipRev.pdf> and Shittu (2017)

⁶ Darisi, T. & Watson, L. (2017). Strengthening Youth Entrepreneurship Education: An Evaluation and Best Practices Report. Available at <http://changeopenly.com/wp-content/uploads/2017/10/Openly-Strengthening-Youth-Entrepreneurship-Education-Web-Links.pdf>

2. Setting the stage: the facts

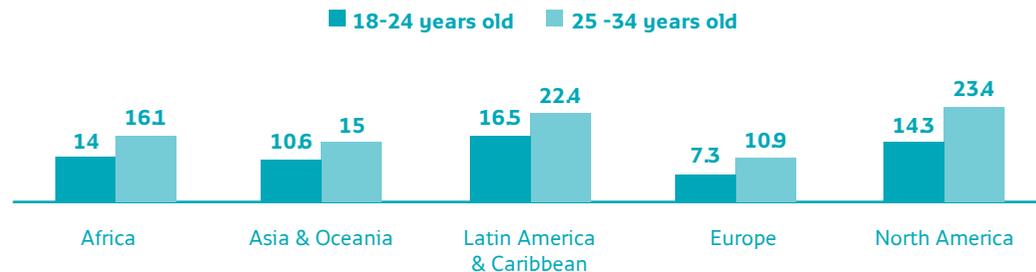
As reported by the latest UN World Youth Report, young people between 25 and 34 years old create the majority of new businesses in the world. Among them, young women appear less likely to become entrepreneurs than young men⁷. Key data on entrepreneurship by the Global Entrepreneurship Monitor (GEM) reveals that early stage entrepreneurial activity (TEA) among youth, 18 to 34 years old, is highest in Latin America and the Caribbean, closely followed by North America.

Average score of TEA for youth aged between 18 and 34 years



Examining the different age groups, estimates show that youth between 25 and 34 years old in North America are more active in starting and building their own business than in Latin America and the Caribbean. The opposite is true for the age group 18-24, where Latin America and Caribbean youth exhibit the highest rate of all regions. In both cases, youth in Europe show the least entrepreneurial activity.

Score of TEA for age group 18-24 years and 25-34 years by region⁸



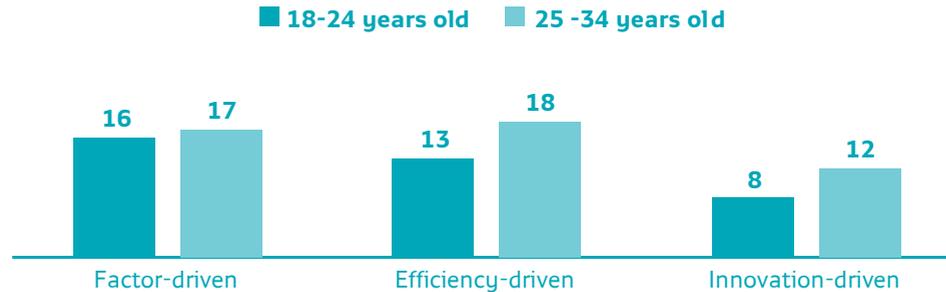
Definition

Total early stage entrepreneurial activity (TEA)

The Global Entrepreneurship Monitor defines total early stage entrepreneurial activity (TEA) as the percentage of the adult population aged 18-64 years who are in the process of starting a business (a nascent entrepreneur) or started a business less than 42 months ago.

Young entrepreneurs in innovation-driven economies show the least entrepreneurial activity across both age groups. Among 25 to 34 years old, entrepreneurship in factor- and efficiency driven economies is an almost equally chosen avenue to become economically active. Those in the age group 18 to 24 years in efficiency driven economies are more reluctant to start and build their own business than in factor-driven economies. One of the reasons is that businesses created out of necessity are usually highest in factor driven economies.

Average score of TEA for age group 18-24 years and 25-34 years by type of economy⁹



Did you know?

There are two basic motivations for starting a business: necessity-driven entrepreneurship relates to those who are pushed to entrepreneurship out of economic necessity and due to the lack of other possibilities for earning an income. Opportunity-driven entrepreneurs choose the entrepreneurial path because they desire independence and have identified a business opportunity in their respective market.

Did you know?

According to the World Economic Forum, factor-driven economies are dominated by subsistence agriculture and extraction businesses, with a heavy reliance on (unskilled) labour and natural resources. An efficiency-driven economy has become more competitive with more efficient production processes and increased product quality. In innovation-driven economies, businesses are more knowledge-intensive, and the service sector expands.

⁷ UN World Youth Report (2016), page 47.

⁸ Global Report 2017/2018. Global Entrepreneurship Monitor (GEM), p. 118-121.

⁹ Op cit. Global Report 2017/2018. GEM, p. 37.

2.2 A NOTE ON YOUTH ENTREPRENEURSHIP IN LAC

163 million people in Latin America are youth, ranging from ages 15 to 29 and nearly one fifth of this group has planned to start a business in the next 12 months¹⁰. 80.2% of young entrepreneurs in Latin America have been found to be primarily motivated by opportunity, as opposed to factor-driven developing regions such as the Middle East, sub-Saharan Africa, and North Africa, where necessity-driven entrepreneurship is more than a third of youth TEA¹¹. Young entrepreneurs in Latin America and the Caribbean are highly dependent on family and friends as a source of financing for their business, as well as for securing customers. In addition, the majority (57%) of young entrepreneurs in the region are more likely to be in the informal sector. In terms of sectorial distribution, the biggest share (44.6%) of youth enterprises operate in the retail, hotel and restaurant sector, with only 4% corresponding to the information sector¹².

2.3 A SNAPSHOT OF YBI SUPPORTED YOUTH ENTREPRENEURSHIP PROGRAMMES IN LAC & OTHER REGIONS

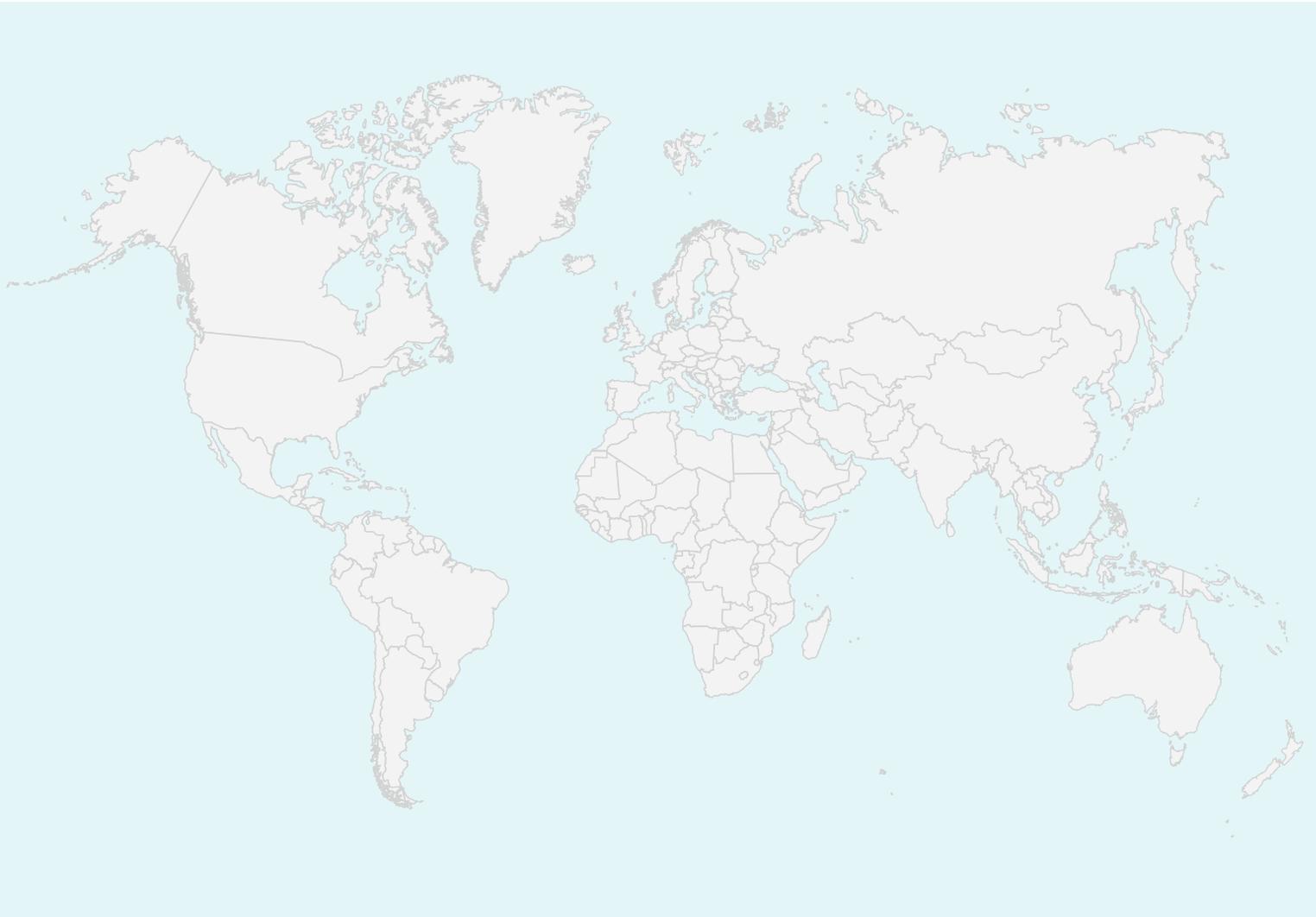
The YBI network currently consists of 55 members in 52 countries with most organisations located in the Americas and Europe (14 members each), followed by nine organisations in Asia & Oceania, six in Sub-Saharan Africa and three in the MENA region. Since 2014, the network has provided more than 175,000 young people with entrepreneurship training and has supported more than 64,000 young people in starting or growing their own business. YBI's network consists of independent, locally led organisations that implement YBI's methodologies in each country. In addition, two YBI programmes support young entrepreneurs at the regional level: Youth Business Europe with six countries and additional support from Citi Foundation, and Youth Entrepreneurship – Latin America and the Caribbean (YEP LAC), supported by IDB Lab, the innovation laboratory of the IDB, and other partners, including the Citi Foundation and Accenture. It focuses especially on vulnerable youth in 11 countries in the region.¹³ From 2014-2017, the LAC programme trained 38,700 young people and supported 11,400 young people in starting or growing their businesses.

¹⁰ OECD/CAF/ECLAC (2016), Latin American Economic Outlook 2017: Youth, Skills and Entrepreneurship, OECD Publishing, Paris. Available at <http://dx.doi.org/10.1787/leo-2017-en> Global Report 2017/2018. Global Entrepreneurship Monitor (GEM), p. 118-121.

¹¹ Kew, J., Herrington, M., Litovsky, Y. and Gale, H. (2013) Generation Entrepreneur? The State of Global Youth Entrepreneurship. Global Entrepreneurship Monitor (GEM), Youth Business International (YBI), page 68. Available at <https://www.youthbusiness.org/wp-content/uploads/2013/09/GenerationEntrepreneur.pdf>

¹² Ibid. Pages 44-52

¹³ YBI (2017). YBI Network Strategy 2017-2025. Available at: <https://www.youthbusiness.org/wp-content/uploads/2018/02/YBI-Strategic-Plan-2017-2025.pdf>



Latin America and the Caribbean

Anguilla Youth Business Foundation
Fundación Impulsar
Barbados Youth Business Trust
Manq'a
Aliança Empreendedora
Acción Emprendedora
Corporación Minuto de Dios
Dominica Youth Business Trust
Jamaica Youth Business Trust
Yo Quiero Yo Puedo
Fundación Paraguaya
Perspektiva
Youth Business Trinidad and Tobago
Kolping Uruguay

North America

Futurpreneur Canada
Youth Business USA

Asia

BYEAH
The Loden Foundation
Youth Business Hong Kong
Bharatiya Yuva Shakti Trust
MOST
Enactus Kyrgyzstan
Youth Business Mongolia
Youth Business Sri Lanka
RED
Ground Zero
Jinishian Memorial Foundation

Europe

Inner City Enterprise
microStart
Adie
Positive Planet France
Youth Business Germany
MicroLab
Qredits
Youth Business Poland
Youth Business Russia
Smart Kolektiv
Youth Business Spain
NyföretagarCentrum
Habitat
UnLtd
Virgin StartUp

Middle East and North Africa

Enda Inter-Arabe
Dubai Startup Hub
Keren Shemesh Foundation

Sub-Saharan Africa

Enterprise Uganda
ICCO Uganda
FATE Foundation
ICCO Burundi
ideiaLab
Kenya Youth Business Trust Pwani
SPARK Rwanda
TECC
TechnoServe

Australia

Many Rivers

3.

Best practices & lessons learned from youth entrepreneurship programmes

3.1 ENTREPRENEURSHIP SERVICES: HOW TO ENSURE THE BEST DESIGN FOR THE RIGHT AUDIENCE

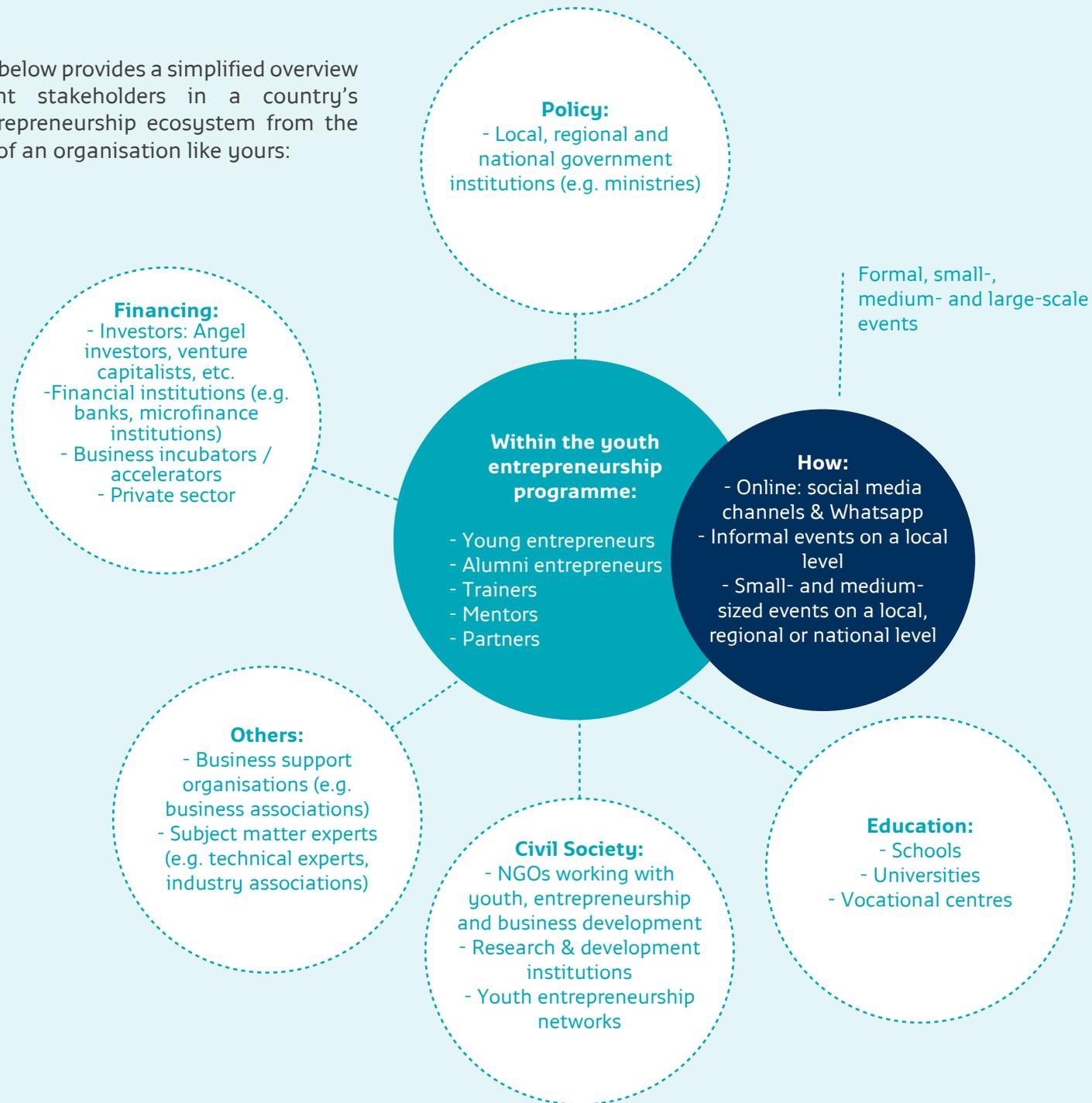
Before designing a youth entrepreneurship programme, your organisation needs to identify the constraints that your local youth population are facing within your particular country context and propose tailored solutions to address such constraints. In order to foster youth entrepreneurship effectively, therefore, and be able to offer well-designed programmes that are implemented with impact, it is essential that your organisation gets to know its entrepreneurship ecosystem in some detail.

Where to start?

1. Know your ecosystem

Take a step back and look at the big picture: Your organisation is one piece of a large youth entrepreneurship ecosystem. Conducting a stakeholder mapping can help you (1) identify key players, (2) learn about which needs of young entrepreneurs are already addressed by the ecosystem and how, (3) identify in which areas young entrepreneurs are still lacking support. A well-researched stakeholder mapping allows you to define which support is required by young entrepreneurs and how your organisation can address these unmet needs, thereby providing a useful indication on how to design your youth entrepreneurship support programme.

The figure below provides a simplified overview of relevant stakeholders in a country's youth entrepreneurship ecosystem from the viewpoint of an organisation like yours:





EXAMPLE

Institutional ecosystem mapping – Confecámaras, Colombia.

There are various methodologies to help you map your ecosystem. Confecámaras, executing agency of the Youth Entrepreneurship Programme (YEP) in Colombia, uses the ecosystem methodology of D. Isenberg. Actors are categorized as follows:

POLICY	Government, e.g., research institutions Leadership
FINANCE	Financial capital, e.g. angel investors, micro-loans
CULTURE	Success stories Societal norms, e.g. innovation, creativity
SUPPORT	Non-governmental institutions, e.g., conferences, business plan contests Support professions, e.g., legal, accounting Infrastructure, e.g., incubation centres, telecommunications
HUMAN CAPITAL	Educational institutions, e.g., specific entrepreneurship training Labour, e.g., skilled/unskilled labour, serial entrepreneurs
MARKETS	Early customers, e.g., early adopters Networks, e.g., entrepreneur's networks, diaspora networks

The goal is to map out the different entities that provide services to entrepreneurs in each topic and region of the country and put them on a map so that it is easier for executing agencies and all actors interested in promoting youth entrepreneurship to gain a systems based understanding of who are the main players, which services they offer to whom and how they are related to each other.

2. Define your target population

To design an appropriate service offer, your organisation needs to clearly define the target population that corresponds to your organisation’s purpose as well as to the local context in which you operate. The following target group indicators¹⁴ can help you define the dimensions to consider when deciding who to target with your youth entrepreneurship support services:

DIMENSION	CATEGORY
AGE GROUP	18 - 30 ¹⁵
GENDER	Male Female
ETHNICITY	As per context
DEGREE OF URBANISATION	Rural Urban
LEVEL OF INCOME	Low-income Lower-middle-income
LEVEL OF EDUCATION	Secondary education Higher or vocational education
EMPLOYMENT STATUS	Unemployment Underemployment Vulnerable employment
ENTREPRENEUR MOTIVATION	Necessity Opportunity Growth
STAGE OF DEVELOPMENT OF THE ENTERPRISE	Nascent Newly Established



Definition

Who are the young and vulnerable?

There is no globally applicable definition of youth. Even at country level, different entities – government, international organisations or NGOs – use different age ranges to define this population segment. YBI defines youth as people between 18 and 35 years old.

Characterizing who qualifies as vulnerable youth is a task left for each organisation to decide upon. As of today, some organisations do not differentiate between young and vulnerable. However, most organisations differentiate specific target populations within the youth bracket, according to demographic and socio-economic criteria such as education level, income level, or belonging to a specific ethnic group to identify who is vulnerable. It has proven successful to adapt definitions of youth and vulnerable to national standards to define who are vulnerable youth in each country. These national standards can even be further adapted to the local context in which your organisation operates.

¹⁴ Adapted from report: Maximising the impact of youth entrepreneurship support in different contexts: consultation findings

¹⁵ Note that for the case of YBI’s network, youth are defined as those 18 to 35 years old.

3. Define the objectives of your youth entrepreneurship programme

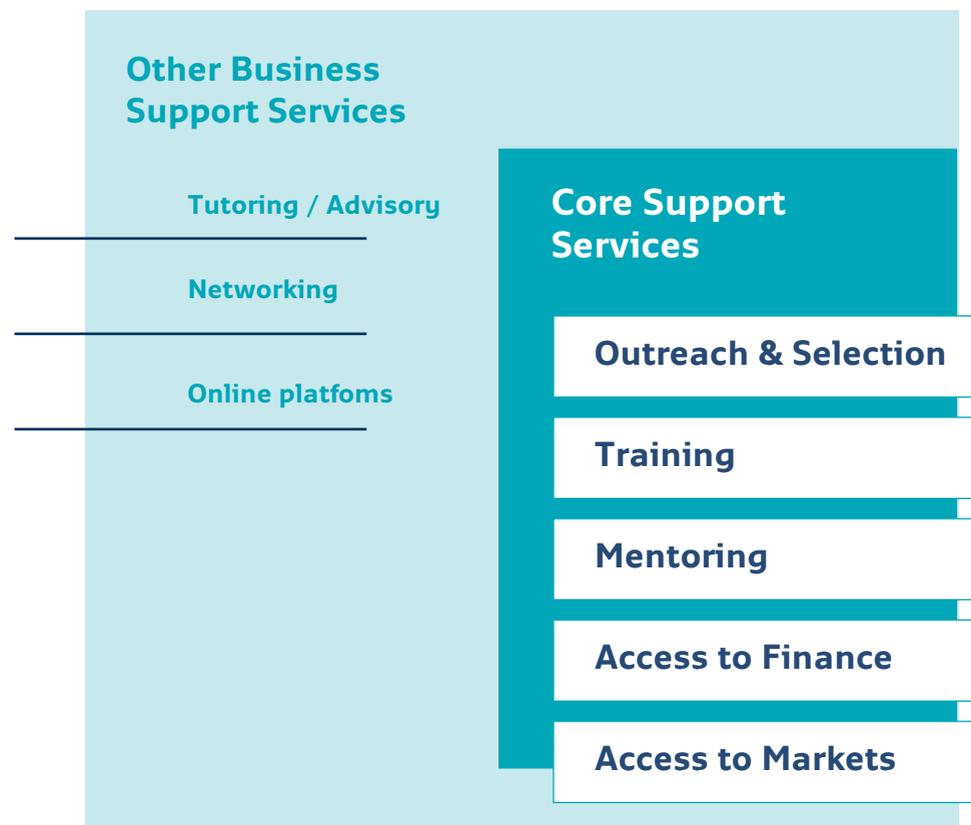
To create an effective programme, it is important that the objectives are defined based on the findings of your ecosystem mapping: Who are the key players? What are the needs of your target group? Which support is offered by the ecosystem stakeholders to address the needs of the target group? What can my organisation offer to meet the needs of the youth group? Where are possible synergies and opportunities for collaboration with other organisations?

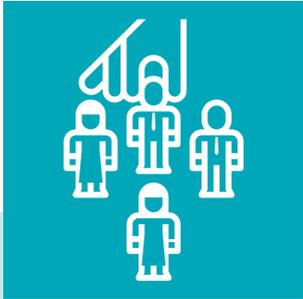
Youth entrepreneurship programmes can be categorised overall regarding the aim to be as inclusive as possible vs. the objective to target a specific entrepreneur profile. Although most if not all YBI members work in both categories, on the one hand inclusive programmes aim at reaching a maximum number of aspiring youth entrepreneurs. Such programmes focus on providing any young person who is interested with the opportunity to acquire the necessary knowledge and skills to become an entrepreneur. Their strategy tends towards changing young people's mindsets and put more emphasis on life skills to prepare them for becoming entrepreneurs or being more successful in finding a job. On the other hand, more exclusive programmes apply a selective strategy to filter for specific profiles and focus on providing services to a group of well-selected young entrepreneurs to help them build sustainable businesses. Both are valid ways of approaching youth entrepreneurship, but which strategy works best in which context may be only be answered once you understand the ecosystem. Many organisations address the two objectives equally: They find a compromise by offering basic services open for everyone, as well as more advanced services for those with high potential of realizing their business idea.



4. Design your youth entrepreneurship programme

Youth entrepreneurship programmes usually consist of core support services as well as a range of complementary services. In this handbook, each support service is described in a separate stand-alone sections, in which key aspects for successful implementation are highlighted, including best practices and lessons learned from YBI members and experiences from other youth entrepreneurship support providers. Sub-chapters also give ideas on how partnerships with other organisations can enhance the service offer, what to keep in mind for monitoring and evaluation, and include case studies from the YBI network as well as practical tools.





3.1.1 OUTREACH AND ENTREPRENEUR SELECTION

Outreach & entrepreneur selection is the initial phase of every youth entrepreneurship programme and determines ‘who’ can participate. Defining an appropriate outreach strategy and criteria for entrepreneur eligibility and selection is critical to ensure that programme resources are used in the most efficient way.



Definition

Outreach means all activities that youth entrepreneurship practitioners and their partners implement to reach out to the target population, providing information about the service offer and how to participate.

Selection refers to activities focused on processing and filtering applications and choosing, via predefined criteria, who should be accepted for each component of a programme.





Key benefits

A well designed outreach strategy helps to:

- Reach out to the right participant profiles.
- Attract relevant talent to work as trainers and/or mentors.
- Gain public recognition of your programme and your organisation.
- Enable your programme and your organisation to be known by potential partners in the wider community.

Outreach: Key aspects to consider

WHO AND WHERE IS MY TARGET POPULATION?

This decision needs to be taken at the very beginning and will depend on each organisation's vision and mission. For each case, organisations consider the target population's specific socio-cultural background for planning an appropriate outreach strategy. Some organisations may even have different target groups for the same programme that require different outreach and selection strategies.

THROUGH WHICH CHANNELS AM I GOING TO REACH OUT?

Usually organisations engage in multiple outreach channels at the same time, including offline and online channels. The exact type and scope of outreach activities that an organisation chooses, depends on the specific context of the target population. This is also the case when implementing programmes in multiple regions within a country, since circumstances, such as access to internet, may change from one location to another.

WHO IN MY ORGANISATION WILL BE RESPONSIBLE FOR OUTREACH?

Organisations with limited human resources tend to involve the whole team in outreach activities. As organisations grow, a dedicated communications team normally carries out this task. An effective way to improve the scope of outreach at low cost is to collaborate with partner organisations that are already close to the intended target population.

HOW MUCH TIME AND RESOURCES CAN I PUT INTO OUTREACH ACTIVITIES?

Depending on your programme's structure, outreach can be a permanent activity or only carried out during certain periods of the programme cycle, e.g. to attract participants to specific trainings. In this case, outreach should maintain a healthy time span between first contact with candidates and the start of the activity. This affects both resources used and participants' motivation. YBI members' time span varies between one week and two months before the start of training courses.



Selection: Key aspects to consider

WHAT IS MY AIM OF THE SELECTION PROCESS?

Organisations apply different registration and selection processes depending on the organisation's overall vision and mission, the type of services offered, as well as the costs associated with the selection process. In addition, organisations often need to respond to donor's objectives and requirements. For example, for a basic entrepreneurship training the eligibility criteria and selection process are less strict, whereas organisations that provide advanced training, mentoring and access to finance tend to apply a thorough screening process to make sure these are offered to individuals with prior training, in the stage of their entrepreneurial journey where they most need it and for whom those services can yield higher returns. Selection criteria are especially useful if your programme targets a specific population group, such as vulnerable youth. Moreover, a proper selection process can help you to increase entrepreneurs' commitment, ensuring that participants have the right profiles and motivation, thereby keeping dropout numbers low.

WHAT WILL MY SELECTION PROCESS LOOK LIKE?

Selection can be done through a variety of means, such as registration forms (online or offline), interviews, tests, or practical work that candidates need to submit. The type of activities and tools that organisations might choose depend on the available resources for the selection process, as well as on the purpose of the selection. For example, if your organisation wants to check basic eligibility criteria, a simple registration form can be sufficient, whereas an organisation that wants to select only candidates with certain skills and high motivation should conduct additional assessments.

WHAT INFORMATION AM I GOING TO REQUEST?

Programmes that are open to a broad audience usually only ask for basic personal information such as age, education level and personal or family income level. Programmes aiming to reach high potential entrepreneurs ask for information related to the person's professional experience, business idea, personal interests, etc. Organisations that directly provide access to finance services usually check on a candidate's creditworthiness and personal financial situation. Some programmes that work with specifically marginalised and excluded youth also pay attention to a person's psychological conditions. Many organisations make use of the initial information collected at this stage to create a baseline on participants before the start of the programme which they will use during implementation to monitor and track progress, and at a later stage to demonstrate programme outcomes or impacts.



practitioners



Key benefits

An effective selection strategy helps to:

- Minimise dropouts and keep only the motivated participants.
- Guarantee that project resources are used in the most efficient way.
- Gain an in-depth understanding of the participants' profiles and be able to provide services that match their needs.

WHAT INFORMATION AM I GOING TO REQUEST?

Programmes that are open to a broad audience usually only ask for basic personal information such as age, education level and personal or family income level. Programmes aiming to reach high potential entrepreneurs ask for information related to the person's professional experience, business idea, personal interests, etc. Organisations that directly provide access to finance services usually check on a candidate's creditworthiness and personal financial situation. Some programmes that work with specifically marginalized and excluded youth also pay attention to a person's psychological conditions. Many organisations make use of the initial information collected at this stage to create a baseline on participants before the start of the programme which they will use during implementation to monitor and track progress, and at a later stage to demonstrate programme outcomes or impacts.

WHO IN MY ORGANISATION WILL BE RESPONSIBLE FOR SELECTION?

Organisations usually involve a number of staff members in the selection process: the programme manager, training and mentoring coordinators, as well as in some cases in-house trainers and coaches who participate in reviewing application forms and CVs and in conducting 1:1 interviews or other assessments. For specific services such as access to finance, some organisations set up a special selection committee composed of financial experts that are able to assess the finance readiness of the candidate and conduct a thorough risk assessment.

HOW MUCH TIME AND RESOURCES CAN I PUT INTO SELECTION ACTIVITIES?

Selection normally only utilises a small percentage of your programme's budget and is limited to a few weeks so that candidates do not lose interest and motivation between the application and the start of programme activities. The time and human resources you need to invest depend a lot on the way you implement selection: while some organisations conduct up to three individual interviews with each candidate, others only review whether candidates fulfil basic eligibility criteria.

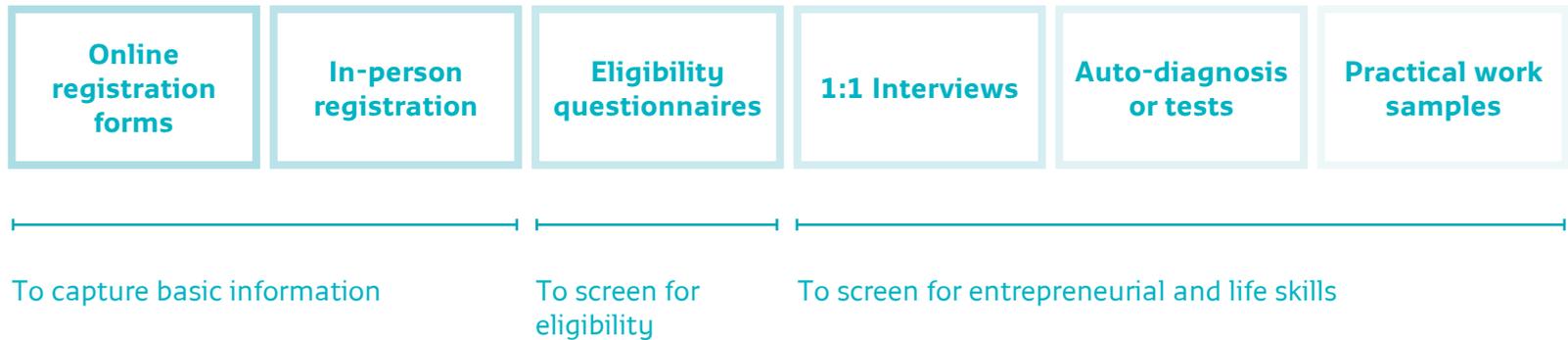


OUTREACH AND SELECTION ACTIVITIES

For outreach, partners from the YBI network mainly conduct the following activities:



Most common methods for selection are:



Who does what? - Outreach activities of some YBI members

Organisation	Online outreach & social media	Conventional outreach: TV, radio & print brochures	Public demonstrations & events	Outreach via partnerships
Argentina – Fundación Impulsar	✓	✓	×	✓
Barbados – Barbados Youth Business Trust	✓	×	✓	✓
Bolivia – Manq’a	✓	✓	✓	✓
Brazil - Aliança Empreendedora	✓	✓	✓	✓
Canada - Futurpreneur	✓	✓	✓	✓
Chile - Acción Empreendedora	✓	✓	✓	✓
Colombia - Confecámaras	✓	×	✓	✓
France – Positive Planet	✓	✓	✓	✓
Jamaica – Jamaica Youth Business Trust	✓	✓	✓	✓
Mexico – Yo Quiero Yo Puedo	✓	✓	✓	✓
Paraguay – Fundación Paraguaya	×	✓	✓	✓
Peru – Perspektiva	✓	✓	✓	✓
Trinidad and Tobago – Youth Business Trinidad and Tobago	✓	×	×	✓
Tunisia – Enda Inter-Arabe	✓	✓	×	✓

Outreach: Best practices and lessons learned from the YBI network

When planning an outreach strategy, organisations define adequate channels that are adapted to the local context. Depending on where the youth are located – in urban or rural environments, mega cities or villages – their circumstances and habits will differ and outreach strategies usually reflect that.



ONLINE OUTREACH



WHAT IS IT?

Online outreach includes advertising the entrepreneurship support services via your organisation's website, social media, email marketing via newsletter or mass email. Owing to its easy-to-use interface and accessibility, YBI members' preferred social media channel for outreach and one that is widely used by youth is Facebook.



BENEFITS

- Easy, inexpensive and far-reaching: Online outreach allows sharing information about your programme and relevant events in a timely and cost-effective manner with a wide community.
- Multiplier effect: The content can be easily shared by partner organisations and individuals.
- Online media is very convenient for channelling word-of-mouth promotion.



CHALLENGES

- Not everyone is connected: Online channels are not the right tool for reaching out to youth that lack access to the internet, or who are not internet users.
- Some organisations are struggling in how to properly use social media and how to make use of online data analytics for monitoring and evaluation.



SOLUTIONS

- Properly research the online behaviour of your target audience: Do they have access to the internet? Which devices do they use? What are their preferred websites and social media channels?
- Use available online statistics: We Are Social or Internet World Stats can provide you with national and regional internet usage data. If your organisation has a website, you might check Google Analytics to look at demographic data and behaviour of your website users. Facebook and other social media channels also offer analytic data for your target audience.



EXAMPLES

- Among many other YBI members, Jamaica Youth Business Trust, Yo Quiero Yo Puedo, and Fundación Impulsar set up Facebook pages to inform interested participants about their services. Apart from publishing posts about their programmes, organisations repost information for young entrepreneurs about relevant events within the ecosystem. It is common practice to include links to the organisation's website and registration forms.



OFFLINE OUTREACH



WHAT IS IT?

This includes TV, radio or newspaper paid advertising, as well as mural or billboard advertisements. A common practice is to hand out printed brochures, flyers and leaflets on the streets or through partner organisations, e.g. (vocational) schools, chambers of commerce, municipal offices, micro-finance institutions, or youth associations.



CHALLENGES

- Difficult to target: Given the broad reach of conventional media, it can be challenging to reach your desired target audience.
- Costly: Paid advertising is expensive and might use significant programme resources.
- It is difficult to monitor the number and profile of people you reach through offline channels.
- Low impact, in some contexts young people do not engage with conventional media very much nowadays.



BENEFITS

- Broad outreach: Conventional media are especially useful to reach out to a high number of people in areas where internet access is a challenge. TV or radio can be adequate media to channel word-of-mouth promotion.



SOLUTIONS

- Conduct research on conventional media usage of your target audiences to ensure you invest in the right channels.
- Develop partnerships with local broadcasters and/or newspapers or magazines as an alternative to paid advertising, e.g. offering articles or interviews to include in programmes or publications. Content partnerships are usually free of charge.
- Asking applicants to your programme how they knew about the service offered, enables an approximate estimation about how effective offline channels are.
- Better results may be achieved if flyers, etc. are distributed by well-selected partner organisations.



EXAMPLES

- Bolivia's Manq'a Cafeteria & Cooking School works with press, TV and radio publicity and promotes its programmes through media interviews. They also hand out flyers outside of schools and fairs.
- Argentina's Fundación Impulsar uses radio publicity and printed flyers in those locations where (good) internet connection is lacking.

PUBLIC EVENTS



WHAT IS IT?

Participating at or organising public exhibitions, conventions or events, or giving talks at schools or universities to promote your programme.



BENEFITS

- Targeted outreach: While you might reach less people through this channel than through online or conventional media, if you choose the right events, you will usually have access to a high number of your desired target population.
- Reaching the unconnected: Public events are a great way to attract people with no or little access to internet.



CHALLENGES

- Costs versus benefits: Participating in or organising events costs time and human resources. Also, high event turnout does not necessarily mean a high number of participants will enrol in your programme.
- Conferences and other public events are not stand-alone outreach strategies, as they require some kind of promotion themselves.



SOLUTIONS

- Select the right events and research which events your target population is likely to attend.
- Look for suitable partners that organise relevant events, such as schools, universities, NGOs or public organisations.
- Set up your own event: invite strong speakers, testimonials, and/or local leaders that can help motivate young people.
- Participation in public events tends to go hand in hand with other outreach channels, especially online, to advertise the event.
- Where feasible, collect basic information about participants via attendance lists.



EXAMPLES

- At Peru's Perspektiva, the first phase of outreach involves an open call to public education institutions and other local partners to give talks to large groups and raise awareness about the programme.
- In Colombia, each of the 10 chambers of commerce participating in the programme Empréndelo organised a launch event with actors from the local entrepreneurship ecosystem and the general public to promote the programme and invite participants to enrol.



DOOR-TO-DOOR AND WORD-OF-MOUTH ADVERTISING



WHAT IS IT?

Word-of-mouth uses the organisation's network for promotion. Potential participants also learn about the programme from family, acquaintances and friends. Another option is door-to-door promotion or visits to local markets to promote the programme to street vendors or small shop owners.



BENEFITS

- Trust building: This outreach strategy is especially recommended in relationship driven cultures where personal connections play an important role.
- Snowball effect: This outreach strategy becomes more effective as a programme gains maturity, popularity and reach.



CHALLENGES

- Time consuming: Door-to-door promotion might be costly and unfeasible in big metropolitan areas and widely spread rural areas.
- Word-of-mouth is not an option if a programme is only just starting, since there is no track record to refer to - unless your organisation has experience from similar programmes it has been involved in recently.



SOLUTIONS

- Start with your organisation's as well as your personal networks to spread the word: Who do you know and who might have relevant contacts with your target population?
- Door-to-door promotion needs to be targeted to be effective. If you operate in a large city, select only specific neighbourhoods that meet socio-economic criteria of your target population. Even in smaller towns, it will be costly and time-consuming to try to reach out to everyone.



EXAMPLES

- In smaller cities, Brazil's Aliança Empreendedora staff makes direct contact with young people in vulnerable neighbourhoods who are involved with small entrepreneurial activities, invites them to join the programme in person and puts them in touch with past participants.



PARTNERSHIPS

How can I collaborate with partners for outreach activities?

Partnering with local organisations, such as ministries, municipalities, chambers of commerce, job centres, schools, vocational colleges, universities, community institutions, microfinance institutions and/or NGOs that already work with the defined target audience has proven highly effective for many YBI members. A good way of reaching out to the right participant profiles has been through the development of partnerships with organisations that provide vocational training in professional areas that are entrepreneurial oriented, such as hairdressing, sewing, handicrafts or woodworking. In such cases, youth entrepreneurship programmes have proven to be an excellent and complementary service to vocational trainings.

This partnerships approach is used extensively by various YBI members. For example, Brazil's Aliança Empreendedora operates in 12 different regions through partnerships with local organisations that are identified through a public selection process. Each local organisation is trained to implement the entrepreneurship programme and likewise creates local partnerships with NGOs, municipalities, vocational schools, etc. to reach underserved youth.

In Colombia, Confecámaras, which runs its programme in 10 different regions in the country, does so through the chambers of commerce of each region. This strategy has allowed Confecámaras to effectively adapt the outreach strategy to local needs: While in some regions social media is primarily used, in others they conduct outreach via flyers and leaflets, or in collaboration with local institutions that provide services to entrepreneurs.



Who does what? – Selection criteria from some YBI members

ORGANISATION	Online registration forms	In person registration	Tests and interviews	Eligibility criteria applied					
				Age	Income	Education	Employment	Status of business	Other
ARGENTINA - FUNDACIÓN IMPULSAR	✓	✓	✓	-	-	-	No employees	Working business	-
BARBADOS - BARBADOS YOUTH BUSINESS TRUST	✓	✓	✓	18-35	-	No full-time students	Unemployed	-	-
BOLIVIA - MANQ'A	x	✓	✓	15-35	-	-	-	-	Vulnerable as defined by the programme
BRAZIL - ALIANÇA EMPREENDEDORA	✓	✓	x	-	-	-	-	-	-
CANADA - FUTURPRENEUR	✓	x	✓	18 - 39	-	-	-	-	-

ORGANISATION	Online registration forms	In person registration	Tests and interviews	Eligibility criteria applied					
				Age	Income	Education	Employment	Status of business	Other
					Monthly family income below US\$560				Not working in school.
COLOMBIA - CONFECÁMARAS	✓	✓	✓	18-35	<4 monthly minimum wages	-	-	Business with at least one year in operation	-
FRANCE - POSITIVE PLANET	×	✓	×	-	-	-	Preference for the unemployed or part time workers	-	-
JAMAICA - JAMAICA YOUTH BUSINESS TRUST	✓	✓	✓	18-35	-	No full-time students	Unemployed	-	-
MEXICO - YO QUIERO YO PUEDO	✓	✓	× Test but no interview	15-35	Monthly income below US\$625	Completed secondary education.	Preferable unemployed	No business idea yet Business idea developed or already have a business running	Preferably candidates live in / have their business in a vulnerable area
PARAGUAY - FUNDACIÓN PARAGUAYA	×	✓	×	18-35	-	Completed secondary education, or still studying (no university level)	-	-	At-risk youth with basic reading and writing skills
PERU - PERSPEKTIVA	×	✓	✓	18-35	Family income US\$280 or below	Maximum technical / vocational education	-	Must have at least a business idea If with a running business, less than 2 years in operation.	-



ORGANISATION	Online registration forms	In person registration	Tests and interviews	Eligibility criteria applied					
				Age	Income	Education	Employment	Status of business	Other
TRINIDAD AND TOBAGO – YOUTH BUSINESS TRINIDAD & TOBAGO	✓	✓	✓	18-35	-	-	-	-	Low economic background
TUNISIA – ENDA INTER-ARABE	x	✓	✓	18-35	-	-	-	-	Vulnerable economic / social background, entrepreneurial spirit

Selection: Best practices and lessons learned from the YBI network

Like your outreach, your selection strategy needs to take the local context into account. It is just as important therefore to have clarity on what the purpose of your selection process is and thus, select the most adequate tools to use. You might want to screen for eligibility, identify entrepreneurial skills, or determine the likelihood of programme success. The following provides an overview of activities that YBI members make use of.

ONLINE REGISTRATION



WHAT IS IT?

Registration forms are hosted on the programme's website or externally, e.g. on Google forms or SurveyMonkey, and can be linked to the programme's website or social media posts. They are used to request contact and basic personal information. In order to successfully register, forms can be downloaded, filled in appropriately, and then uploaded again.



BENEFITS

- Can be easily accessed by a large number of potential participants at low-cost.
- Information reaches the organisation immediately, which makes data collection much easier.
- Links to online forms can be easily posted on the organisation's and partners' websites and social media.



CHALLENGES

- Registration online is only effective in areas with internet access.
- Verifying how truthful the information is that has been received through online registration forms can be difficult.



SOLUTIONS

- Keep online registration forms as user-friendly as possible, especially if accessed via mobile phones, considering that some entrepreneurs might not be internet savvy.
- For those who cannot download or upload any forms, alternative ways to register and/or submit requested information need to be provided, e.g. in-person registration.



EXAMPLES

- Argentina's Fundación Impulsar uses online registration forms to bring both participants and mentors to their programme.
- Likewise, Futurpreneur Canada makes use of an online registration form to receive applications to their "Start a Business" programme.



IN-PERSON REGISTRATION



WHAT IS IT?

Entrepreneurs can sign up directly at one of your organisations' offices or during offline outreach activities. This means that you need to have staff available to provide orientation and help candidates to fill out registration forms and other questionnaires used by organisations to help select participants.



BENEFITS

- Effective way to address the local community in a personal way and respond to the needs of non-digital people.
- Presents an opportunity to address participants' doubts directly, answer questions and assist in filling out the forms.



CHALLENGES

- Depending on the team size, it might be difficult to assign one person to managing registration at the office.
- Paper registration needs to be processed for further use (e.g. monitoring number of registrations)



SOLUTIONS

- Ensure that your staff are knowledgeable about the programme, as candidates may have various questions and need to gain a clearer understanding of the programme.
- Properly process key information into software-based files (e.g. excel or other software) to keep an overview of registrations and candidates' profiles.



EXAMPLES

- Fundación Paraguaya's selects beneficiaries through 25 regional offices in partnership with the departmental and municipal governments. Youth need to present themselves at the office and complete a registration form.
- Jamaica Youth Business Trust (JYBT) uses a simple registration form where interested youth can indicate their support needs.

ELIGIBILITY QUESTIONNAIRES



WHAT IS IT?

Questionnaires are used to assess potential entrepreneur's socio-economic status and tend to focus on young people's employment status, income and education level. They can also include questions on the candidates' motivation to join the programme. Screening for eligibility can already be integrated into the basic information collection, or be done as a separate step.



BENEFITS

- Useful in contexts where programmes want to target a specific population group like the young and vulnerable in the case of YBI members.



CHALLENGES

- Means of verifying the truthfulness of information must be taken into consideration when possible.



SOLUTIONS

- If your programme targets for example marginalised or vulnerable youth, research how this group is defined in your local context and include questions on the respective indicators. Make sure that the language used in the questionnaire is well understood by people from your target group.



EXAMPLES

- Bolivia's Manq'a School uses a registration form that gathers socio-economic information. It reflects criteria that the organisation has established to determine who are vulnerable youth and takes into consideration variables such as education level, housing conditions, energy bill, and family conditions.
- Mexico's Yo Quiero Yo Puedo programme also makes use of a detailed registration form in order to learn about and evaluate the applicant's profile.



1:1 INTERVIEWS



WHAT IS IT?

Programme staff can conduct 1:1 interviews with every potential entrepreneur to gain a complete understanding of the person's motivation, personality, business idea or anything that the organisation may need to know before deciding if a candidate should participate in the programme. The interviews can also be conducted by "external experts", e.g. a panel of representatives from the private sector.



BENEFITS

- Useful if organisations want to run thoughtful selection processes to ensure that participants have the right mindset, motivation and skills.
- Allows building more stable human relationships between staff and participants from the start.
- Also allows providing more specific information on the contents and time implications of the programme, thus offering the possibility of "weeding out" the applicants that are not committed or unable to make the time available or giving them the choice of withdrawing before the programme starts.



CHALLENGES

- Time-consuming process that demands a great deal of human resources from organisations.
- The interviewer(s) should have relevant (business) experience if the aim is to assess the business potential of the young entrepreneur.



SOLUTIONS

- Make sure that the people in charge of interviewing are competent and have enough time in their agendas to manage this task. Interviewing prospects is a delicate issue where staff might have to deal with personal aspects, especially if organisations target youth from problematic backgrounds.



EXAMPLES

- BYBT's business advisors conduct three interviews with potential entrepreneurs: one to get to know the person and assess entrepreneurial capacities; a second one to analyse the business idea; and a third one to examine the feasibility of the business idea.
- Through a questionnaire and an interview, Enda Inter-Arabe in Tunisia identifies the right training level for each candidate. The interviewer fills in an evaluation form to recommend the adequate support in each case. As they work with marginalised youth, they also try to detect if the person has any psychological problems. Some of their staff are psychologists that help deal with these cases.

AUTO DIAGNOSIS/TESTS



WHAT IS IT?

Auto-diagnosis or psychometric tests are tools used to evaluate a potential entrepreneur's capacity to successfully finish the programme. In general, such tests are not sufficiently reliable to be used as a selection tool, but can provide an interesting baseline for comparison with a similar test after the intervention.



BENEFITS

- A useful and low-cost way of profiling to determine likelihood of success as an entrepreneur.
- If you include both technical and life skill aspects in the test, you gain a more holistic view of the applicant.



CHALLENGES

- Participants might over-estimate their own capacities and under-estimate difficulties so that responses given might not be entirely accurate.



SOLUTIONS

- Tests need to be designed carefully to avoid being arbitrary or leaving out dimensions that could be relevant. The accuracy of auto-diagnosis tests can be verified by doing a follow-up visit to the entrepreneur. This can be combined with 1:1 interviews.



EXAMPLES

- Colombia's Confecámaras requires entrepreneurs to fill in an auto-diagnosis test that covers technical aspects and soft skills. This tool is later used by the selection committee to assess participants' business potential and ability to finish the programme, as well as to identify the training needs.
- Barbados Youth Business Trust (BYBT) makes use of a Personal Business Feasibility Checklist for the Young Entrepreneur to assess if the applicant is ready to be an entrepreneur.
- Based on Perspektiva's model from Peru, Bolivia's Manq'a School asks applicants to take an entry test to assess the knowledge of the entrepreneur about different aspects of entrepreneurship, and a test for identifying entrepreneurial potential. They are not used as a qualification tests, just as assessments to better understand the applicants' profiles.



PRACTICAL WORK EXAMPLES



WHAT IS IT?

Organisations might ask potential candidates to perform an activity like preparing a business plan or a detailed summary of their business idea. This provides programme staff with the opportunity to gain insight into the entrepreneur's business idea and assess their willingness to participate.



BENEFITS

- Provides information on the candidates' entrepreneurial maturity that can be especially helpful when profiling participants.
- Often helps to filter out the less motivated ones.



CHALLENGES

- Requiring practical work examples can be a limitation for potential participants with little time available for preparing such extra assignments, or those that have a solid business idea but lack the skills in presenting it.



SOLUTIONS

- Ensure that the task is not too time consuming as potential entrepreneurs might feel overwhelmed.
- Make sure that the tasks and/or instructions are simple to follow by your potential participants and motivating so it is seen as a useful exercise.



EXAMPLES

- Youth Business Trinidad & Tobago's outreach strategy focuses on loan disbursement advertising bundled with training and mentoring. As part of the application process potential entrepreneurs are asked to submit a business plan and are provided with the following tools: <http://ybt.org/tools-for-entrepreneurs/>
- Argentina's Fundación Impulsar requires applicants to detail their business plan to decide who will receive mentoring and training services, as well as other business support such as networking and counselling. The organisation's staff evaluate the business plan according to specific guidelines.



SELECTION CRITERIA

How to define your target group – An example checklist

A clear definition of your target group is key for every youth entrepreneurship programme, as only through thorough knowledge about who you are targeting with the programme are you able to create appropriate selection strategies, relevant support activities and define adequate indicators for results and impact measurement. Various organisations have highlighted that capturing information on the entrepreneurial profile is as important as the assessment of participants' motivation and life skills. In Mexico for example, Yo Quiero

Yo Puedo (IMIFAP) found that there is a direct relation between participants' life skills and the probability of finishing the training.

Based on the selection criteria applied by partners of the YBI network in the Latin American and Caribbean region, the following non-exhaustive list of indicators has been developed in order to guide you into defining your target audience. Apart from these indicators, it is essential to always ask for contact information and include a question on how candidates came to know about the programme and other information that can help you evaluate the success of your outreach channels.

ENTREPRENEURIAL PROFILE	Age: Define the age range of your target group, e.g. between 18 and 35 years.	Obligatory
	Education level: Define the minimum education level that participants need to have obtained, e.g. high school degree or university degree.	Obligatory
	Income level: Either define a range for your target group's monthly income, e.g. minimum of 500 USD per month, or categorise by national income level, e.g. low-income communities. Some organisations focus on personal income and some others on family income.	Obligatory
	Employment status: Define the current status of your target group, e.g. unemployed – employed – self-employed – in school/university.	Obligatory
	Entrepreneur's motivation: Examine the target group motivation through a set of closed or open-ended questions and categorise, e.g. highly motivated, somehow motivated.	Recommended
ABOUT THE BUSINESS IDEA	Sector: Define if participants' business ideas shall be related to a specific sector, e.g. tourism.	Optional (only if relevant)
	Business idea status: Identify which stage the target group's business has reached, e.g. complete beginner – business idea only – business not started yet – minimum of total sales or minimum of years in business.	Recommended
	Business idea potential/Business growth potential: Define what is the potential for success, e.g. low – medium – high.	Recommended
COMMITMENT AND AVAILABILITY	Willingness to pay for programme services: Helps you identify how committed an applicant is to access the services provided by the programme.	Optional
	Time availability: Helps to gain a sense of the time constraints of individuals to participate.	Optional
	Expectations: Asking people's expectations beforehand can help you align the scope of your services to applicants' needs.	Optional

For more practical tools on outreach and selection, see the **TOOLBOX FOR YOUTH ENTREPRENEURSHIP PROGRAMMES**.



MONITORING & EVALUATING OUTREACH AND SELECTION ACTIVITIES

Why should I pay attention to M&E at this stage?

Monitoring and evaluating outreach and selection activities can provide valuable information about what works best in terms of attracting the defined target audience. This information can serve to focus activities on the right outreach channels to maximise participant registrations, while at the same time saving resources by stopping activities that do not bring the expected results. Monitoring the selection process ensures that training participants have the desired profile and motivation for finishing the trainings. This significantly increases the probability of having a higher number of beneficiaries that successfully create or improve their businesses after they have received the training and other support services.



tip

Create a baseline before the start of activities to determine your programme's success

By including monitoring and evaluation from the very beginning of an entrepreneur support programme, the implementing organisation creates an opportunity to learn and continuously improve outreach and selection processes. It is also an opportunity to collect baseline information on participants at the beginning of a programme that will serve as a basis to determine the programme's overall success later on. Organisations that neglect to do so will face significant challenges when it comes to reporting on important programme indicators. For example, if one of your objectives is to strengthen already existing businesses, you need to collect data on business performance before training or mentoring starts to be able to track any changes achieved through your services.

Most organisations make use of standardised forms to capture information that, in a later stage, is introduced in a database for further analysis. For this, some organisations use simple tools, such as word or excel formats, while others make use of more sophisticated software.

WHAT YOU WANT TO KNOW	WHAT INDICATORS YOU CAN APPLY	TOOLS & APPROACHES
How successful are you in reaching potential programme participants through the different communication channels that you use for outreach?	#1: Number of people reached per outreach channel	These indicators can only be measured for certain outreach activities where monitoring tools are available, such as Facebook Insights. At events, you can simply count the number of participants. You can also count the number of emails you sent out, the number of flyers you distributed in the streets, or the number of people visited through door-to-door activities. For some other outreach channels, for example radio, it is more challenging to know how many people have been reached.
Which outreach activities are most successful in terms of bringing people to register for the youth entrepreneurship programme?	#2: Number of people registered per outreach channel #3: Cost of selection per capita	This indicator can easily be tracked by including a question in the registration form that asks how the candidate has become aware of the training or other service offer. Combine indicators #1 and #2 to calculate the percentage of people that registered from the overall number of people reached per outreach channel. Dividing the number of people selected by costs of outreach (per outreach channel, if possible) gives you an indication of the efficiency of your outreach strategy.
How many people actually participate in the programme? And how many drop out?	#4: Number of people selected #5: Number of participants at beginning #6: Number of participants at end #7: Analysis of reasons for dropout	Depending on whether your organisation has a selection process or not, you can count the number of people you select to participate, or the number of people that participate in the programme (or both). You can then count the participants at the beginning and at the end of the programme to know your dropout rate. Sending an 'exit-survey' to participants who drop out early on helps to learn about their reasons for dropping out.
How many people do I need to reach out to if my target is to select a certain number of participants?	#8: Selection ratio	Divide the number of participants selected by the number of people contacted. This helps to know how many people you need to reach out to in order to select a critical mass of participants.
Does my youth entrepreneurship programme attract the right participant profiles?	#9: Age #10: Income level #11: Education level #12: Necessity vs opportunity #13: Gender #14: Existing entrepreneurs vs aspiring entrepreneurs	Compare the profile of the registered participants with the profile of the target audience that you defined for your programme to learn if you attract the desired participant profile with your outreach strategy. Indicators might vary but usually include at least age, income level and educational background.



CASE STUDY

Using monitoring and evaluation to measure ex-post the effectiveness of outreach activities

Yo quiero, yo puedo ... ser agente de cambio emprendedor' is an entrepreneurship programme implemented by the non-profit organisation Instituto Mexicano de Investigación de Familia y Población (IMIFAP, known as Yo Quiero Yo Puedo). Helping youth develop entrepreneurial capabilities is one part of their programme areas which is dedicated to enhancing productivity. They have three other programme areas on education, health and citizenship. Yo Quiero Yo Puedo has a single monitoring and evaluation (M&E) area at its headquarters office in charge of overseeing M&E for all programmes.

Yo Quiero Yo Puedo's outreach strategy is threefold:

- **1** Sensitisation conferences in relevant locations (Jalisco, Estado de Mexico and Hidalgo), where the programme is presented and youth are invited to sign up. The conferences take place mainly in schools; some are held in public spaces provided by local governments.
- **2** Online media channels. The organisation has set up three Facebook pages (one for each of the states where they operate) through which they run paid ads. In addition, there is a separate website solely for the programme Yo Quiero Yo Puedo with testimonials and a blog.
- **3** Advertisements on radio stations where Yo Quiero Yo Puedo either provides talks upon invitation or runs paid ads.

As part of IMIFAP's M&E activities, the organisation traces exactly where each participant has signed up. Comparing data on conference attendance, sign-up and final participation in entrepreneurship support activities, IMIFAP realised that the high number of attendees to the conferences (double of the actual goal defined) does not reflect the number of sign-ups and attendance to training. Hence, IMIFAP concluded that conferences are not the most efficient use of their resources. Today, they continue organising conferences, but to a lesser extent. Most of their resources are invested in paid advertising in social media, which has proven to be their most effective way of reaching out to youth.

CASE STUDY

Strategies organisations use to screen for entrepreneurial mindset and likelihood of success

Fundación Impulsar (FI) is a non-profit organisation in Argentina that provides support and services to disadvantaged youth who want to become entrepreneurs and are at the early stages of their journey into entrepreneurship. Their standard model involves training, mentoring, financial orientation, access to a wide network of entrepreneurs and loan provision for the top business plans developed at the end of each programme's training cycle. The programme is free of charge.

FI's outreach strategy is mainly done through online communication, such as social media and email in the case of urbanised areas; and local radio, outreach events and printed flyers in less connected and smaller communities. They already have a well-established reputation in the country, so they experience no shortage of people wanting to sign up for the programme. The key to success does not only lie in the ability to attract people interested in taking a free course, but their ability to select those with the right mindset. To identify these people, FI combines its outreach strategy with one-to-one interviewing.

Once people sign up, the organisation's staff hold semi-structured interviews with each candidate to get to know them on a personal basis and be able to assess the candidates' potential as an entrepreneur, his/her capacities, their motivation and also commitment to participate in a two-month training course. These interviews take around 40 minutes each but are viewed as an essential part of a personalised selection process. During the conversations, and while asking about the potential of the participants business idea, FI is also interested in finding candidates that are innovative and have a sincere interest in entrepreneurship.





3.1.2 TRAINING

Many young people are highly motivated to start their own business. While some already have a clear business idea or even a business running, others are eager to do something for themselves but have not yet decided how or what. However, most of them lack the knowledge, skills and experience needed to get started or to grow. A good training programme is therefore essential to help entrepreneurs find a viable business idea, to assess the feasibility of an existing business idea and adapt it if necessary and to build a business plan, or to improve business management and operations. Defining an appropriate training curriculum is critical to ensure that entrepreneurs gain sufficient tools and knowledge and develop both technical and life skills necessary to achieve their goals.



Definition

Training refers to all actions that aim at teaching the necessary knowledge and skills to become a successful entrepreneur. It includes both theoretical and practical aspects and can be taught in classroom format, through online platforms or through a combination of both.



Key benefits

A good entrepreneurship training programme helps to:

- Develop young entrepreneurs' life and business skills.
- Provide access to important information that (start-up) entrepreneurs need to know (and develop the entrepreneur's curiosity to learn more).
- Offer hands-on field experience and practical business cases to young entrepreneurs.
- Provide young entrepreneurs with the opportunity to get to know other entrepreneurs whose ideas and experience can enrich their own.
- Build strong relations between training participants, amongst each other and with trainers, which helps to develop commitment and trust.
- Develop the entrepreneur's eagerness to put into practice what he/she has learned during the training

Key aspects to consider

<p>WHAT TOPICS SHOULD BE INCLUDED IN THE TRAINING?</p>	<p>There is no blueprint of a training curriculum that caters to all in every circumstance. The decision about what topics to cover should be based on the specific objectives of your programme, your target group's profile and the business's stage in the entrepreneurial cycle. Organisations usually make a distinction between what beginners and advanced levels may need as training, or between people who already have a business running and those who have not. Content design needs to be informed by a sound assessment of what your target population lacks in terms of knowledge, skills and tools that are necessary to thrive as entrepreneurs. Especially given the age of the young entrepreneurs, content should be practical, engaging and diverse in type.</p>
<p>WHICH TRAINING METHOD IS APPROPRIATE?</p>	<p>There are numerous ways of how training can be delivered. These include traditional ways such as classroom training as well as online training, or a mix of both. Training delivery methods usually include a 'learning by doing' approach through experimentation, interaction and practical exercises with peers, experts or networks. Training entrepreneurs is less about developing cognitive skills, than about developing competences or behavioural skills. Thus, there is no exam that determines whether someone is an entrepreneur, other than simply putting it into practice. Face- to-face training has the advantage of cultivating human contact and bringing you closer to understanding of the issues faced by the people you want to impact. Online platforms are a great supplement for continuous self-paced learning.</p>
<p>HOW LONG SHOULD THE TRAINING LAST?</p>	<p>Duration of training courses should be enough to transfer the knowledge and skills defined in the curriculum while considering entrepreneurs' time availability. Total duration of training programmes for YBI members vary greatly from twelve to 85 hours, delivered in a time frame starting from one week to six months. Single sessions range from one to six hours in duration.</p>
<p>WHERE AND WHEN WILL THE TRAINING TAKE PLACE?</p>	<p>Entrepreneurs' attendance to training sessions can heavily depend on where and when training takes place. Selection of training venues should consider the travel distance for the target population to attend sessions. Most young people are engaged in other activities, e.g. school, university, or already running their business. Thus, training schedules may need to be adapted to participants' availability, e.g. in the evening or on weekends.</p>
<p>WHO IN MY ORGANISATION IS IMPLEMENTING THE TRAINING?</p>	<p>It is a best practice to have a training coordinator at the organisational level that takes care of Training of Trainers (ToT) and supports trainers with any questions or challenges they might have. These tasks can be carried out by one or several staff members. Regarding actual training of entrepreneurs, this can be facilitated either by your organisation's staff (internal) or by external trainers and subject matter experts. Trainers must be knowledgeable on the topic and need to be experienced in giving trainings, ideally to the profile and age group of the participants. A training of trainers should be organised to ensure trainers are able to deliver the training applying the appropriate methodology, familiar with the content and able to provide the same quality of training. Trainers are either paid by the organisation or act as volunteers, usually through offering pro-bono services from the public or private sector, e.g. in the case of Acción Emprendedora in Chile. Many organisations apply a mix of both: internal trainers deliver most of the curricula but for specific technical topics such as technology or financial education, organisations can partner with external companies.</p>
<p>HOW MUCH TIME AND RESOURCES ARE REQUIRED TO OFFER TRAINING TO YOUNG ENTREPRENEURS?</p>	<p>As a core service offer of youth entrepreneurship programmes, training requires significant time and resources. You need to calculate sufficient human and financial resources for the creation of training content and training material as well as training delivery. Some resources should also be dedicated to monitoring and evaluating training's impact on young entrepreneurs and the likelihood and success of business development. Organisations normally hire a training coordinator(s) who can manage the programme's training courses, also across different locations within a country.</p>



TRAINING ACTIVITIES

The following training activities are most commonly used within the YBI network:



Who does what? - Training activities of some YBI members

Organisation	Integrated training curriculum or separate modules	Soft Skills included in the training program	Free or fee	Total duration of training programme (hours)	Online or offline
Argentina – Fundación Impulsar	Integrated training package that can be slightly modified to the regional context where it is implemented.	Yes	Free	12 hours	Offline
Barbados – Barbados Youth Business Trust	Integrated business lab programme Harmonised curriculum	Yes	Fee	12 to 48 hours	Offline (But developing and online training platform)
Bolivia – Manq’a	Two-phase integrated training package, one for beginners and one for advanced.	Yes	Free	Phase 1: 60 hours Phase 2: 30 hours	Offline
Brazil - Aliança Empreendedora	Two separate trainings: absolute beginners and people that already have a business.	Yes	Free	Beginners course 24 hours Advanced course 21 hours per training cycle, possibility to go through a maximum of 4 cycles = 84 hours	Offline (Online learning is available, but voluntary)
Canada - Futurpreneur	Different training modules are offered as standalone and beneficiaries can pick and choose. The “access to finance” training module is linked to mentoring.	Yes	Free	Flexible, depending on the modules that the participants choose. Self-paced learning offered through online platform.	Core training is delivered offline but online tools, resources and webinars are made available
Chile - Acción Emprendedora	Two basic courses 1) Taller Desarrollando una idea de negocio y 2) Gestión de la Microempresa	Yes	Free	Both have a duration of around 25 hours distributed in 10 sessions:	Online and Offline
Colombia - Empréndelo	Two phase integrated training 1) soft skills-oriented and 2) technical	Yes	Free	Soft skills training 12 hours Technical training 15 hours	Offline



Who does what? - Training activities of some YBI members

France – Positive Planet	Integrated individualised package made for each entrepreneur after an initial assessment.	Yes	Free	Time depends on each entrepreneur's needs	Core support is offline but online tools and resources are made available
Jamaica – Jamaica Youth Business Trust	Separate modules	Yes	Fee	24 to 30 hours each module	Offline (But developing an online training platform)
México – Yo Quiero Yo Puedo	Integrated training package both on life skills and technical aspects	Yes	Free	101 hours	Offline
Paraguay – Fundación Paraguaya	Integrated training programme	Yes	Free	6 three-hour sessions = 18 hours	Offline
Peru – Perspektiva	Two-phase integrated training programme 1) business plan development and 2) technical training	Yes	Free	Phase 1: 20 hours Phase 2: 45 hours	Offline
Trinidad and Tobago – Youth Business Trinidad and Tobago	Separate modules on different thematic aspects	Yes	Fee	Various durations. Basic course (Get fit for entrepreneurship) is 24 hours	Offline. Online modules are voluntary. (Developing an online training platform)
Tunisia – Enda Inter-Arabe	Trainings are offered as interlinked but stand-alone services that start with basic concepts and then become more advanced.	Yes	Free	Different training offers have different durations. Basic orientation 32 hours Ideation training 8-32 hours Business plan development: 48 hours	Offline



RECRUIT & TRAIN TRAINERS



WHAT IS IT?

When it comes to recruitment of trainers, it is important that organisations select trainers that are skilled and experienced. Depending on the trainers' backgrounds, they need to be trained in the programme's methodology and content. Trainers need to not only make use of relevant business knowledge in order to deliver the training effectively but also use teaching methods that are appropriate for young adults that come from a low-income background. Experiential learning should be the basis. Trainers can be recruited from internal staff or externally and might be experts in certain subjects.



BENEFITS

- Trainers are the face of the programme. High-quality trainers are therefore key as they shape the image of the organisation and the programme to the public.
- Good trainers engage young entrepreneurs in a way that leaves the entrepreneurs satisfied but also provides them with necessary skills and tools, so that they are able to put their newly acquired knowledge into practice.
- Good trainers are able to adapt to a heterogeneous group of participants and are able to speak to the different needs of young people.



CHALLENGES

- Organisations may struggle to identify trainers with a suitable profile for providing entrepreneurial training to young and vulnerable people.
- Not all trainers are able to provide the same quality training and some trainers may be 'better' than others.
- Trainers may not all be as committed to the expected outcomes of the programme, in particular if they are not aware of the broader goals.



SOLUTIONS

- Reach out to potential trainers through social networks, press advertising, networking events and seminars or through strategic partners.
- Collaborate with vocational schools, universities, other entrepreneurial support organisations or the private sector for trainer recruitment. This can be especially helpful if you are looking for trainers with experience in specific subjects.
- Conduct a Training of Trainers (ToT) to be able to replicate capacity building efforts. Offer a ToT to ensure trainers are well prepared and feel comfortable to give the training. Explain your programme's methodology, inform trainers about the target group characteristics and provide them with any helpful tips and tools.
- Developing a trainer's manual and regular monitoring of the trainers to ensure that they have assimilated the training, as well as periodically offering refresher courses has proven to be useful.
- Recruit trainers with an intrinsic motivation to help young (vulnerable) people become successful entrepreneurs.



EXAMPLES

- Fundación Impulsar from Argentina contracts external trainers who normally work at public universities.
- YQYP in Mexico has a mix of in-house trainers, most of whom have a psychology or sociology background for the like skills training, and external trainers for technical subjects like financial education.
- In Chile, Acción Emprendedora works with volunteer trainers who are students, recent graduates and sometimes specialised consultants with professional experience. They are selected via 1:1 interviews. After a training test, they officially join the programme as trainers and are coached by an experienced trainer during the first training session.



CREATE TRAINING CONTENT



WHAT IS IT?

This includes creating the overall training syllabus, the content to be delivered as well as tools and additional training material to be used throughout the training, such as presentation slides, participatory notes for in-group discussions and group work, handouts etc.



BENEFITS

- A well-designed training syllabus that is adapted to the needs of the target group with practical exercises and useful training material provides young (vulnerable) entrepreneurs with the necessary knowledge, skills and tools to build and grow their business.



CHALLENGES

- Training content must be appropriate for a heterogeneous training group, in which participants have different education backgrounds and experiences with the topic.
- Creating high-quality, engaging training content can be resource intensive as content development requires significant effort, staff experienced in the topic and appropriate teaching methods for the young people.



SOLUTIONS

- Create engaging training content that is practical, dynamic, and diverse. This can include: in-group discussions, group work, videos, articles, presentations, interactive games, test-pitches/sales.
- Include life skills in your training curriculum – either as a standalone session or integrated in the introductory sessions.
- Partner with vocational schools, universities, the private sector or other entrepreneurial support organisations to develop content and/or share training material and tools.
- You do not have to reinvent the wheel. Make use of existing training material, e.g. from ILO (SIYB), WB-IFC (Business Edge), GiZ (CEFE), etc. For instance, the ILO-SIYB Business Game is a useful tool to develop basic business awareness and financial understanding for young students.



EXAMPLES

- Training sessions by the Confecámaras programme are dynamic: They start with key concepts, followed by playful and practical activities. Each session closes with an interactive feedback process to round up the session. Entrepreneurs need to do homework to apply the concepts and tools acquired to their business case.
- Manq'a in Bolivia developed their entrepreneurship training curriculum in collaboration with Perspektiva from Peru. Based on Perspektiva's experience, the organisations customised the training modules to the Bolivian context and Manq'a staff was trained in Perspektiva's training methodology.
- Other organisations such as YQYP in Mexico have created their own curriculum with the support of subject matter experts and based on a sound assessment of what youth need to thrive as entrepreneurs in the specific country context. For example, YQYP conducted a study on cultural practices with a behavioural emphasis to understand the causes that have led to youth's decrease in productive activities in Mexico and other research products that have guided their efforts to create needs-based training content and methods.

PLAN THE TRAINING



WHAT IS IT?

Organisations need to plan the training well. This includes:

- Identify suitable training schedules and locations.
- Coordinate training dates with participants and trainers.
- Invite and follow up with participants.
- Organise venue, catering and equipment
- Print training materials and handouts.



BENEFITS

- Organisations that carefully plan the training can offer high-quality training sessions and ensure smooth training delivery.



CHALLENGES

- It might be difficult to find training times and locations that are suitable for most entrepreneurs as well as trainers.
- Identifying venues that are available for the planned training dates and times and that are suitable for the training, i.e. that allow for a dynamic classroom setting, can be challenging.
- Achieving economies of scale so as to reduce the cost per participant, while ensuring high quality and absorption of the training by all participants.



SOLUTIONS

- A training group size of 15-25 participants is considered to be ideal. Depending on the nature of the training and the level of the participants, a smaller group may be appropriate (e.g. if the topic is of an advanced level) or a larger group can be formed (e.g. if it is a general introduction to a beginner's group).
- Ensure that there is a training coordinator or coordinating team who is responsible for the organisation of venues, catering, printing materials, coordinating trainers, etc.
- Ideally, the training venue should be close to where the participants live and/or easy to reach. If you work with vulnerable youth and travel is required, you may need to consider reimbursing travel costs.
- Take into account the target group's preferences.
- Consider what is the best time of the day/week to deliver the training. In some cases, weekends can work better to fit in with busy weekday schedules.
- Decide if trainings are better offered in smaller sessions and over a longer period of time or in larger blocks and a shorter time frame.



EXAMPLES

- Aliança Empreendedora has realised that the training venue needs to be close to where participants live. This is why they usually collaborate with partner organisations to identify venues in the neighbourhoods they target.
- YBTT employs a Training Support Officer (TSO), whose main role is to assist in the successful implementation of YBTT Training programmes, such as liaising with facilitators and coordinating training sessions.



DELIVER THE TRAINING

Via an integrated training package



WHAT IS IT?

This means developing a fully integrated course that covers all topics deemed necessary by the programme to help participants achieve their goal of becoming successful youth entrepreneurs. The training is offered in combination with other compulsory services, e.g. tutoring, coaching, or mentoring (see chapter on 'Other business support and aftercare services'). Participants are required to take the full service/training package.



CHALLENGES

- A 'one-size-fits-all' approach might not be appealing to the diverse profiles of young entrepreneurs, meaning you might lose potential participants that are looking only for specific training contents and support services.
- It may not be cost-effective if there are other providers in the eco-system that provide a basic training course.



EXAMPLES

- Bolivia's Manq'a School offers an entrepreneurship training course consisting of two modules. The first one focuses on entrepreneurial culture (10 hours) and is mandatory on entry. Once taken, participants must take the second part which focuses on developing a business plan (30 hours). On top of that there is an extra 20 hour course on life skills offered to permanent students.



BENEFITS

Delivering training through an integrated training package ...

- Ensures that all participants receive the same content.
- Is a good choice if your organisation has a clearly defined participant profile.
- Makes it easier to plan and organise the training, and to keep track of participants' progress and overall outcomes of the services.
- Ensures that there is a level playing field and that certain basic knowledge and skills have been developed by the time the follow-up counselling or mentoring starts.
- Can also be a way to assess the level of commitment of the participants and get to know them better.



SOLUTIONS

- Assess the entrepreneurial ecosystem and demographic and socio-economic characteristics of youth in your target area to be informed about the entrepreneurial potential and specific support needs.
- Based on this information, define a clear target audience for your service package and adapt your services to the knowledge and skills needs identified among this target population.
- If other providers already offer basic courses, you can instead focus on offering training modules that build upon the skills already developed in those other training courses.

Via flexible training schedules



WHAT IS IT?

This means developing separate training modules on specific topics that entrepreneurs can take depending on their specific needs and profiles. Organisations might offer coaching or mentoring services alongside the training to complement in-group capacity building with 1:1 support.



BENEFITS

Delivering training through training modules ...

- Is a flexible approach that allows a wider range of entrepreneur profiles to benefit from the programme on a pick-and-choose basis.
- Allows for better catering to specific support needs only to those who need it.



CHALLENGES

- It is time consuming to assess which participants are able to access which training modules and services.
- There is a risk of young entrepreneurs missing out on training content and support that would be helpful for them.
- Delivering training via a flexible training schedule or modules requires more effort in terms of analysing monitoring and evaluation data.



SOLUTIONS

- Pay attention to local contexts and youth profiles when designing your different training modules in order to adapt them to specific support needs.
- Combine the optional training modules with follow-up activities, so that they address the skills that entrepreneurs realise they are lacking at this stage. It is often only after they put their skills into practice that they realise how important they are. The mentors and counsellors can also give feedback.



EXAMPLES

- Youth Business Trinidad & Tobago offers a variety of training courses on specific topics, which last for one or two days. In addition, they offer a 48-hour course for agripreneurs and a 24-hour course called 'Get fit for entrepreneurship'.



Via online platforms

WHAT IS IT?

Organisations set up online platforms where participants can access trainings that are complementary to the classroom trainings. Courses are often modular, interactive and contain video lessons, practical tools and exercises. (See chapter 'Other business support services and aftercare' for more information on online platforms).

BENEFITS

Online training platforms ...

- Are an effective way to complement classroom training for highly motivated participants who are looking for further education materials.
- Can provide interactive tools to participants of classroom training sessions, with which they can practise the lessons learned during the classroom training.
- Can attract online learners to participate in offline training.
- Can be used to teach participants, but also trainers and mentors.
- Allow participants with less time availability to learn at their own speed.

CHALLENGES

- Online training platforms may not be the right tool for youth who lack access to internet or who are not internet-intensive users.
- Online training platforms require significant time and resources to set up and regularly update the platform.
- Online training is not very effective if it is not combined with in-person capacity building.

SOLUTIONS

- Properly research on the online capabilities and behaviour of your entrepreneurs: Do they have access to internet? What devices do they use?
- Adapt content to their type of internet access (mobile or desktop).
- If you do not have sufficient resources to maintain your own platform, partner with existing e-learning platforms for entrepreneurs, such as HP Foundation's HP Life or others.

EXAMPLES

- In Canada, Futurpreneur provides a wide variety of articles, tools, how-to guides and crash courses on starting a business. The material is organised by topic, the platform is easy to navigate and accessible to registered and non-registered users. The platform mainly targets entrepreneurs from Canada.
- Acción Emprendedora from Chile offers online courses, as well as online advisory and mentoring services through its platform Acción Emprendedora Comunidad that can be accessed from desktop and mobile devices. In order to access the services, users need to register.



Overview of key training topics

Topics covered throughout the training vary depending on the target group and the programme's objectives: Organisations that aim to impact a large number of youth tend to offer basic trainings; organisations aiming to impact smaller numbers with specific profiles to create sustainable businesses offer more advanced training content. Trainings usually follow a defined syllabus. However, organisations that offer advanced courses for young entrepreneurs, particularly for those that already run a business and have specific support needs, can be flexible, and can adapt the training content to participants' requests.

The table below shows some of the most common topics that are covered during training sessions, including average time dedication for these sessions as well as some examples of the training materials/tools that are used:

Type of course	Training topics	Guiding question	What does it include?	Average time dedication	Selected examples of training tools the YBI network is using
Basic	Personal and professional orientation	(Why) do you want to be an entrepreneur?	Basic orientation that assesses young peoples' life aspirations and whether they have the necessary motivation to become entrepreneurs.	Spend at least 10% on these topics but no more than 50%.	Life map (Fundación Paraguaya) Empathy Map (Acción Emprendedora/Chile) Personality tests
	Entrepreneurial life skills	What skills do you need to be successful?	Focuses on developing the necessary life skills, entrepreneurial mindset and leadership qualities.		
	Development of a business idea	Is your business idea viable?	Helps identifying and testing business opportunities on a small scale for participants to end up with a viable business idea.	About 20-25%	Design Thinking method SWOT analysis of the business idea Test survey used for potential clients to validate business idea
	Development of a business model	What is your business model?	Takes the business idea further so that it can developed into a full business model.	About 20-25%	Business model canvas Business plan template
	General business management	How can you manage your business?	Focuses on operational aspects of running a business: - production - marketing & sales - resources (e.g. human resources, infrastructure needs, etc.) - financial management (e.g. cash flow management) - general business administration	Up to 70%; with a focus on financial management, which can take up to 30%.	Needs assessment for resources Marketing plan templates

For more practical tools on training, see the [TOOLBOX FOR YOUTH ENTREPRENEURSHIP PROGRAMMES](#).

Type of course	Training topics	Guiding question	What does it include?	Average time dedication	Selected examples of training tools the YBI network is using
Advanced	Strategies on how to access markets	How can your business access existing and new markets?	Focuses on how to target customer segments, define distribution channels, access commercial networks and any other activities to generate revenue in domestic or foreign markets. Usually forms part of business plan development.	10-20%	Market research plan, including areas of investigation, questions and methods. Elevator pitch
	Strategies on how to access finance	How can you identify funds for your business?	Focuses on strategies and tools to raise funds for starting business operations, such as from savings, seed capital, microfinance or traditional loans, investment capital, etc. Usually forms part of business plan development.	Up to 30%	
	Human resources management	How can you identify and manage staff?	Mainly relevant for existing and growing businesses: focuses on legal and operational aspects related to hiring, managing and retaining staff.	10-20%	
	Scaling-up and growth strategies	How can you scale up and grow your business?	Focuses on how to improve an existing business to grow and scale up and/or expand business activities into new markets.	10-20%	
	Sector specific business development topics	How can you improve your business with regards to its specific sector?	Focuses on specialised subjects relevant for specific sectors or business types, e.g. agribusiness, gastronomy, e-commerce, franchising, social business, etc.	10-20%	



HOW TO REDUCE DROPOUT RATES AND FOSTER COMMITMENT AMONGST YOUNG ENTREPRENEURS

While dropout rates vary greatly, some organisations struggle with about 30% of training participants leaving during the course. Reasons for dropout differ but are usually related to entrepreneurs' lack of motivation, relevance and quality of training content, low satisfaction rate with trainers, conflicting training schedules or other personal issues.

Measures taken by YBI members include:

Ensure training participants have been carefully selected: Organisations that do not have a strict selection process in place encounter higher dropout rates, as some participants discover only after the first training sessions that the programme is not right for them.

Develop strong relationships between training participants and facilitators: Young entrepreneurs need a safe space to share their ideas and doubts; they need to feel welcome and valued. Facilitators who create personal bonds with participants and listen to feedback and complaints or simply personal or professional challenges can cause lower dropout rates.

Constantly gather feedback from participants: By regularly collecting information from participants about their satisfaction with the trainings, organisations are able to adapt the training content and delivery methods to entrepreneurs' requirements.

Allow for a flexible training schedule: Young people have other activities in parallel with a training programme, e.g. university courses, part- or full-time jobs, family commitments. Hence, programmes that are flexible enough to adapt to their schedules can retain more participants.

Charge a small fee for training participation: Some members have experienced that asking for a small fee develops a stronger sense of commitment with the programme. The fees need to be low so that their vulnerable young entrepreneurs can afford them or can also be paid back after entrepreneurs have finalised the training. The fees can also be pooled to use as an award for the most disciplined participant(s) or for the business plan award, if that is foreseen.

Offer a certificate and/or prize: Provide participants with the opportunity to receive a course certificate if they attend at least 80% of the sessions. Some programmes also run a contest at the end of the training and award a prize to one or more participants, e.g. a free coaching session, small grant.

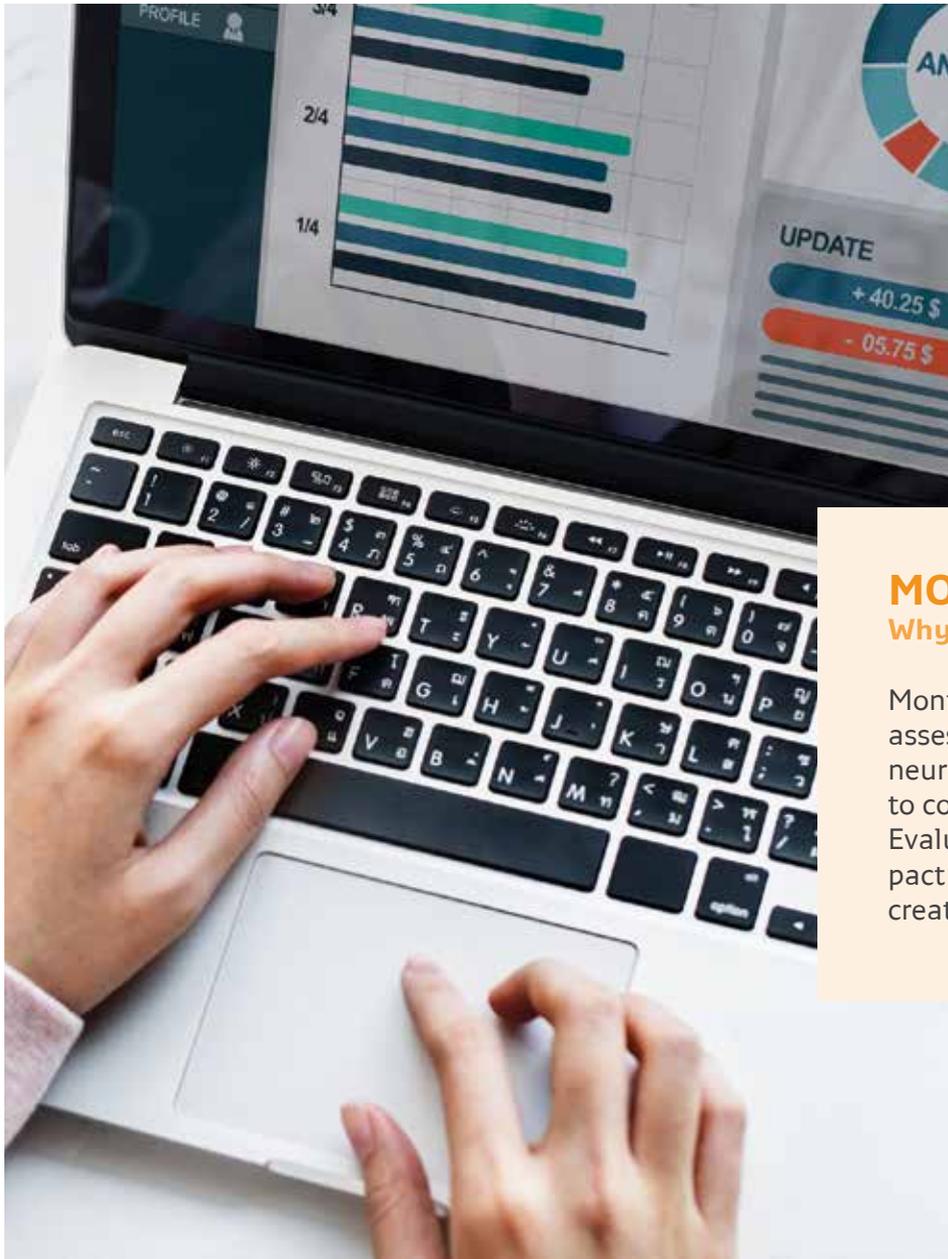
Integrate entrepreneurship: Training in other organisations' training courses: In some cases, YBI members have made their entrepreneurship trainings part of technical or vocational training courses of other organisations, which has helped to lower dropout rates significantly.



HOW TO BUILD SOLID AND MEANINGFUL PARTNERSHIPS

How can I collaborate with partners for training activities?

Partnering with other organisations can be of tremendous help when implementing entrepreneurial training programmes. Local governments, community centres, vocational schools or universities can provide the physical space to deliver trainings. Vocational schools, universities, other entrepreneurial support organisations or the private sector can provide trainers (or train your trainers) in specific subjects that may be of interest to your young entrepreneurs. They can also be good partners for integrating your basic entrepreneurship courses into their training curricula. Some YBI members rely entirely on other training centres and support organisations and outsource parts of their training curriculum completely. Lastly, tech companies can become good partners for providing e-learning modules or specific trainings on IT for small businesses.



MONITORING & EVALUATION

Why should I pay attention to M&E at this stage?

Monitoring and evaluating training activities help organisations assess which courses or modules are the most helpful for entrepreneurs. They also enable a better understanding of why people fail to complete training programmes and what can be done to fix this. Evaluation of trainings provides important information on the impact you create with this service: does it really help young people to create their businesses? If not, what do you need to change?

M&E

How can I monitor and evaluate training activities?

WHAT YOU WANT TO KNOW	WHAT INDICATORS YOU CAN APPLY	TOOLS & APPROACHES
How cost-efficient is the training programme?	#1: Number of training participants #2: Cost of training per capita	Dividing the overall costs for training by the number of training participants can provide insightful information about the cost efficiency of the training per participant and if the costs per capita correspond to the impact the organisation wants to achieve.
How committed are young entrepreneurs to the training? Attendance rate	#3: Training attendance rate #4: No. of drop-outs from training courses #5: Analysis of reasons for dropout of training	The training attendance rate indicates how committed the training participants are. Usually this is captured manually via attendance sheets and is tracked via an excel file or an advanced monitoring system. The dropout rate can be measured by keeping track of participants leaving the training divided by number of overall training participants. Additionally, you can survey participants that drop out of the training programme to find out why they decided to leave. This information will help you to develop measures to prevent or minimise such occurrences.
Have participants acquired the expected knowledge and skills to become entrepreneurs?	#6: No. of participants stating they feel well prepared to start a business	Use a training evaluation sheet (online survey or offline questionnaire) to assess whether learning goals are being met. You can do this by simply asking participants if they think they have learned enough to start their entrepreneurial project, or by including some technical questions that give information about the level of knowledge and skills gained.
Does the training course comply with the expectations of the participants?	#7: Level of satisfaction of training participants	Use a training evaluation sheet to measure participants' satisfaction. This can include a quantitative assessment of the training as well as qualitative questions that allow entrepreneurs to comment on what they liked about the course, what they did not like, and where they see opportunities for improvement.
What is the impact of the training course on participants?	#8: No. of young people who started and/or grew a business	This indicator measures the impact of training on business creation via post-training surveys and follow-ups by the organisation. The time elapsed to collect such information must be long enough to allow for the effects of the training to take place, and need to be coordinated with M&E activities for other services, such as mentoring. It can be implemented periodically after six months or indeed one, two and three years or longer. You can use (online) surveys, phone calls to collect the data or through visiting the entrepreneurs themselves.



CASE STUDIES



Collaborating with partners to enhance business plan training for young entrepreneurs in El Alto, Bolivia



It is common practice to have several organisations offering entrepreneurship services to young people in the same area. This is the case in El Alto, Bolivia, where Manq'a cooking schools operate. Manq'a is a project of cooking schools implemented by ICCO Cooperación that seeks to generate life opportunities for young Bolivians by supporting young entrepreneurs in the healthy gastronomy and hospitality sectors.

ICCO-Manq'a believes that instead of working in isolation, where each organisation is focused on their own targets and indicators, they can set up partnerships between youth entrepreneurship programmes to limit the duplication of efforts and complement services that each partner may be lacking. This is why they have established partnerships with other organisations such as Eqwip Hubs. Eqwip Hubs is a platform created by Canada World Youth (CWY) and Youth Challenge International (YCI) which provides services to young entrepreneurs in six countries around the world, including Bolivia. Annually, Eqwip Hubs trains 300 young people in the area of entrepreneurship, applying the EDC (Education Development Center) methodology. To be able to become beneficiaries of their innovation seed capital fund, the participants must complete a business plan; how-

ever, Eqwip Hubs is not providing orientation for that and their entrepreneurs were lacking training in this important aspect.

ICCO-Manq'a carried out an analysis together with Eqwip Hubs and identified that they have various similarities and could complement each other's programmes to enhance impact. Most importantly, they have similar selection criteria for participants and work for vulnerable youth in the same age group. These similarities and common objectives enabled the establishment of a mutual cooperation partnership between the programmes. They have established an agreement between both entities so that Eqwip Hubs participants receive training in entrepreneurship from IC-CO-Manq'a. Participants receive specific trainings in two major areas: (1) business planning and (2) finance and marketing. The duration of the training for the whole program is one week.

The participants that then finish the training with a robust and feasible business plan will participate in Eqwip Hubs' innovation seed capital fund and will remain with IC-CO-Manq'a entrepreneurship programme to receive coaching and mentoring for their entrepreneurial venture.





CASE STUDIES

Conceiving a training programme to enhance life skills in young entrepreneurs - The case of Empréndelo, Confecámaras Colombia

Empréndelo is the youth entrepreneurship programme developed by Confecámaras in Colombia in collaboration with ten regional chambers of commerce. In their training, they give priority to life skills as a core component of the programme. Their programme focuses on seven key life skills that need to be developed or further strengthened among young entrepreneurs. These skills are initially evaluated in the self-diagnosis test that each participant has to fill in during selection, and are then worked on during the life skills training sessions, which are the initial part of the training. The training lasts for 12 hours, distributed in four weekly sessions of three hours each. Depending on the results from the self-diagnosis test, the trainers are able to anticipate in which areas the group needs more support and on which issues to place more emphasis.

The seven life skills defined by Empréndelo are:



The self: getting to know your innate abilities and gifts, in the mental, emotional and spiritual self. Being able to use your strengths effectively and looking for ways to compensate your weaknesses. Making wise decisions by being aware that you fit some situations better than others. In this way, you can deliver your maximum potential.



Systemic thought: Attitude of the human being, which is based on the perception of the real world, understanding, planning and taking action.





Innovation and creativity: the capacity to create new and dynamic elements or to solve problems in environments where resources or instruments are scarce and limited, and where the mental potential must be used to reach adequate solutions.



Perceptual capacity: the capacity to understand the surrounding environment in an economic, social, and demographic sense, customer behaviour, and financial aspects, among others. Ease to leave your comfort zone and the ability to associate different information and turn it into a business opportunity.



Market orientation: Identifying a way to provide greater satisfaction to consumers in order to achieve the business objectives more efficiently. It is a combination of strategy and marketing.



Leadership: The ability to persuade a team that their ideas can come to fruition. One of the most important qualities of a leader is being able to convince a good number of people that what they advocate is valid. Being able to discover the capabilities of the people under their leadership and to apply these capabilities to meet objectives. Being aware of your strengths and knowing how to exploit them in the best way to obtain entrepreneurial benefits.



Achievement orientation: the ability to establish demanding business and personal objectives; being able to assume the risks inherent in new opportunities, find solutions, and express nonconformity in a positive way; maintaining a desire to excel as a person, as an entrepreneur and as a member of society.

All of the trainers were initially trained by Confecámaras to transfer the methodology and build local capacity in each of the ten regions where the programme operates. Approximately 230 advisors have been convened to date and have participated in knowledge transfer workshops for around 20 hours, for three days. Participants were trained in the methodology, and also in pedagogy, divergent thinking, as well as in dynamic and playful techniques for training. In addition, each trainer is given a trainer's manual that guides them through each one of the sessions and explains the contents and activities suggested for each of the seven life skills.



3.1.3 MENTORING

Mentoring is a common support service of youth entrepreneurship programmes that is offered only upon completion of training and only to selected young entrepreneurs who have decided to start or grow their business. Experience from the YBI network and other entrepreneurship programmes proves that mentoring has a positive impact on the entrepreneur's journey and the success of the business¹⁶. According to YBI research, 37% of young entrepreneurs globally consider that their mentor is more influential than money in the success of their business¹⁷.



Definition

Mentoring as YBI defines it means a personalised support to help young entrepreneurs develop their abilities and insights as they start and grow their own business. It refers to a long-term relationship in which an experienced business person ('the mentor') supports an entrepreneur ('the mentee') to create and/or grow his/her business by sharing experiences, lessons learned and successful strategies, as well as by giving moral support during the entrepreneurial journey. Mentoring is about creating an equal relationship where the mentor helps the mentee to take decisions by him or herself. Mentoring is most effective when it allows for a mutual and reciprocal learning experience. As well as the development of the mentee, this process also offers the chance for the mentor to enrich themselves through developing new leadership and training skills and learning about new business ideas and strategies through the time spent with each young entrepreneur.

The ideal mentor profile:

- Combines technical and soft skills.
- Ready to share information, knowledge and experiences on a voluntary basis.
- Open-minded, empathetic, and patient.
- Careful and attentive listener.
- Honest, responsible, and accountable.
- Proactive, with good character, leadership and credibility.
- Experienced in business or entrepreneurship issues.



Key benefits

A good mentoring programme helps to:

- Significantly increase the likelihood of having young people succeed in business.
- Provide guidance in areas outside of the young entrepreneur's expertise.
- Give your beneficiaries the opportunity to develop a bond of trust with a person to support him/her in situations of success, failure or doubt.
- Develop young entrepreneurs' self-confidence and self-reliance.
- Create access to relevant contacts in the mentor's network.

¹⁶ See chapter 5 for relevant studies on the role and importance of mentors for (young entrepreneurs).

¹⁷ YBI & EY (2016). Supporting Young Entrepreneurs: What Works? Available at: <https://www.youthbusiness.org/wp-content/uploads/2016/12/YBI-Learning-Review-web-version.pdf>

Key aspects to consider

<p>WHICH ENTREPRENEURS SHOULD RECEIVE MENTORING?</p>	<p>Usually mentoring is offered to entrepreneurs with an approved and solid business plan or who already have a business running, either in the early phase of starting the business or after having made their first sales. Also, entrepreneurs who receive some form of financing require a mentor to ensure proper use of funds. Identifying and carefully selecting those entrepreneurs with a sincere interest in creating and growing their business is key for any successful mentoring programme.</p>
<p>WHAT TYPE OF MENTORING CAN MY ORGANISATION OFFER?</p>	<p>General good practice is the implementation of 1:1 mentoring as a person-to-person learning relationship that aims to develop trust and support between mentor and mentees. However, due to limited organisational capacity to deliver individual mentoring, or perhaps the presence of significant challenges to build up a network of mentors, organisations may think about group mentoring. This takes less time and effort to organise and includes in-person sessions where one or several business people are invited to meet with a group of young entrepreneurs to share their experiences and answer questions. Another option that is especially helpful if entrepreneurs and (qualified) mentors are located in different regions of the country is online mentoring. Mentors and mentees can easily connect via online media. If possible, organisations that offer online mentoring still aim to facilitate at least two in-person meetings – usually the first and the last one – between mentor and mentee.</p>
<p>WHO ARE MENTORS?</p>	<p>Organisations usually define the mentor profiles they want to select based on their entrepreneurs’ profiles and support needs. Characteristics and requirements as outlined in the box ‘The ideal mentor profile’ can serve as a helpful indication to identify the right mentors for your entrepreneurs. Key questions to take into consideration are: Which sector-specific and technical experience is needed? Where are they located geographically? Do you need to pay attention to gender, age, and ethnicity? Which soft skills are important?</p>
<p>HOW CAN I IDENTIFY APPROPRIATE MENTORS?</p>	<p>Organisations use their professional and personal networks to identify possible mentors. They approach specific partner organisations, such as chambers of commerce and business schools. Corporate partners with CSR programmes are also interesting options. Evaluate what option could be the most promising depending on your local context. In some countries, the concept of mentoring is not well-known, or the voluntary mentoring work is not so common. Organisations need to find the best approach to match with the local culture. Good communication within and amongst networks and relevant stakeholders is key to success.</p>
<p>FOR HOW LONG SHOULD MENTORING BE PROVIDED?</p>	<p>Mentoring relationships can last between three months and two to three years, although mentoring support of one year is most common in the YBI network. The frequency of meetings is flexible as it depends on the entrepreneurs’ and the mentors’ agendas. However, it is recommended to meet once per month for two to three hours. Additional follow-up via email or phone might be needed.</p>
<p>WHO IN MY ORGANISATION WILL BE RESPONSIBLE?</p>	<p>Organisations aim to have at least one full-time mentoring manager. The mentoring manager is not simply an admin person, but the face of the programme and responsible for coordinating all important activities, as well as for building and maintaining a community of motivated and highly qualified (volunteer) mentors. In bigger programmes, organisations often have several staff members assigned to mentoring management, as the programme’s success depends on good coordination. Some mentoring programmes have failed in the past for example, because the only mentoring manager left the organisation and the other staff did not have the necessary knowledge to take over.</p>



HOW CAN I START A MENTORING PROGRAMME?

A good mentoring programme is a structured process and needs to be well planned. Consider that it will take at least four months to plan and prepare activities and then an additional two months to recruit the first mentors. At the programme design stage, it is important that the design and implementation approach is discussed at length between the project delivery team and the senior management team, and that there is buy-in from the whole organisation to start offering this service. The strategic aims and objectives need to be clearly stated, and the organisation needs to develop a common understanding of what it wants to achieve with the mentoring programme.

If you set up a new mentoring programme or want to make large scale changes to an existing one, it is important that you start small and run a first pilot with a maximum of 25 pairs of mentors and mentees, learn from the process, and then scale up.

YBI has defined eight stages for the successful implementation of a mentoring programme that has proven successful throughout the network.



Who does what? - Mentoring activities of some YBI members

Organisation	1:1 mentoring in place	Group mentoring in place	Mentoring not started yet but planned	Organisation has a mentoring coordinator	Approximate duration of mentoring services	Approximate frequency and duration of meetings
Argentina – Fundación Impulsar	✓	×	×	✓	1 year min	2-3 hrs per month
Barbados – Barbados Youth Business Trust	✓	✓	×	✓	1-2 years	Defined by mentor & mentee
Bolivia – Manq’a	✓	✓	×	✓		
Brazil - Aliança Empreendedora	✓	✓	×	✓	6 –12 months	At least 1 hrs per month
Canada - Futurpreneur	✓	×	×	✓	2 years	4-5 hrs per month
Chile - Acción Emprendedora	✓	×	×	✓		1-2 hrs per month
Colombia - Empréndelo	✓	✓	✓	✓	3 months	2 hrs per month
France – Positive Planet	×	×	✓	×	Defined by mentor & mentee	
Jamaica – Jamaica Youth Business Trust	✓	×	✓	✓	1 year min	2-3 hrs per week
Mexico – Yo Quiero Yo Puedo	✓	×	×	✓	1 year min	2-3 hrs per month
Paraguay – Fundación Paraguaya	✓	×	×	✓		
Peru – Perspektiva	✓	✓	×	×	1 year	2 hrs per month
Trinidad and Tobago – Youth Business Trinidad and Tobago	✓	×	×	✓	1 year min	3 hrs per month
Tunisia – Enda Inter-Arabe	✓	×	×	✓	Defined by mentor & mentee	



Mentoring: Best practices and lessons learned from the YBI network

MENTORING ACTIVITIES

The following mentoring activities are most commonly used within the YBI network:



RECRUIT MENTORS & REGISTER ENTREPRENEURS ('MENTEES')



WHAT IS IT?

Recruitment of mentors refers to the outreach activities that inform and attract potential mentors. Outreach can be conducted through online media, i.e. website, social media and email, as well as offline such as through personal meetings and presentation at events. Basic information on possible mentor candidates can be collected through a registration form to screen for the most suitable ones and inquire about their motivation.



BENEFITS

- Targeted outreach enables organisations to build up a pool of registered mentor candidates with the desired profiles.
- Helps to make the case for (volunteer) mentoring and build a positive image of mentoring, especially in countries where the concept is not well-known.



CHALLENGES

- Identifying suitable candidates that are willing to dedicate sufficient time on a voluntary basis can be challenging, as business people sometimes lack flexibility.
- In some country contexts, the concept of voluntarily sharing business experience is not commonly accepted.



SOLUTIONS

- Define well which profiles you are looking for and through which outreach channels these profiles can be found.
- Prepare appealing communication material that clearly explains your vision and goals as well as the benefits of the mentoring programme, both for the mentor and the mentee, especially in countries where the concept is not well-known.
- Make use of testimonials of successful mentoring experiences. If none are available yet in your local context, look for experiences from other organisations.
- Use (online) registration forms to have candidates sign up for the mentorship programme. Ask for contact information as well as basic personal information, such as age, gender, business sector, years of professional experience, and the candidate's motivation for becoming a mentor.
- Graduated participants (alumni) of your own programme may be very able to become mentors after a while, with the added advantage that they have hands-on experience in the programme.
- Reward mentors in-kind by organising get-togethers over lunch or dinner, by selecting the best mentor periodically and giving an award, by publicly recognising the work of your mentors, etc.



EXAMPLES

- Acción Emprendedora (AE) in Chile holds a public call for mentors on social media and through partner organisations/private sector. They also organise events where they explain what mentoring means and distribute materials, such as brochures with key information about the programme. Candidates have to apply by filling in a form. AE evaluates the profile according to a set of criteria, such as which organisation they come from, professional background, availability, preferences (for example, in terms of gender or sector), and if mentoring can be done online or offline. They also ask for contact data to follow up with the candidates.



SCREEN & SELECT BOTH MENTORS & MENTEES



WHAT IS IT?

Screening and selection is one of the most important processes of the mentoring programme.

FOR MENTORS

It includes all activities that are needed to filter out suitable candidates from the pool of mentor applicants and identify the ones that are best for the programme. This means to review CVs and conduct personal interviews. Some organisations also use informational events to get a first impression of candidates, and then invite the most promising ones to 1:1 interviews.

FOR ENTREPRENEURS/MENTEES:

This activity also includes establishing criteria for entrepreneurs to be eligible for mentoring services, e.g. having a sound business plan developed and being ready to start the business. Organisations that provide access to finance usually make mentoring compulsory for those entrepreneurs that want to receive a grant or loan.



BENEFITS

FOR MENTORS:

- Ensure alignment of the mentors with the goals and commitments of the mentoring programme.
- Opportunity to evaluate mentors' technical and soft skills.
- Opportunity to ask future mentors what would help them to feel good in the programme in order to take measures to keep them motivated.

FOR ENTREPRENEURS/MENTEES:

- Careful selection of entrepreneurs helps to ensure that they are in the right entrepreneurial stage to be ready for a mentor, and that they have a positive attitude and commitment towards mentoring.



CHALLENGES

FOR MENTORS:

- If the number of applications is low, organisations might accept candidates that do not fulfil all criteria, which can compromise the programme.
- Candidates that are rejected might develop negative feelings towards the organisation, which can risk the relationship with important stakeholders.

FOR ENTREPRENEURS/MENTEES:

- If mentoring is imposed as a compulsory service by the organisation, entrepreneurs might not value the mentoring service.
- Entrepreneurs might perceive mentoring as an intrusion into their project.
- Young entrepreneurs might not invest as much time and resources as needed to enjoy the advantages a mentor can bring to the business and might lack motivation, commitment and engagement.



SOLUTIONS

FOR MENTORS:

- Use a mentor assessment form in order to assess the abilities of the applicants.
- Closely observe the applicants during their interviews and look out for specific character and personality traits that could either hinder or help the mentoring programme.
- Do not prioritise quantity over quality. If you are unsure about a candidate, it is recommended to not allow them access to the programme.
- If any candidates are rejected, write a friendly letter/email explaining the reasons for your decision. You can also evaluate whether you can offer any other engagement with the programme, for example, as a subject matter expert, coach, or trainer.

FOR ENTREPRENEURS/MENTEES:

- Good communication is key. Both mentor and mentee candidates need to be clear about the benefits of mentoring and their roles and responsibilities during the mentoring process.
- Conduct interviews for mentee selection. Besides evaluating interest and commitment, this will also help to identify the support needs of the entrepreneur.



EXAMPLES

- In Jamaica, JYBT provides an introductory orientation session about expectations and requirements as well as an brochure on mentorship. To apply, mentors need to submit their CV and fill in a 'Mentor Skills and Inventory Form'. They might then be invited for interviews.
- In Brazil, Aliança Empreendedora's training facilitators promote mentoring among entrepreneurs by explaining what mentoring means and how it can help them to realise their projects.
- Fundación Impulsar from Argentina selects entrepreneurs for mentoring via an interview that is done by an evaluation committee. In the interview they check that the entrepreneur has an approved and sustainable business plan and a good attitude towards mentoring. A good mentee must be receptive to constructive feedback and be willing to struggle, fail and get up again.



TRAIN MENTORS & MENTEES



WHAT IS IT?

Mentors and entrepreneurs receive mandatory but separate capacity building workshops in order to learn what mentoring means, and what their roles and commitments as mentors / mentees are.

FOR MENTORS

These trainings can be conducted in person or online and usually take three to five hours. They often involve participative methods and exercises to evaluate the individual's group interactions, character and skills. This is valuable information for the match-making process.

FOR ENTREPRENEURS/MENTEES:

YBI has developed a three-hour workshop for mentees, but some organisations conduct longer trainings of up to three days. Trainings cover the mentoring concept, the process, the expected behaviour, the potential challenges and the coping strategies. They also use interactive exercises and group work, role-plays and case studies. While these trainings are usually provided in person, some organisations also offer self-paced online courses and webinars.



BENEFITS

FOR MENTORS:

- Helps to prepare mentors for the challenges and disappointments faced when mentees have too high expectations or do not live up to the expectations of the mentor.
- Makes it clear to the mentor what is expected from him/her and what is not.
- Enables an in-depth evaluation of the professional abilities but also of the interpersonal skills needed to guide a young entrepreneur, as well as the time a candidate has available to dedicate to mentoring.

FOR ENTREPRENEURS/MENTEES:

- Opportunity to evaluate mentees' support needs, character and attitudes.
- Create realistic expectations about the mentoring process and its benefits.
- Provide mentees with skills and confidence to be proactive in the mentoring relationship.
- Foster a stronger commitment with the programme.



CHALLENGES

FOR MENTORS:

- Business people might not have time available to attend mentoring training, or might be unwilling to receive training, as they are already experienced.

FOR ENTREPRENEURS/MENTEES:

- Entrepreneurs might be passive and not participate actively in the training activities.



SOLUTIONS

FOR MENTORS:

- Adapt to the mentors' circumstances, e.g. by delivering the training at the workplace or online. Also you might have to adjust the mentoring training duration.
- If the name 'training' generates a negative reaction among business people, be creative and adjust the way you frame it, e.g. orientation workshop.
- Award participants with a certificate.
- Deliver manuals for mentors with helpful guidance and tools.

FOR ENTREPRENEURS/MENTEES:

- Have experienced facilitators that make the training informative and fun.
- Inviting former mentees and mentors to the training can help to motivate training participants and gives them the opportunity to ask questions.
- While doing group work or role-plays, observe participants' behaviour and take notes. It will help you later in the matchmaking process.
- Award participants with a certificate.
- Deliver manuals for mentees with helpful guidance and tools.



EXAMPLES

- Fundación Paraguaya provides an initial workshop of about 3 hours, one for mentors and one for entrepreneurs, where mentoring is explained. A manual (one for each training) is handed out with helpful guidance and tools.
- Aliança Empreendedora implements an online training (4 hours) with mentors to explain what mentoring means, what their role as mentors is and what kind of profiles of entrepreneurs they will be working with.
- Futurpreneur Canada offers online orientation and resources on the role of a mentor and in addition provides webinars and crash courses for mentors.
- Acción Empreendedora in Chile delivers two-day trainings for the entrepreneurs, facilitated by the mentoring manager or by experienced mentors. The topics covered during these training are: 'what is mentoring?', benefits of the mentoring programme, phases of the mentoring processes, roles and responsibilities, support available within the organisation, process to end the mentoring relationship and what happens next.



MATCH MENTORS WITH MENTEES



WHAT IS IT?

Matchmaking is a detailed process that helps to identify compatibility between the mentor and the mentee. The goal is to select the right mentor for the right entrepreneurs. This involves evaluating CVs, support needs of the entrepreneur, skills and experiences of the mentor, as well as character traits of both the mentor and the mentee.

Once the mentoring coordinator has identified possible matches, it is best practice to arrange a first meeting with mentor, mentee and the mentoring coordinator to see if the match is happy with the selection.



BENEFITS

- A good matching is the basis for a successful mentoring relationship and ensures that the mentors' skills and knowledge perfectly matches the entrepreneurs' needs.



CHALLENGES

- Matchmaking is a time consuming process for organisations; more often than not it needs to be done manually.
- It can be challenging to find the right match which takes into account the professional and personal relationship that may be required, the specific support needs of the mentee and the skills of the mentor.



SOLUTIONS

- Have dedicated staff that can coordinate the entire matchmaking as well as mentoring process.
- Paying attention to soft skills and personality traits is key for a good match. Matching is more of an art than a science; it needs gut feeling and experience. You will always experience a learning curve in the process.
- If mentor and mentee agree to the matchmaking after the first meeting, have them sign an agreement that confirms their commitment.



EXAMPLES

- At BYBT, the matching process first looks into the needs of entrepreneurs and the abilities and capacities/expertise of the mentors. Matching also depends on geographic and agenda preferences. The organisation shares the mentor and mentee profiles with each other and organises a meeting to see if personalities match. The BYBT mentoring coordinator participates in this first meeting.
- Fundación Impulsar emphasises personal aspects, such as motivation, expertise, soft skills and communication skills, rather than the technical skills. The mentor is notified via email and a profile of the entrepreneur is sent. A meeting is organised between the mentor, the entrepreneur, and one member of Fundación Impulsar.

DELIVER MENTORING



WHAT IS IT?

Mentoring is usually delivered face-to-face. Texting, phone calls and digital tools offer convenient options for follow-ups. Good communication, trust and respect are key elements for mentor-mentee relationships to work.

It is essential for organisations to have a mentoring manager/coordinator at the organisational level, who can provide support in the process and who follows up periodically to see if the relationship is working well. It is also recommended to have at least one full-time staff member dedicated to this task, but best practice is to have more than one person involved so that the mentoring programme runs smoothly, in case the manager is sick or leaves the organisation for some reason.



BENEFITS

- The mentoring coordinator is a point of contact for mentors and mentees. He/she helps with any questions or problems that might arise during the relationship.
- Regularly following up with mentors and mentees and having them engage in activities, e.g. events during the process, strengthens commitment with the program.



CHALLENGES

- The relationship between mentors and mentees can break because of lack of timing, workload, geographical distance, incompatibilities of personality, or a lack of motivation.
- Management of mentoring has been highlighted as a challenge for small organisations, as they do not have enough capacity to manage the whole process.



EXAMPLES

- Fundación Paraguaya just started to use an app to connect mentors and entrepreneurs, which might become a far-reaching networking tool. The app is especially helpful for those who do not have or want to use WhatsApp. The app provides information on the user profile, latest news, relevant best practices, FAQs, and access to a forum.
- To motivate mentors, Perspektiva from Peru organises periodic meetings with the mentors and invites them for dinners and similar events. They also invite them to the regional meetings of the programme.



SOLUTIONS

- In the first meeting, the mentoring coordinator can assist mentor and mentee to clearly define objectives and develop a plan for the relationship.
- Allow some flexibility regarding schedules of meetings so that mentors do not feel under pressure and drop out.
- Execute regular check-ins to identify at an early stage if the relationship is working and both mentor and mentee are fulfilling their roles and responsibilities.
- Promote the use of digital tools such as WhatsApp, email, and Skype. Create tools that facilitate communication and information sharing with mentors and mentees.
- Consolidate a network of mentors by rewarding them and giving them recognition (not necessarily financially), such as good feedback or certificates of participation.



EXIT



WHAT IS IT?

Exiting the mentoring refers to a structured way to end the relationship between mentor and mentee. This is usually done through a final meeting between the mentor, the mentee and the mentoring coordinator to review and discuss how the relationship went, what the achievements were and what all parties have learned in the process.

Some organisations also organise thank you events to give recognition to the mentors and award them with a certificate.



BENEFITS

- Helps to assess whether a relationship really has come to a close or if more support is needed.
- Ensures that mentors and mentees part on good terms, which contributes to the long-term benefit of the experience.
- Gives credibility and a good reputation to the mentoring programme.
- Provides an opportunity to retain mentors.
- Creates an opportunity to collect data for the evaluation of the mentoring.



CHALLENGES

- Time-intensive process, especially for small organisations.
- In a face-to-face situation, mentors and mentees might not openly express any dissatisfaction with the relationship.



SOLUTIONS

- Create a safe space for both the mentor and the mentee to express themselves openly by stressing the benefits of having an honest conversation about what might not have worked well.
- In addition to the personal meeting, request a short report from mentor and mentee independently or send out a short survey to assess the relationship.

For more practical tools on mentoring, see the [TOOLBOX FOR YOUTH ENTREPRENEURSHIP PROGRAMMES](#).



How to engage and retain mentors

Organisations that start with a mentoring programme often find it challenging to recruit mentors and to keep them engaged with the programme. In particular, especially when using YBI's mentoring methodology, keeping volunteer mentors motivated and productive needs to be integral to your mentoring strategy and planning from the outset. It is important that mentors feel part of the community. Failing to motivate your mentors may lead to challenges with retention, demotivation, under performance and bad publicity. Recognition of their contribution is key!

To make it work, first find out what is motivating mentors to participate in the programme, and what they need to make them feel good. You can do that already at the registration step via the registration form or later in 1:1 interviews. Then, identify suitable motivation techniques. Here are some examples:

Give mentors public recognition through your communication channels, e.g. newsletter, social media, blog or media articles

Hand out certificates to mentors for participation in trainings and after a mentoring relationship has come to a close. You can also organise a mentor's award event for this

Organise regular networking meetings, e.g. breakfast/ coffee meetings, afterwork get-togethers, or an annual mentor's conference



PARTNERSHIPS

How can I collaborate with partners for mentoring activities?

Partners can be very helpful for the identification and recruitment of mentors. In addition to using personal and institutional networks, organisations can create partnerships with local and regional business organisations, business schools or even international corporations to identify mentors. Mentoring youth entrepreneurs offers businesses a way to engage and retain their employees that value volunteerism and community work.

Partnering can help to:

Get access to
qualified volunteer
mentors

Speed-up the
recruitment process

Have companies
offer their own
employees as
mentors

Create a network of
organisations and private
businesses for recruitment and
referral of potential mentors

Your organisation can encourage partners through recognising their work via activities such as communication and PR, networking possibilities with your other partners and sponsors, or recognition at public events.

MONITORING & EVALUATING MENTORING ACTIVITIES

Why should i pay attention to m&e at this stage?

M&E for mentoring can be challenging, as it is not only about collecting quantitative information on technical results, but also about evaluating a human relationship, which is very subjective in nature. However, good monitoring from the beginning allows you to determine whether the relationship is working successfully and to take immediate measures if challenges are identified. It also enables your organisation to learn in the process and thus to continually improve your service. Evaluation gives important information about the overall success and impact of the mentoring programme. Usually, organisations request reports both from the mentor and the mentee after each meeting, and then conduct short surveys in the middle and at the end of the mentoring relationship to evaluate mentors' and mentees' satisfaction as well as longer term results of the mentoring relationship.

Organisations need to be careful not to overload mentors and mentees with too much data collection. When planning your M&E strategy you need to think about what your information needs are, including the requirements from any donor organisations. Then, think what information you need to collect as a minimum to meet the requirements. Also keep in mind the purpose of the mentoring strategy and what could be its expected outcomes. Based on these criteria you can identify the tools and approaches that best serve your M&E needs.

M&E INDICATORS

How can I monitor and evaluate outreach and selection activities?

WHAT YOU WANT TO KNOW	WHAT INDICATORS YOU CAN APPLY	TOOLS & APPROACHES
How successful is my mentoring recruitment?	#1: Number of outreach activities implemented (per channel) #2: Number of mentor candidates that submitted applications #3: Number of entrepreneurs eligible for mentoring	Collecting information on these indicators is mostly a manual process in which the person responsible for recruitment, selection and training will fill in the respective numbers into the data collection format the organisation uses – usually either Excel tables or a more sophisticated software. If you use an online application form for mentors, this part can be automated. Knowing the number of eligible entrepreneurs (and what their support needs are) allows you to better plan the mentor recruitment.
How successful is my mentoring training?	#4: Number of trained mentors #5: Number of trained mentees #6: Satisfaction level of mentors and mentees with the training	Numbers on training participants are collected manually. The satisfaction level can be assessed by the distribution of a short training evaluation sheet at the end of the training session. Participants can rate the quality of the training on a scale and also leave comments on what they liked, what they disliked, and their recommendations for improvement. You can also ask whether mentors and mentees feel well-prepared for the mentoring relationship after the training.
Overall participation in mentoring service	#7: Number of mentors selected #8: Number of entrepreneurs selected #9: Number of matches between mentors and entrepreneurs	This data also needs to be collected manually by the mentoring coordinator.
Periodic information about the entrepreneur and mentor relationship	#10: Number of matches still working (and drop out ratio) #11: Satisfaction rate of mentor and mentee with the mentoring relationship #12: Advancement of the entrepreneurs' business implementation.	The mentoring coordinator or other dedicated staff can do light check-ins periodically via email, phone calls or personal meetings. In addition, request simple but meaningful reports from mentors and mentees. The drop out ratio can be calculated by dividing the number of break-ups of matches by the overall number of matches made. This also allows you to know the percentage of successful matches.
Evaluate the outcome of mentoring after completion	#13: Number of mentees with businesses created/ businesses improved through mentoring #14: Number of businesses still running after 1, 2 and 3 years (or longer) #15: Key metrics on business growth, e.g. annual turnover/sales, number of staff	Implement a mentoring completion survey with the mentor and the mentee. This can be done as an online survey or via phone calls or in-person visits to the mentor and the mentee. Include indicators to measure the technical results (the entrepreneurs' business metrics) as well as the relationship evolution. In addition, ask questions about the mentoring process: what was good, what did not work well, and suggestions for improvement. To know whether mentoring helped to create sustainable businesses, it is advisable to follow up with the entrepreneurs at least once a year for the following three years to see if their businesses are still operating and also to collect data on key business metrics that show the evolution of business growth. This can be done via online survey, phone calls or in-person visits to the young entrepreneurs. Be careful to coordinate this activity with the evaluation of trainings, as there can be an overlap of results if entrepreneurs have received both training and mentoring.



CASE STUDY

The Mentor-Mentee Mixer, a speed dating type event organised by Youth Business Trinidad & Tobago (YBTT)

Matching mentors and mentees in YBTT is done by the Mentorship Programme Coordinator (MPC) who, in the past would take up to two weeks to build a single match manually. Using a technique called speed dating has allowed the MPC to match up to 10 mentor-mentee couples at the same time. YBTT calls this method the 'Mentor-Mentee Mixer'.

Mentors and mentees undergo a standard process of recruitment, screening, training and, finally, matching. When the time comes for matching, an informal event is coordinated by the MPC where unassigned mentees and mentors interact and initiate contact for future mentoring relationships. The event is organised so that all mentees have a chance to interact with each mentor. The idea behind the mixer is to bring together random pairs for a short time and enable them to 'test out' potential mentoring relationships. Each person is given a 'Ratings Preference Card' that is used to score one another based on first impressions. This card indicates one's top 3 choices for mentorship connection. All mentees are assigned a seat while mentors wait for instructions. At the start signal (a bell or buzzer), mentors take a seat in front of any mentee and have a conversation for 8 minutes. After that, the bell or buzzer rings a second time and indicates for the pair to wind up the conversation and make notes. A third sound signals the end of the session and a move to a new mentee. There is a 1-minute 'change over' time between each session. Once the speed dating is over, a 30 minute break is given for further mingling.

In a second stage, the MPC enters the data of the 'Ratings Preference Cards' in an Excel sheet, along with four additional criteria taken from records and the MPC's personal knowledge and judgment:

- Location of mentor and mentee;
- Skills: what does the mentor bring to the table versus the goals and needs of the mentee;
- Industry experience: what business is the mentor specialised in and does it conflict with or complement the mentee's experience and business;
- Working style: how do both parties actually do their work.

Each of these variables is given a rating between A and D (A being the highest) and each rating is given an arbitrary value (between 30 and 0). An algorithm, developed by YBTT, then calculates the best possible matches. This tool is used to guide the MPC into further arranging one-to-one meetings between mentors and mentees to make a final decision. It is not an exact science, but it works!



CASE STUDY

Partnering to strengthen of young entrepreneurs' life skills in the mentoring program - The experience of Acción Emprendedora (AE), Chile

The mentoring service offered by AE applies YBI's mentoring methodology following each step, from training mentors and mentees and a careful selection process, to the matchmaking itself, to the actual mentoring services and then the monitoring, exiting and evaluation of the mentor-mentee relationship.

Having realised the importance of life skills for the development of a successful business, Acción Emprendedora has put a particular focus on these skills in their mentoring service. They do this by looking for partnerships that could help to empower the development of such skills, including technical skills. This is why they have entered into a partnership with Newfield Network in March 2017, an international coaching and consulting organisation specialised in 'Ontological Coaching'.

Ontological Coaching aims to create awareness of an individual's role in the construction and co-creation of his/her reality. Relationships, coordination and effective communications are seen through a new lens: we are all different observers, encouraging the individual to look for the communicational gap among his/her circle, and develop the necessary skills to reduce this gap. Change within the individual or an entire team or organisation comes from this understanding.

Newfield Network, through their volunteer area called "Community and Service", provides pro-bono mentoring to entrepreneurs of Acción Emprendedora using the foundational skills from ontological coaching. During their mentoring sessions of 2-4 hours per month, they focus on the development of the mentees' life skills as well as technical ones, by giving them an opportunity to observe themselves, observe others, and understand and explore the various systems in which they interact. Today, more than 20 of Acción Emprendedora's mentors are from Newfield Network, which is over 10% of the network.

Through this partnership, AE has access to volunteer certified coaches that facilitate business management knowledge as well as ontological coaching skills. It has been necessary to establish the boundaries between being a mentor and being a coach, and how these two roles can interact to better support the entrepreneurs, a challenge in which Newfield Network has been able to guide their volunteers. In addition, because of this partnership, mentees, other young entrepreneurs, and even the team from AE have been able to attend life skills workshops held by other volunteers of 'Community and Service'. The volunteers that are recruited, through the partnership with Newfield Network, provide critical life skills that have proven beneficial to establish satisfactory, long-term relationships between mentees and mentors, and to their personal and entrepreneurial development.





3.1.4 ACCESS TO FINANCE

Young entrepreneurs usually use up a lot of their own limited and personal financial resources to start their business and often rely on borrowings from family members and friends to keep their business in operation. Access to external financing is challenging as financial institutions and investors are reluctant to invest. While the young entrepreneur's business idea might be viable and the business plan solid, an investment can be regarded as too risky due to the young age of the entrepreneur, the lack of his/her savings and credit history as well as the limited experience and expertise in starting and managing a business. Hence, youth entrepreneurship support programmes play a vital role in teaching young entrepreneurs profound financial skills at the very early stages of business development (e.g. financial management and planning, how to pitch to investors), in connecting them to potential investors and financial institutions and in helping them to ultimately access capital for their business.





Definition

Access to finance support refers to any activities that help young entrepreneurs to obtain funding in order to start and/or grow their business. This mainly refers to building young entrepreneur's knowledge on how to financially plan and manage the business ('financial literacy'); how to network and connect with investors; and how to communicate and pitch the idea and/or product/service. This support also assists young entrepreneurs to gain access to suitable financial products. The money and investments that are obtained

and which help the entrepreneur start with their preliminary business activities, such as market research, product/service testing, business infrastructure, is referred to as **seed capital**.

Commonly used forms of financing are **grant, debt or equity financing as well as crowdfunding** which is seen as more of an alternative funding option. Depending on the stage the business is in as well as the sector, one form of financing may be more appropriate than another:



Grants are a certain amount of money provided by the government or local authorities, public institutions, such as foundations, NGOs, or the private sector, for a special purpose. A common way to obtain grant money is to apply for the grant or to participate in a business contest where a grant is awarded as the prize.



Debt financing usually takes the form of a loan, which can be given by family or friends, banks, or other financial institutions (e.g. microfinance institutions), or government programmes. An interest rate is applied and the loan needs to be paid back within a certain period of time. Microloans are a special form of loans for people with no credit history and little savings. They are smaller in size but with more suitable loan conditions for young entrepreneurs and are provided by alternative or specialised financing institutions, such as the micro-financing branch of a commercial bank.

Grants and debt financing are commonly used in the early stages of a business but can also be used in a more advanced stage of business development.



With **equity financing**, investors obtain a certain stake in the company, depending on the size of investment. Common forms of equity financing are venture capital and angel investment. While venture capital firms are normally interested in more established start-ups and in high return on investments, angel investors (can be individuals or businesses), on the other hand, provide early stage financing (i.e. smaller amounts of money) and are not only interested in economic returns but in supporting the entrepreneur with his/her business endeavour.



Crowdfunding as an alternative way of financing a business, either in a very early stage or later stage of the business, means raising capital through a large quantity of people who each contribute a small or larger amount of money. Crowdfunding is usually run through established platforms, which use their reach through online media to attract individuals who may be interested in investing.

Key aspects to consider

SHOULD MY ORGANISATION PROVIDE ACCESS TO FINANCE SUPPORT?

For most youth entrepreneurship programmes, access to finance support is not part of their core service offer as they do not dispose of the financial resources and knowledge. However, given the fact that access to finance is one of the key challenges for young entrepreneurs, integrating access to capital allows organisations to offer young entrepreneurs a holistic support programme, to motivate entrepreneurs from the beginning, to attract a higher rate of potential entrepreneurs and to start successful businesses. A good option is to partner with relevant institutions that provide financing or know about access to finance.

WHAT TYPE OF ACCESS TO FINANCE CAN MY ORGANISATION OFFER TO YOUNG ENTREPRENEURS?

Access to finance support through youth entrepreneurship programmes encompasses non-financial and financial services.

Non-financial services provided by organisations include support activities that help the entrepreneur and business to become investment ready:

- Training on financial literacy, including financial planning and management (usually part of the initial training curriculum and/or special workshops on a specific issue, for example taxation) (also see the section on Training);
- Support for 'call for funding' applications;
- 1:1 financial advisory support (through a mentor and/or a financial advisor);
- Networking for access to finance to connect the entrepreneur to investors and financial institutions.

Financial services include any opportunities for young entrepreneurs to obtain funding directly from your organisation or your partners, mainly through grants and loans or by supporting the entrepreneur in crowdfunding campaigns.

Top tip: It has proven successful to offer a grant or loan in combination with a mentor or a financial advisor to ensure money is well spent.

AT WHICH STAGE OF THE ENTREPRENEURIAL LIFE CYCLE IS ACCESS TO FINANCE OFFERED TO THE ENTREPRENEUR?

Young entrepreneurs require financial assistance mainly in the early stages of business development, i.e. during the ideation, test and start-up phase.

The non-financial and financial activities of access to finance support can be offered at different stages of the entrepreneurial life cycle:

Training on financial literacy and access to relevant resources online is best offered to entrepreneurs in-training. In some cases, specialised financial training is offered for those entrepreneurs with an advanced business plan in order to deepen their financial knowledge or to resolve specific issues.

1:1 advisory services, support for 'call for funding' applications and access to capital is well suited for entrepreneurs with a solid business plan and/or when the business has made its first sales.

Important: By applying rigorous selection criteria, your organisation can ensure that entrepreneurs are chosen well when it comes to providing them for access to finance support (especially personalised support and direct access to capital).

WHAT TYPE OF ACCESS TO FINANCE CAN MY ORGANISATION OFFER TO YOUNG ENTREPRENEURS?

Non-financial support activities do not necessarily require significantly more time and resources. In fact, your organisation can already work with existing training materials as well as the existing network of trainers and mentors. Partnering with relevant financial institutions, such as banks, private sector and incubators, allows your organisation to use synergies with regards to financial knowledge, networks to financiers and access to capital and enables you to offer this type of support in an efficient manner.

If your organisation offers the opportunity to obtain capital directly through your programme, it is recommended to invest resources into dedicated staff or indeed into a department to ensure entrepreneurs are selected well and receive sufficient guidance (e.g. through a mentor or financial advisor) and so you are able to monitor the results of the funds that are provided.

HOW MUCH TIME AND RESOURCES SHALL MY ORGANISATION DEDICATE TO ACCESS TO FINANCE?

While your staff, trainers and mentors can cover most of the non-financial support activities, your organisation might need to hire and/or partner with financial institutions to be able to provide advice on specific financing issues by entrepreneurs through financial advisors.

If access to capital is offered by your organisation, your organisation should utilise dedicated staff or a department responsible for managing the grants and/or loans provided.



Key benefits

Offering access to finance support to entrepreneurs helps to:

- Offer a holistic support programme for young entrepreneurs that goes beyond the business ideation and planning stage.
- Support young entrepreneurs to realise their business idea or to grow their businesses.
- Increase the probability of starting and growing a business by the participant of the programme.
- Attract high-profile young entrepreneurs with a well-developed business idea or an already existing business.





ACCESS TO FINANCE SUPPORT ACTIVITIES

The following financing activities are most commonly offered within the YBI network:



Who does what? - Access to finance activities of some YBI members

Organization	NON - FINANCIAL SERVICES			FINANCIAL SERVICES		
	Support in “calls for funding” applications Announcing calls for funding and supporting entrepreneurs throughout the application process	Networking for Access to finance Financial roundtables, pitch events, business contests to connect young entrepreneurs with representatives from financial institutions	1:1 Financial Advisory Services Providing entrepreneurs with personalised advice from mentors or financial advisors	Grant or prizes in the form of \$\$ Through business contests with money provided by local authorities, public & private sector institutions	Debt or Equity Financing Loan or investment from a private person, banks, financial institutions and investors	Crowdfunding Usually, the alternative way of financing a business at an early or late stage-
Argentina – Fundación Impulsar	✓	✓	✓	✓	×	×
Barbados – Barbados Youth Business Trust	✓	✓	✓	×	✓	×
Bolivia – Maqu’a	×	✓	✓	✓	×	×
Brazil - Aliança Empreendedora	×	✓	✓	✓	×	×
Canada - Futurpreneur	✓	✓	✓	×	✓	×
Chile - Acción Empreendedora	✓	✓	✓	✓	×	×
Colombia - Empréndelo	✓	✓	✓	×	×	×
France – Positive Planet	✓	✓	✓	×	×	×
Jamaica – Jamaica Youth Business Trust	×	✓	✓	×	✓	×
Mexico – Yo Quiero yo Puedo	✓	✓	✓	✓	×	✓
Paraguay – Fundación Paraguaya	✓	✓	✓	×	✓	×
Peru – Perspektiva	✓	✓	✓	✓	✓	×
Trinidad y Tobago – Trinidad y Tobago Youth Business	✓	✓	✓	✓	✓	×
Tunisia – Enda Inter-Arabe	✓	✓	✓	×	✓	×



Access to Finance: Best practices and lessons learned from the YBI network

SUPPORT IN CALL FOR FUNDING APPLICATIONS



WHAT IS IT?

Organisations announce calls for funding to young entrepreneurs during training & mentoring sessions, through posters/leaflets and social media. In addition, organisations offer in-group and individual sessions to support entrepreneurs throughout the application process.



BENEFITS

- Entrepreneurs, who might doubt their success in applying for funding, feel accompanied and empowered.
- Improves the young entrepreneur's application documents and thus increases their chances to access capital.



CHALLENGES

- Time- and resource-intensive: Support provision throughout the funding application process can be time consuming and requires staff who know about the do's & don't's of the funding applications of the specific institutions.



SOLUTIONS

- Create an annual calendar of open calls for funding and develop a communication plan. Revise and update the calendar monthly.
- Design a standard support process for call for funding applications, i.e. application workshops, short 1:1 counselling sessions, etc.
- Use contacts from your network (mentors, trainers, alumni entrepreneurs, partners) who are already familiar with the success criteria for each of the funding applications.



EXAMPLES

- For the announcement of funding calls, Acción Emprendedora from Chile reaches out to the participants through its social media channels. The organisation provides counseling on how to apply for funding followed by a thorough follow-up with the financial institution on the entrepreneur's application.

NETWORKING FOR ACCESS TO FINANCE



WHAT IS IT?

Organisations hold regular networking events to connect young entrepreneurs with representatives from financial institutions, such as financial roundtables, pitch events, business contests, etc.



BENEFITS

- Connect young entrepreneurs with potential investors and provide them with the opportunity to receive feedback or even capital from investors.
- Make the finance sector familiar with young entrepreneurs and their businesses to build confidence towards investing in their business models and trusting their technical capacities.



CHALLENGES

- Financial institutions and partner organisations might be reluctant to invest.
- Entrepreneurs' businesses might not be investment ready.
- Having the time and resources available to scale up and standardise networking events for access to finance.



SOLUTIONS

- Properly train young entrepreneurs so they feel prepared for pitching to and networking with financial institutions.
- Communicate the profile of the businesses' a priori to set expectations among investors.
- Build a strong network with financial institutions by organising informational talks, roundtables or pitch events.



EXAMPLES

- Confecámaras from Colombia has successfully organised a financial roundtable for entrepreneurs to raise capital for their businesses. In the future, they have planned to organise roundtables in all regions with investors and potential funds so that entrepreneurs have increased funding opportunities and know who to approach in order to access these sources of funding.
- Acción Emprendedora from Chile is planning to launch an online platform that connects entrepreneurs with investors and micro-finance institutions, thus facilitating the access to funding.



1:1 FINANCIAL ADVISORY SERVICES



WHAT IS IT?

Organisations provide entrepreneurs with the opportunity to receive personalised advice from mentors or financial advisors.



BENEFITS

- Entrepreneurs receive tailored support and acquire any answers to specific financing questions that they may have.
- Motivate, empower and accompany entrepreneurs in access to finance.



CHALLENGES

- Organisations might not have access to staff, mentors and financial advisors with the required knowledge and expertise.
- Organisations might lack the resources to manage this service, i.e. matching and monitoring the impact.



SOLUTIONS

- Partner with financial institutions, such as banks or microfinance institutions, and incubators, who can act as financial advisors.
- Train mentors in access to finance to be able to address entrepreneur's financial issues.



EXAMPLES

- In Peru, Perspektiva works with a team of financial advisors who evaluate the entrepreneur's financial plan and available budget to decide whether more resources are required and if there is need for a loan. They also accompany entrepreneurs when visiting financial institutions to request more information on loans.

ACCESS TO CAPITAL



WHAT IS IT?

Organisations provide capital to young entrepreneurs, mainly via grants and loans as well as provide support towards crowd-funding campaigns. To provide larger investments, through venture capital or angel investors, organisations usually partner with incubators or specialised institutions.



BENEFITS

- Offer funding to young entrepreneurs who otherwise struggle in obtaining access to finance.
- Enable young entrepreneurs to start and/or further build a business through much needed financial resources.



CHALLENGES

- Your organisation might lack the required financial resources to invest.
- Government regulations might not allow for certain organisations to give out loans or grants.
- Entrepreneurs might become financially dependent on the organisation if grants are offered too easily or in high amounts.
- Young entrepreneurs might not make efficient use of the money obtained.
- If money is not invested well, they can have difficulties in meeting payback requirements (in the case of loans).



SOLUTIONS

- Partner with relevant financial institutions, which are willing to offer financing under suitable conditions.
- Offer loans over grants in order 1) to prevent dependencies and 2) educate entrepreneurs to invest wisely.
- Carefully select young entrepreneurs who are to receive funding.
- Combine access to capital with mentoring and 1:1 financial advisory to ensure money is well spent. Regular check-ins with the entrepreneur help to keep the business on track and to comply with payback terms.
- For grants: Request entrepreneurs to match the amount obtained with their own money to create more commitment from the entrepreneur.



EXAMPLES

- Futurpreneur from Canada provides entrepreneurs with access to a collateral-free loan at better interest rates than most banks in the country. The organisation partners with a local bank, Business Development Bank of Canada, to increase the amount of the loan, in case the entrepreneur needs more money to develop his or her business. Mentoring is compulsory for any entrepreneur who wants to receive a loan.
- Barbados Youth Business Trust provides loans of up to 25,000 USD (annual interest rate of 12%, payback time frame of 5 years) and ties the financing to the mentoring.
- Enda Inter-Arabe from Tunisia reports that one reason for their high pay back rate of loans (98%) is because they accompany the entrepreneurs in the whole process with a mentor.

For more practical tools on access to markets, see the [TOOLBOX FOR YOUTH ENTREPRENEURSHIP PROGRAMMES](#).



PARTNERSHIPS

Partnering with the following institutions can help your organisation in providing access to finance support for young entrepreneurs:

Financial institutions, such as microfinance institutions and banks, who can provide loans and enable access to financial advisors.

Private sector companies who can organise business contests for seed capital and to sponsor grants.

Development cooperation institutions and foundations who can provide grants.

Incubators with good connections to financial institutions, especially angel investors and venture capital firms who can 1) offer financial skills training and 2) provide additional assets, e.g. office space, meeting room, etc.

Top tip: Partner with an incubator or join a governmental incubation programme to be able to offer integral access to finance services to young entrepreneurs.



MONITORING & EVALUATING ACCESS TO FINANCE

Why should I pay attention to M&E at this stage?

M&E for access to finance is especially relevant when funding is being provided to the young entrepreneur in order to ensure that the money is being spent in a meaningful manner. This should include information on who monitors the issuance of loans/grants and the type of information that needs to be collected. It is recommended to follow up with the entrepreneur on a regular basis while the financial support is being offered: usually once per month or every 2-3 months, through a mentor, financial business advisor or loan officer, via phone calls, messages or a personal visit. Moreover, conducting an M&E process on other access to finance services provides information on the activity's relevance, the entrepreneur's satisfaction and potential areas of improvement.

What you want to know	What indicators should you apply	Tools & approaches
How successful is the support in 'call for funding' applications?	#1: Number of workshops/informational talks held on 'call for funding' #2: Number of attendees to such workshops #3: Number of 'call for funding' applications sent #4: Number and size of funding obtained through such applications	Attendance lists as well as an excel file that tracks the number and location of workshops held. Depending on the number of applications, an excel file or a more advanced tracking system which monitors the number of applications and the size of potential funds plus the success of applications can help your organisation to analyse the success of this service.
How successful are networking events for access to finance?	#5: Number of networking events held for financing #6: Number and type of attendants #7: Satisfaction of financiers and entrepreneurs	Attendance lists as well as an excel file that tracks the type, location and date of events held. Online survey or in-person questionnaires that help your organisation to gather feedback from both entrepreneurs and investors can be helpful for the future planning and organisation of such events.
How efficient are 1:1 advisory services for access to finance?	#8: Number of 1:1 advisory relationships created #9: Satisfaction of mentors/financial advisors and entrepreneurs	Similarly to mentoring, organisations need to keep track of the number of 1:1 advisory relationships that have been created as well as how satisfied both the advisors as well as the entrepreneurs are with the relationship(s). In addition, it is advisable to monitor the number of (successful) contacts and business introductions that have been made thanks to the advisory service provision.
What about the success of actual access to capital provided?	#10: Number, amount and type of capital provided #11: Payback rates of loans	Depending on the size and amount of access to capital provided, it is recommended to work with an advanced software-based tracking system that allows your organisation to track information about the number and amount of funds provided and the portion of loans that has been paid back. Alternatively, an excel file can be used for tracking.



CASE STUDY

Providing loans to young entrepreneurs through Fundación Paraguaya's micro-finance programme

Young entrepreneurs participating in the programme *Emprendé Paraguay* can access small-size loans through Fundación Paraguaya's (FP) micro-finance programme. Fundación Paraguaya collaborates with external partners to provide such loans. External partners are either local financial institutions, such as Banco Amambay, Banco GNB Paraguay or Banco Itaú, or international partners, such as Kiva, Triple Jumbo or Whole Planet Foundation. The programme is based on the following six concepts: agile process and loans, simple forms, flexible conditions, positive payment incentives, real unsubsidised interest rates and training in management.

The organisation offers 19 different types of credits for different target groups, usually with a focus on low-income communities. Target groups include women from poor families, students, young entrepreneurs, small agribusinesses, etc. Size of loans and interest rates are flexible depending on the type of credit and target group. Loans range from 35 USD up to 2,000 USD. Only 2.94% of credits are paid back late (with a delay of more than 30 days).

To receive a loan, young entrepreneurs need to present a solid business plan that has been approved by a loan officer from FP's regional office. FP applies a set of rigorous requirements that need to be met to be able to access credits. For example, applicants must reside in the country, must be able to deliver the complete list of documents needed, must provide proof of a stable home, etc. Moreover, FP has established clear guidelines for which areas of the business the credit can be used to ensure the money is spent well, such as for investment in infrastructure, raw material, etc. Together with the access to capital, entrepreneurs receive support from in-house financial advisers who provide support throughout all stages of business development for four to six hours a month as long as the loan is active.

In addition, FP offers business and community development services not only to the entrepreneurs but also to their families and community. During workshops and trainings, FP works with a tool called 'life map/traffic light for poverty elimination' (in Spanish: mapa de vida/semáforo de eliminación de pobreza) which allows community members to measure their poverty level and teach them ways out of poverty through a questionnaire provided by FP. The tool includes 50 indicators, which are divided in six dimensions and which are assigned three levels (extreme poverty – non-extreme poverty – no poverty).



CASE STUDY

Barbados Youth Business Trust Access to Finance Strategy

The Barbados Youth Business Trust (BYBT) is a not-for-profit charitable organisation whose entrepreneurship programme includes start-up capital in the form of collateral-free loans as one of their main services along with training, business mentoring, networking, advisory and marketing support to young Barbadian entrepreneurs.

To receive loans, entrepreneurs need to complete three requirements: Firstly, they need to complete BYBT's training courses to develop the necessary skills and attitudes to become successful entrepreneurs; secondly, they must present a well-elaborated business plan; thirdly, their loan application has to be approved by a credit committee which consists of BYBT's general manager and two members of the Executive Council. One BYBT staff will sit on the panel to provide clarification. BYBT offers loans of up to 25,000 BBD (approx. 10,000 €). For loans of below 5,000 BBD (approx. 2,500 USD) an approval by BYBT's general manager is sufficient. For loan approval, the organisation not only analyse the business' added value, feasibility and profitability but also asks about entrepreneurs' credit history and credit scores as well as an analysis of financial projections to determine whether they are realistic, affordable and supported by research results.

BYBT offers loans to start-ups as well as existing businesses that are less than five years old. Their interest rate is between 10-12 % per year and loans must be paid back over a five-year period. Entrepreneurs also need to commit to BYBT's mentoring programme to receive the loan. This provides entrepreneurs with additional tools for success and allows the organisation to remain close to their lenders. Mentors are established business people, who voluntarily provide business and/or personal guidance to entrepreneurs. They meet entrepreneurs on a regular basis and report back to BYBT quarterly. The accompaniment of entrepreneurs by a mentor has contributed to an average payback rate of over 70 %.

Although BYBT has remained financially sustainable and its model has been globally recognised for employing best practices in the field of youth entrepreneurship, finding donors to fund such a model is a constant struggle. Therefore, BYBT has begun to build partnerships with other support organisations such as local microfinance organisations, foundations and credit unions to attract funding for their entrepreneurs.





3.1.5 ACCESS TO MARKETS

Successful entrepreneurs know the market of their business well and have the right strategies in place to access it. In the early stages of building a business, entrepreneurs outline their sales and marketing strategy in their business plan. They define and analyse the customer segment and identify ways to reach the target audience. Once the entrepreneur has made the first sales, he/she needs to consider how to proactively grow the business to ensure long-term success. Many young entrepreneurs find it challenging to fully leverage the potential of the existing market and to access new markets as they lack the experience, knowledge as well as networks and relevant business contacts.



Definition

Access to markets support refers to any activities that enable (young) entrepreneurs to grow their business by expanding their client base and business partners with the ultimate goal of increasing sales. Access to markets usually translates into further penetrating an existing market and/or entering a new market.



Key benefits

A strong access to markets support helps to:

- Strengthen the young entrepreneur's network and build businesses with long-term success.
- Attract high profile entrepreneurs to the youth entrepreneurship support programme.
- Connect with relevant stakeholders in the entrepreneurship ecosystem and increase the organisation's reputation.



Access to markets : Key aspects to consider

DO I NEED TO OFFER ACCESS TO MARKETS SUPPORT?

Most youth entrepreneurship support programmes do not run specific access to markets activities but integrate access to markets support as part of the entrepreneurial training or mentoring. The reason for this is that the businesses of most young entrepreneurs are too immature to be able to make use of this more advanced type of support. Some organisations, however, do so and focus on entrepreneurs who, at least, have a prototype product or who have already made their first sales. Entrepreneurs highly appreciate this type of support.

AT WHICH STAGE OF THE ENTREPRENEURIAL LIFE CYCLE SHALL MY ORGANISATION OFFER ACCESS TO MARKETS SUPPORT TO THE YOUNG ENTREPRENEUR?

Access to markets support is usually offered at two stages: at an early stage, i.e. during business plan writing, and at a later stage, i.e. once the business is running. During business plan development, exposure to clients and potential business partners is important for the entrepreneur to receive feedback and fine-tune the product or service to real market demands. Access to markets support then becomes especially important once the entrepreneur has made the first sales. This is when contacts with relevant stakeholders and within relevant networks, as well as spreading the word about the business and product/service become particularly relevant, as the entrepreneur must focus on growing the client base.



Access to markets : Key aspects to consider

HOW CAN I HELP YOUNG ENTREPRENEURS IN BETTER ACCESSING THEIR MARKETS?

A wide variety of activities – online and offline – fall under access to markets support. The most common activity is networking, i.e. connecting the entrepreneur to key stakeholders in the ecosystem and relevant markets, followed by public exposure.

Organisations working with vulnerable youth see a challenge in doing so because businesses are often informal. In these cases, organisations pay special attention to first supporting the formalisation of the business as an important condition for further access to market support.

In addition, some organisations offer tailored training on specific access to markets topics or even provide 1:1 support to entrepreneurs with specific questions, for example, about a niche market.

Although a significant market research effort is required when writing a business plan, offering additional, more tailored research on the market at stake can help the entrepreneur make more informed decisions about access to markets.

WHO IN MY ORGANISATION WILL BE RESPONSIBLE FOR ACCESS TO MARKETS SUPPORT?

Most organisations do not have a dedicated access to markets department or assigned staff. However, activities, such as networking or public exposure, are usually carried out by the organisation's communications team. Personalised market advisory can be conducted through the programme's network (staff, mentors, trainers). For market research, organisations might have a dedicated knowledge management staff or can collaborate with universities or market-related institutions.

HOW MUCH TIME AND RESOURCES SHALL I PUT INTO ACCESS TO MARKETS?

It is difficult to identify how much time and resources need to be invested into access to markets, as many of these activities are conducted not on programme but organisational level. Nevertheless, many organisations aim to have at least one full-time employee dedicated to access to market activities. In case no such staff member exists, this task can be distributed among different staff members.

Who does what? - Mentoring activities of some YBI members

Organisation	1:1 mentoring in place	Group mentoring in place	Mentoring not started yet but planned	Organisation has a mentoring coordinator
Argentina – Fundación Impulsar	×	✓	×	✓
Barbados – Barbados Youth Business Trust	✓	✓	×	×
Bolivia – Manq’a	✓	✓	×	×
Brazil - Aliança Empreendedora	×	×	×	×
Canada - Futurpreneur	✓	✓	×	×
Chile - Acción Emprendedora	✓	✓	×	✓
Colombia - Confecámaras	✓	×	✓	×
France – Positive Planet	✓	✓	✓	×
Jamaica – Jamaica Youth Business Trust	✓	✓	✓	×
Mexico – Yo Quiero Yo Puedo	✓	✓	×	✓
Paraguay – Fundación Paraguaya	✓	✓	×	×
Peru – Perspektiva	✓	✓	×	×
Trinidad and Tobago – Youth Business Trinidad and Tobago	✓	✓	×	×
Tunisia – Enda Inter-Arabe	✓	✓	×	✓

ACCESS TO MARKETS SUPPORT ACTIVITIES

The following access to markets activities are offered by partners from the YBI network:

Networking Online & offline	Public exposure Online & offline	1:1 market advisory	Market research
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NETWORKING



WHAT IS IT?

Organisations connect entrepreneurs to relevant market players and potential business contacts through offline or online activities

Offline: organisations run or co-host small or large-scale events which facilitate networking with relevant stakeholders of the ecosystem, e.g. conferences to bring together a larger group of stakeholders or business roundtables that facilitate exchange between entrepreneurs and established businesses.

Online: organisations facilitate networking for access to markets by building up a business directory or an online community via their website or social media channels.

OFFLINE



BENEFITS

- Connecting the 'dots': Organisations use their contacts and reputation to connect entrepreneurs to relevant market players.
- Foster personal relationships between entrepreneurs and potential business contacts.



CHALLENGES

- Cost intensive: Organising a large-scale event requires significant effort and can be expensive.
- Impact measurement is difficult: A strong M&E system needs to be in place to measure the impact and justify expenses.
- Lack of attendance: Ecosystem stakeholders might not see the need for attendance.



SOLUTIONS

- Make sure your organisation is well connected to the youth entrepreneurship ecosystem.
- Develop efficient M&E tools, e.g. a short online survey.
- Partner with relevant organisations to receive technical and financial support. Well-known partners or sponsors can support with their reputation and reach.



EXAMPLES

- In Jamaica and Trinidad & Tobago, YBI partner organisations co-host the Global Entrepreneurship Week where they facilitate commercialisation activities.
- Futurepreneur Canada is a member of the G20 Young Entrepreneurs' Alliance (G20 YEA) and every year sends a delegation of entrepreneurs to the annual summit where they can connect with other entrepreneurs and potential business partners from across the globe.



ONLINE



BENEFITS

- Enable young entrepreneurs to communicate and connect with relevant, regional and global ecosystem players through their website (e.g. online community) or social media channels.



CHALLENGES

- Building your own business directory requires technical know-how and resources to maintain the platform.



SOLUTIONS

- Create a large and active online community.
- Partner with an organisation that can provide the technical know-how for building a business directory.
- Have dedicated staff responsible for community management.



EXAMPLES

- Positive Planet from France has built an online community of businesses which opens up the possibility of getting in touch with business owners within that community.



PUBLIC EXPOSURE



WHAT IS IT?

Organisations connect entrepreneurs to relevant market players and potential business contacts through offline or online activities

Offline: organisations run or co-host exhibitions and trade fairs, in which entrepreneurs present their products/services.

Organisations can also facilitate entrepreneurs' engagement in externally hosted exhibitions or trade fairs by connecting them directly with event organisers or by offering monetary support for travel or entrance fees to participate.

Online: this can be done through the organisation's online channels, i.e. website or social media.

OFFLINE



BENEFITS

- Organisations can showcase the quality and impact of their work by presenting high-profile entrepreneurs' products/services in their own events or other relevant events.



CHALLENGES

- Lack of financial resource to organise events for public exposure.
- The organisation might not be able to reach a large enough audience for an exhibition or fair.
- The organisation might lack contacts and knowledge about relevant events and stakeholders within the ecosystem.



SOLUTIONS

- Make sure the entrepreneurs are prepared and feel comfortable in presenting themselves out to the public.
- Ensure your organisation is well connected to the youth entrepreneurship ecosystem.
- Use entrepreneurs as branding for the promotion of your youth entrepreneurship programme and organisation.



EXAMPLES

- In Mexico 'Yo Quiero Yo Puedo' organises a fair called 'Expo emprendedor' for its entrepreneurs to test the sale of their products.
- Fundación Paraguaya also organises entrepreneur fairs where young entrepreneurs can sell their products, make themselves known in the market, and exchange experiences with other entrepreneurs from all regions of the country.
- In Barbados, BYBT partners with business support organisations in the country to organise events to expose entrepreneurs to real customers and help them create connections for export.



ONLINE

BENEFITS

- Quick, easy, and cost efficient way to spread the word about entrepreneurs' product and reach a large audience in short time.

CHALLENGES

- Lack of online reach: Organisations require a large online community for public exposure via online media to be impactful.

SOLUTIONS

- Create a large and active online community.
- Use online marketing to promote the relevant website articles, blog posts and social media posts of entrepreneurs to the online community.

EXAMPLES

- Acción Emprendedora from Chile is currently working on developing an online platform to sell entrepreneur's products, with the support of an experienced sales consultant.



1:1 MARKET ADVISORY



WHAT IS IT?

Organisations provide 1:1 access to markets support by connecting young entrepreneurs with technical experts in specific topics, for example, marketing, legal issues, branding, or niche markets.



BENEFITS

- Tailor-made access to markets support: 1:1 advisory provides entrepreneurs with exactly the advice, knowledge and contacts they need.



CHALLENGES

- Depending on the entrepreneur's product, the mentor and/or the organisation's network, it can be challenging to identify knowledgeable experts on the market.



SOLUTIONS

- Make use of the knowledge and contacts of your organisation's network (trainers, mentor, alumni, etc.).
- Choose well-connected and knowledgeable advisors whose expertise match the entrepreneur's product.



EXAMPLES

- Acción Emprendedora from Chile offers a one-off counselling service on commercial, legal or design related issues. The service is offered both online and in-person.

MARKET RESEARCH



WHAT IS IT?

Organisations conduct research regarding a specific market to support entrepreneurs with statistics, market information and/or knowledge on behaviour of the target group.



BENEFITS

- Organisations acquire market knowledge and are able to provide evidence-based advice regarding the suitability of a business idea, market opportunities, market niches, etc.



CHALLENGES

- Cost & time intensive: A proper market research study requires significant human resources as well as enough time to investigate.



SOLUTIONS

- Partner with an organisation that has experience in market research or a specific market
- Have a dedicated team member(s) who can conduct some market research (which could also be on request).



EXAMPLES

- In Trinidad & Tobago, YBTT partners with an organisation on the provision of training with extensive experience in agriculture. They are experts in identifying niche markets and advise entrepreneurs' projects in the shrimp market, vegetable market, and wine production.

For more practical tools on access to markets, see the [TOOLBOX FOR YOUTH ENTREPRENEURSHIP PROGRAMMES](#).



PARTNERSHIPS

Youth entrepreneurship support organisations often do not have the necessary financial, technical and human resources to offer extensive support in access to markets to entrepreneurs. Partnering up with the following type of organisations can enable support in this area in an efficient and effective way:

Private sector or business support organisations, such as associations or chamber of commerce. These entities may sponsor networking events, host an exhibition or provide your organisation with contacts to experts in the relevant market

Vocational centres and universities. These can offer technical training, conduct market research or provide 1:1 access to markets support on a specific topic

Business incubators and accelerators. They can support your organisation in offering technical training on specific issues or individual access to market support

Important: Make sure that your organisation and your relevant partner target the same or indeed a similar profile of entrepreneurs to ensure a win-win situation.



MONITORING & EVALUATING MENTORING ACTIVITIES

Why should I pay attention to M&E at this stage?

Many organisations do not monitor their access to markets activities and hence are not able to report on the impact of the activities. Reasons include the fact that access to markets is not a core service offer for most organisations and that many activities are conducted in partnership with other organisations. Nevertheless, thoroughly documenting and evaluating access to markets activities can help organisations in identifying the most useful activities for entrepreneurs as well as the most resource efficient activities for the organisation.

M&E

M&E INDICATORS

How can I monitor and evaluate access to markets activities?

Information you need to collect	What indicators should you apply	Tools & approaches
How successful is the organisation at connecting the entrepreneur to the ecosystem (offline)?	#1: Number of event attendees #2: Number of contacts made (per entrepreneur) #3: Number of sales made (if available)	Keep an attendance list for events and track the number and type of attendees. Data on indicator #2 and #3 can be collected via an online survey or follow-up calls/WhatsApp with entrepreneurs.
How successful is the organisation at connecting the entrepreneur to the ecosystem (online)?	#4: Number of business entries/participants of an online business community	By using a thorough website management system, organisations can track the number of business entries and participants of an online community.
How successful is the organisation at promoting the entrepreneur and his/her business online?	#5: Number of visits to the specific web page #6: Number of reach, likes and comments of a post on social media	Most online media provide hosts with platform-specific tracking tools: Google Analytics (for the website), Facebook Insights, Twitter Stats, Instagram Insights, etc.
How successful is the organisation at providing technical trainings on specific access to markets issues?	#7: Number of training/webinar attendees #8: Satisfaction of training attendees	Keep a training and webinar attendance list, including relevant data about participants. Satisfaction and more in-depth feedback can be collected from participants at the end of the training via an online survey or a short questionnaire in paper format.
How successful is the organisation in creating impactful 1:1 advisory relationships for access to markets?	#9: Number of 1:1 advisory relationships created #10: Satisfaction of advisors and entrepreneurs #11: Number of business introductions made	Keep an excel file of the 1:1 advisory relationships created with relevant information about advisors and entrepreneurs. Conduct an online survey and/or 1:1 interviews to inquire about satisfaction and impact of the advisory services.
How successful is the organisation in supporting entrepreneurs with market research?	#12: Number of market research studies developed #13: Number of hours spent	Keep an excel file with an overview of the topic and length of all market studies conducted, including the number of total staff hours required to develop the studies.



CASE STUDY

Hosting international entrepreneur events to promote young entrepreneurs' access to wider networks and markets - How YBI members are engaging in the Global Entrepreneurship Week

The Global Entrepreneurship Week (GEW) is the world's largest campaign to promote entrepreneurship. It is a mix of thousands of events that are all related to the field of entrepreneurship (conferences, roundtables, workshops, boot camps, networking events, etc.) and which happen simultaneously in over 150 countries during the same week. It is not simply an awareness campaign but a platform for connecting and fostering collaboration among all players along the entrepreneurship spectrum to strengthen entrepreneurship and start-up ecosystems around the world.

A range of YBI member organisations, such as Barbados Youth Business Trust, Youth Business Trinidad & Tobago and Futurpreneur Canada have become successful GEW hosts and have organised a range of activities. With this event, organisations take advantage of showcasing the work of local young entrepreneurs and spread the word about entrepreneurship as one of the main drivers for economic and social development for their countries.

While some activities focus on awareness raising and advocacy for entrepreneurship, others help to build connections between entrepreneurs, business mentors, investors and other potential collaborators.

The following are some examples of GEW events held by YBI members:

- Opening and closing ceremony and media launches
- Speed mentoring sessions between entrepreneurs and business experts
- Breakfast seminars
- Launches of tools and platforms for entrepreneurs
- Networking receptions
- Practical workshops and training sessions
- Start-up contests and pitch competitions
- Local and regional expos showcasing entrepreneurs' products and services

Being an active stakeholder in these type of events allows organisations to uphold and strengthen their partnerships in a local, regional and international entrepreneurship ecosystem using the GEW as a platform to:

- Promote themselves and their programmes;
- Create business opportunities for themselves and the young entrepreneurs with whom they work;
- Help them get access to markets;
- Find potential investors; and
- Build networks and collaborate with entities within the various business sectors and other players along the local and global economy.

In summary, they use GEW to effectively connect to the important service providers necessary for the success of their programmes and their target population, while at the same time strengthening the (youth) entrepreneurship ecosystems around the world.



3.1.1 OTHER BUSINESS SUPPORT AND AFTERCARE SERVICES

Some youth entrepreneurship programmes offer additional services to complement their core support offer. The following chapter presents three of the most common additional business support services offered by the YBI partner network and shares challenges, best practices and lessons learned.



Definition

Tutoring and Business Advisory: Personalised support to young entrepreneurs usually via 1:1 sessions, during training (tutoring) or after training (business advisory) and before mentoring. In contrast to mentoring, business advisory is usually short-term, less intensive and focused on specific technical aspects.

Networking: Any activities related to connecting the young entrepreneur to the entrepreneurial ecosystem - with stakeholders from within the youth entrepreneurship support programme as well as from outside (i.e. the public, private and civil society sector).

Online platforms: Organisations provide access, usually for free, to a wide range of business resources (articles, tools, videos, etc.) on their website or via a dedicated online platform.

Key aspects to consider

<p>AT WHAT STAGE OF THE ENTREPRENEURIAL LIFE CYCLE SHALL MY ORGANISATION OFFER OTHER BUSINESS SUPPORT SERVICES?</p>	<p>Tutoring happens in parallel to training activities and aims at building concrete skills as well as helping participants with what they immediately need to keep up with in terms of the training content. Business advisory is aimed at entrepreneurs who are attending or have attended training and have developed their business plan(s). Networking activities are most helpful for entrepreneurs with a business plan and/or who have made first sales to get to know and connect to relevant actors of the ecosystem. An online learning platform speaks to anyone interested in entrepreneurship as well as established entrepreneurs who are in need of additional resources.</p>
<p>WHICH OTHER BUSINESS SUPPORT SERVICES SHALL MY ORGANISATION OFFER?</p>	<p>Which business support and aftercare services to offer depends on the goals your organisation is aiming to achieve, the resources that you have available, as well as the needs of your target group. It is a good idea to listen to your programme participants: What are their biggest challenges and which additional services would best help them? Collecting feedback on this during training helps your organisation to learn and to constantly improve your service offer.</p>
<p>HOW MUCH TIME AND RESOURCES SHALL I INVEST IN PROVIDING OTHER BUSINESS SUPPORT SERVICES?</p>	<p>Other business support and aftercare services usually take less time and resources compared with the core service offer. Organisations often make use of online channels such as social media to provide networking and business advisory, as it is less costly. However, young entrepreneurs generally find in-person aftercare to be more effective. Partnering with other organisations who can provide part of the services, or creating volunteer schemes, for example, for business advisory services, are successful strategies of YBI members to offer quality aftercare services while keeping costs feasible.</p>
<p>WHO WITHIN MY ORGANISATION SHALL OFFER OTHER BUSINESS SUPPORT SERVICES?</p>	<p>At times, other business support services are carried out by organisations' staff, but it is also common practice to work with (volunteer) collaborators: Tutoring or business advisory can be provided by training facilitators or subject matter experts from the mentor network, as well as by alumni entrepreneurs or senior students. Depending on the organisational structure, networking activities are usually organised by the programme manager, or training and mentoring coordinators in cooperation with the communications department. An online platform is most often maintained by the staff responsible for the organisation's website management.</p>



Key benefits

Offering other business support services helps to:

- Provide flexible, complementary entrepreneurial support services for your beneficiaries that add to the core service offer.
- Increase the likelihood of success for your young entrepreneurs.
- Support entrepreneurs who are currently not participating in the programme with business resources (in the case of online platforms).
- Build your programme's reputation and network, and attract new participants to your core service offer.

Who does what? - Other Business Support Services of some YBI members

Organisation	Tutoring	Business Advisory	Online Platforms	Networking
Argentina – Fundación Impulsar	✓	×	✓	×
Barbados – Barbados Youth Business Trust	✓	✓	×	✓
Bolivia – Manq'a	×	✓	×	✓
Brazil - Aliança Empreendedora	×	×	✓	✓
Canada – Futurpreneur	✓	✓	✓	✓
Chile - Acción Emprendedora	×	✓	✓	✓
Colombia – Confecámaras	✓	✓	✓	✓
France – Positive Planet	×	×	✓	✓
Jamaica – Jamaica Youth Business Trust	×	✓	×	×
Mexico – Yo Quiero Yo Puedo	✓	✓	×	✓
Paraguay – Fundación Paraguaya	×	×	×	✓
Peru – Perspektiva	✓	✓	✓	✓
Trinidad and Tobago - Youth Business Trinidad and Tobago	×	×	✓	✓
Tunisia – Enda Inter-Arabe	✓	✓	×	✓



3.1.1.1 Tutoring & Business Advisory: Best practices and lessons learned from the YBI network

Tutoring & Business Advisory



WHAT IS IT?

Tutoring: tutors support young entrepreneurs in-training and help them to solve any issues that arise during training sessions. Most tutoring questions evolve around the entrepreneur's business plan or specific business aspects (mainly financial and legal topics). Tutoring is usually offered in parallel with the training and in a 1:1 format. Occasionally, tutoring is held for small groups on specific topics.

Business Advisory: some organisations offer business advisory services to young people who have finished the training and are in the process

of fine-tuning their business plan, setting up or growing their businesses. It consists of providing support by someone with specific technical expertise or experience who can help with concrete aspects of business creation and operations – for example, legal aspects, finances, sales, or human resources. The counsellor or advisor engages with the business short-term and shares his or her insights and recommendations regarding how to solve specific issues. On average, YBI members offer 8 to 15 hours of 1:1 business advisory over a time period of between two weeks and six months.. Ad-hoc questions are also resolved through instant communication, i.e. email or a messaging service.



BENEFITS

- Provide personalised extra support to ensure young entrepreneurs' success.
- Foster personal relationships, especially relevant in relationship driven cultures.
- Empower and motivate young entrepreneurs.
- Ensure that young entrepreneurs stay committed: throughout the training, while creating and refining their business plans.



CHALLENGES

- Dependencies between the tutor/advisor and the entrepreneur: the entrepreneur should not rely too much on the advice of the tutor/advisor. In the end, it is the entrepreneur's business and he/she is the one in charge of making the decisions.
- Keeping entrepreneurs committed throughout the tutoring or business advisory process.



SOLUTIONS

- Explain well the different services that are available to young entrepreneurs in order to manage their expectations about the support they can receive.
- Ensure careful selection of the entrepreneurs who are eligible to receive the personalised service in order to 1) match their needs and 2) make sure that they are motivated enough to engage with a tutor or advisor.
- Carefully select tutors and advisors as they are the 'face' to your support programme and organisation.
- Properly train tutors and advisors and familiarise them with your methodology.



EXAMPLES

- Yo Quiero Yo Puedo in Mexico offers tutoring and business advisory services in parallel to the trainings. Tutors are part of the organisation’s staff and they collaborate closely with the training facilitators to coordinate activities. Usually, one trainer collaborates with two tutors for one training group. Business advisors are experts specialised in different areas, and their task is to support training participants in the technical development of their businesses. Every two weeks, they meet with entrepreneurs individually, or with a small group to work through the various challenges that entrepreneurs are facing in relation to their business plans. All meetings are documented to monitor progress.
- Argentina’s Fundación Impulsar offers a complementary tutoring service with help entrepreneurs on doubts regarding the business plan. Tutors are usually advanced university students from careers such as public administration, accounting, business administration, marketing, etc. All are volunteers from academic institutions whom Fundación Impulsar partners with. Ideally, one tutor works with only one entrepreneur at a time in order to give the best possible support. However, in some cases, one tutor can take on two or three entrepreneurs at a time depending on the circumstances.
- Barbados Youth Business Trust partners with a private law firm that offers two weeks of pro bono advisory services on legal issues to entrepreneurs who are in-training. What entrepreneurs normally need is assistance to help to formalise the business, as well as how to draw up service or other business contracts.
- In Bolivia, Manq’a offers 8 hours of business advisory services to up to 50% of training participants to help them fine-tune their business plan after training or to provide other technical assistance. The participants include winners of the Manq’a seed capital contest as well as young people that are part of Manq’a schools and have a business that is already in operation. The business advisory follows an action plan to be defined by the advisor and the entrepreneur, and each meeting is documented to monitor progress.

Profile: Tutors and business advisors



Tutors and business advisors not only advise young entrepreneurs but also motivate and empower them. Tutors and business advisors are usually ‘recruited’ from one of the following groups:

- In-house trainers or specialised staff of the organisation who are already familiar in working with entrepreneurs.
- The existing network of trainers and mentors.
- Subject matter experts from partner organisations. They usually engage on a volunteer basis (‘pro bono’).
- Volunteers with a business background or other relevant technical expertise from partner organisations, such as university students. Those with less experience, however, act as a tutor rather than as a business advisor.



CASE STUDY

Business advisory as an additional support service for young entrepreneurs

Perspektiva in Peru offers personalised business advisory services to the young entrepreneurs who are participating in the second phase of their training programme. This corresponds to those that have an active business in operation for no more than three years. Perspektiva offers nine hours of individual business advisory over six months. It is delivered directly at the business so that the advisor can observe the challenges that the entrepreneur faces and is able to identify areas for improvement. In addition to company visits, business advisors keep in contact with the entrepreneurs via various communication channels such as phone, messenger services, and email.

Topics covered are flexible and depend on the needs of the entrepreneurs. Perspektiva's programme is addressed to highly vulnerable youth. Most of their participants have very small, and frequently informal businesses with an average total investment of 700 USD and average monthly sales of 350 USD, which correspond to micro and even subsistence businesses. Given this profile of young entrepreneurs, the only mandatory component is that the business advisor makes sure that the beneficiary will learn how to use basic management tools, such as simple excel formats developed by Perspektiva for registration of sales, costs and inventory. The aim is that simple business management techniques become part of the entrepreneur's routine to improve business performance.

All business advisors are part of Perspektiva's

staff. They have a multidisciplinary team of various ages and levels of experience that complement one another. The organisation aims to have a team that combines new knowledge with long-term experience, by creating a mix of young professionals and also experienced people that run or have run a business in the past. After each session, the business advisor fills in a form to follow up on the commitments made and to document the particular situation of each entrepreneur. Every 15 days the business advisors hold a meeting together with the regional coordinator in which they share information on typical cases and how they have handled each situation, positive or negative, which helps to identify lessons learned and best practices.

Perspektiva has found out, through experience, that a business advisor should never take decisions for the entrepreneur. Eventually, advisors might end up being so committed to the entrepreneur that they feel inclined to tell him/her which road to take. However, it is important that organisations clearly advise their experts against this practice. At Perspektiva, they always tell advisors that there needs to be at least two alternatives presented to the entrepreneur for him/her to decide on how to proceed, based on the analysis of what might happen in each case. In this way, they are teaching entrepreneurs to learn how to evaluate risks and to make decisions on their own.

3.1.1.2 Networking: Best practices and lessons learned from the YBI network

The most common networking services that are offered to young entrepreneurs include online and offline activities:

Online

- Social Media
- Messaging Services
- Online Community

Offline

- Events

Social Media



WHAT IS IT?

Organisations from the YBI network most commonly make use of two platforms:
FACEBOOK: Closed Facebook groups are a great way to connect a larger group of stakeholders from within the programme, i.e. (alumni-) entrepreneurs, mentors, trainers.
LINKEDIN: Creating LinkedIn groups allows interacting, discussing and sharing resources with a like-minded community and enables stakeholders from inside and outside the programme/organisation to connect.



BENEFITS

- Cost-effective: Networking groups via social media can be created and hosted at no cost. Such groups usually require little effort to manage.
- Far-reaching: There is no limit to the number of group members and members can come from the local, regional, national or even global level.
- Easy to monitor: Organisations can review past content and discussions and easily analyse key metrics, such as number of group members, number of posts, topics of discussion, etc.



CHALLENGES

- Little engagement: Members might not be actively engaged in the group and might share no or little content or not interact online by commenting or liking posts.
- Inactive groups: Groups might become inactive if participants do not see the relevance and added value.



SOLUTIONS

- Make sure you use the social media platforms that your beneficiaries are already familiar with and already use in their daily lives. Ask them which channels they prefer.
- For closed Facebook groups: Depending on the needs of the community, you can create specific groups, e.g. only mentors/trainers, female entrepreneurs.
- Appoint a group administrator responsible for managing incoming member requests, reviewing and posting content.
- Ensure that only relevant people join the group by reviewing member requests.



EXAMPLES

- Futurpreneur in Canada has created the 'Entrepreneur Hub', a LinkedIn group that connects entrepreneurs, mentors and experts. The group has more than 4,000 members.



Messaging Services



WHAT IS IT?

To connect with stakeholders from within the programme, many organisations make use of messaging services such as WhatsApp. They usually create various groups, e.g. per region or per type of stakeholder (mentors, trainers, entrepreneurs, etc.).



BENEFITS

- Facilitate information sharing: Messaging services allow sharing formal and informal content easily.
- Create personal relationships: Organisations report that messaging services help to build personal relationships among the network as people are sharing more personal information, including photos and videos.
- Connect: Even those who are less connected to the internet via desktop computers have a mobile phone and often use messaging services.



CHALLENGES

- No control: Once the messaging group is active, organisations have little control over the content that is being shared.
- Inactivity: The more time that passes after training ends, the higher the possibility that the messaging slows down and finally stops completely.



SOLUTIONS

- Establish some ground rules at the beginning regarding what kind of content can and cannot be shared in the group (e.g. only content on entrepreneurship or related topics, no offensive content).
- Appoint staff to be responsible for specific messaging groups to keep them active by regularly sharing information.



EXAMPLES

- Aliança Empreendedora from Brazil creates a WhatsApp group for each training group to stay connected with participants throughout and after the training. During training, participants use the group to ask questions or discuss training content. After the training ends, the group allows them to stay in touch and clarify any doubts about the training or their business endeavour that might arise after some time. In addition, trainers or training coordinators use the group to share information about relevant events and upcoming trainings.

Online Community



WHAT IS IT?

Organisations create a section on their website that enables users to showcase their profile and connect with other relevant stakeholders. Once users registered and have created a profile, they are also able access additional material and connect with others through a chat or messenger system.



BENEFITS

- Gather user information: Organisations are able to gather relevant information about their online community.
- Facilitate exchange among ecosystem stakeholders and act as a community builder.
- An online community enables the organisation to retain users (alumni, participants and new entrepreneurs) or the organisation and the programme.



CHALLENGES

- Costly: Building and maintaining an online community platform is expensive, as it requires significant technical and human resources.
- Reach: The community is only as strong as the number and profile of its members.



SOLUTIONS

- Assign a community manager to manage discussions and facilitate exchange.
- Plan for a developer to provide assistance with technical issues.
- Advertise the community through other online and offline channels to increase reach.



EXAMPLES

- Positive Planet in France shares contact information of entrepreneurs on its website. Through their online community 'Club de Positiveurs' they invite users to join the same events and enable registered users to chat with others through the platform.

Events



WHAT IS IT?

Organisations run small- and/or large-scale events on the local, regional or even national level in a formal or informal setting. Events can range from informal meet ups or 'get-togethers', e.g. between alumni and current entrepreneurs who may be based in a specific city, to formal, medium-sized events or large-scale conferences, e.g. with participants from the programme and high-level ecosystem stakeholders. Events can be regular or one-off.



CHALLENGES

- Expensive: Given the effort required to organise an event (promotion, catering, etc.), offline networking activities might not be financially sustainable.
- Lack of attendance: Especially at large-scale events, high-level stakeholders, e.g. from the public or private sector, might not be available to attend.



BENEFITS

- Foster personal connections: Especially in relationship driven cultures, such as Latin America, meeting in person often creates stronger and longer lasting relationships than just connecting virtually.
- Connect the 'unconnected': Especially local events (via meet ups and 'get togethers') can help to bring together participants and stakeholders that usually lack access to online networks.



SOLUTIONS

- Regularly organise events for your programme's community. If financial resources are scarce, run informal events on the local level for a small group, e.g. only mentors, only trainers, or by inviting specific participants only.
- Partnerships are key for running large-scale events: Partner with a well-known, reputed institution, that can sponsor the event, e.g. a ministry, business accelerator/incubator.
- Ensure that networking events are relevant for your target group and that the target group is available.



EXAMPLES

- Fundación Paraguaya organises the Youth Micro- Entrepreneurs Forum. They bring together 400+ young people with Paraguayan entrepreneurs to network and further work on their business model.
- Yo Quiero Y o Puedo in Mexico organises at least two networking events per month to bring together the entrepreneurship community. They use these forums for their young entrepreneurs to network with mentors and potential investors, as well as to position the training programme and to build new partnerships. The organisation often partners with universities that can provide the meeting space and facilities free of cost.
- Aliança Empreendedora from Brazil brings together ecosystem stakeholders and participants from various training courses in an annual conference. Only selected entrepreneurs are invited. The organisation covers travel costs. The event is sponsored by several public and private sector partners.



CASE STUDY

Connecting young entrepreneurs with an enabling ecosystem (Futurpreneur Canada)

In Canada, 98% of companies are created by entrepreneurs. They positively contribute to society by generating 50% of Canada's GDP and representing 70% of all private sector jobs. Given their importance, Futurpreneur envisions young entrepreneurs flourishing within a fully supportive entrepreneurial ecosystem that will create economic and social value. To contribute to this vision, Futurpreneur's mission is to provide the right services that will support young entrepreneurs as they build sustainable businesses and create value in their local communities. As of March 31, 2017, they supported more than 10, 250 young business owners, of which 40% were women, and helped launch over 8,540 Canadian businesses.

Futurpreneur offers three main services: various digital and in-person workshops and resources; up to two years of mentoring by a dedicated volunteer mentor; and access to financing. In addition to helping individuals start businesses, they are working with many other people and organisations to build a stronger entrepreneurial ecosystem in Canada, and make it easier for young people in general to launch, run and grow businesses. Activities to support an enabling ecosystem include providing opportunities to attend networking events at

the local, national and international level. An example of this is Global Entrepreneurship Week hosted by Futurpreneur each year in collaboration with community partners that collectively offer up to 500 events across Canada.

This ecosystem approach is supported by a wide network of partnerships that are also essential to the success of the entrepreneurs. Futurpreneur provides young entrepreneurs with national and international opportunities by actively partnering with more than 380 organisations across the country as well as a number of international networks to create greater impact. Funding partners help to scale programs and create greater cohesion between entrepreneurs. The co-funding partnership with the Business Development Bank of Canada allows for greater financing options as part of Futurpreneur's Start-Up Program. Services are further promoted by community partners to reach more people at the community level and at the international level by partnering with international networks such as Youth Business International, the G20 Young Entrepreneurs' Alliance or the Commonwealth Alliance of Young Entrepreneurs (CAYE).



Online learning



WHAT IS IT?

Organisations offer a variety of business resources online through a specific section on their website. The resources are available to all users – including participants of the youth entrepreneurship support programme. Access is usually for free. In some cases, organisations require users to register.

Resources range from articles, case studies and tools to short videos or comprehensive online courses.



BENEFITS

- Strong online presence: Organisations with online learning platforms are able to provide users with a broad range of business management resources. If the platform offers high quality content, the organisation sends a positive image to the online community creating a strong reputation. Ultimately, this can help the organisation to attract a high profile of young entrepreneurs who are looking for a support programme.
- Additional support to young entrepreneurs who already form part of the programme: An online learning platform can serve as a complementary service to training participants and improve the learning experience.
- An online learning platform can be a useful tool for the organisation to not lose touch with the participants that have dropped out of the programme or are not yet ready to participate. They can continue to access the online platform and might get back to the organisation at a later stage.



CHALLENGES

The main challenge is the significant amount of technical, human and financial resources required for:

- Content creation: An online learning platform is only as good as the quality of its content. It needs to be relevant, useful and available in various formats. Ideally, an online platform offers content in all areas from ideation and planning to business management and growth. Creating content, updating existing pieces and constantly adding new items requires at least one full-time employee or partnership(s) with organisations that can provide content.
- Technical maintenance: An online platform needs to be user-friendly and easy to navigate. If certain pages or downloads are not working well, users will leave.



SOLUTIONS

- Through partnerships: Organisations can partner with organisations that have the technical know-how and/or financial resources to support such a platform. These partners can be, for example, tech companies or public institutions with a strong interest in driving youth entrepreneurship forward through online learning, as well as international donors.
- Monetisation of the platform: If the institutional structure allows it, the organisation or the partner organisation can look into ways to monetise the platform, e.g. through affiliate marketing, advertising, sponsored content (e.g. articles, tools), etc.



EXAMPLES

- YBTT, with support from HP life, offers an e-learning platform for entrepreneurs. The online courses cover a wide range of topics that are beneficial to entrepreneurs. They include finances, social entrepreneurship, leadership, strategic planning etc. The programme is included in various training courses offered by Youth Business International and is a self-study programme.
- Espace Entrepreneur, a special section on Positive Planet's website from France, allows registered users to access a variety of business resources and tools as well as relevant events and provides them with the opportunity to connect with other users.
- Acción Emprendedora from Chile offers online courses, as well as online advisory and mentoring services through its platform Acción Emprendedora Comunidad which can be accessed from desktop and mobile devices. In order to access the services, users need to register.
- Futurpreneur Canada provides a wide range of online resources to young entrepreneurs through its website. Users can either search for content in the online library, or follow the suggested entrepreneurship pathway to learn about anything from developing an idea to launching a business. All articles and tools can be accessed without registration.



CASE STUDY

Brazil's online learning platform TAMO JUNTO: Providing tools and learning resources to support young entrepreneurs

Brazil's Aliança Empreendedora supports economic inclusion and development by helping young people to become entrepreneurs. Their programme "Entrepreneurial Generation" provides low-income micro-entrepreneurs with training, mentoring and access to microcredit. The organisation believes that every person can be an entrepreneur by learning the right set of business and soft skills. The programme offers a basic training course to those who are interested in becoming entrepreneurs and who are yet to have a solid business idea formulated, as well as an advanced training for micro-entrepreneurs businesses already in operation.

As a complementary service to the offline training courses, in 2014, Aliança Empreendedora launched Tamo Junto (We Are Together), the first online learning platform aimed at low-income micro-entrepreneurs in Brazil. It is supported by several partner organisations and allows entrepreneurs to access additional learning opportunities for personal and professional growth, including 37 video courses and more than 60 articles and tools for download. The content on the platform is practical, simple and easy to understand, and in line with Aliança Empreendedora's training methodologies. In addition, it comes with an appealing and user-friendly design. Content pieces are not too long, in order to facilitate reading on any device. While video tutorials are available to watch at any pace, special online courses require participants to subscribe and dedicate a certain amount of time per week to learning activities such as readings or short exercises. Online courses and materials are free of charge, and participants receive a certificate after completion.



Some basic content can be accessed directly when visiting the website. However, to delve deeper into courses and download tools, users need to register and create a simple profile indicating age, gender, skin colour, place of residence, and whether they already have experience in running a business. This allows Aliança Empreendedora to better understand who their users are and to create content that adapts to their needs and interests. In addition, as registered users need to indicate their email addresses, the organisation adds online users to its network of micro-entrepreneurs and creates a community by sending out regular newsletters that provides information about events, trainings and other opportunities.

In four years, Tamo Junto has attracted more than 20,000 registered users, and this trend continues to grow. Nevertheless, Aliança Empreendedora is conscious that the most vulnerable youth who are among the organisation's core target population might face challenges in using the platform because they often have limited access to the internet and do not have desktop devices at their immediate disposal. For this reason, Aliança Empreendedora aims to make more use of mobile phone-based solutions, such as using WhatsApp, as a main commu-

nication channel through which videos, news and short articles can be sent.

While offline training and mentoring will remain the core of Aliança Empreendedora's services, the online platform is a great way to not only offer additional learning opportunities, but also to create a community, and to reach low-income communities in areas where offline training might not yet be available. In addition, the platform is part of the organisation's outreach strategy: online users stay informed about offline courses and might become training participants in the future. The platform also serves as a resource for Aliança Empreendedora's partner organisations who implement trainings in different regions of Brazil: a special dedicated online area that can only be accessed by partners and which hosts over 100 content pieces, including training methodologies, exercises, as well as videos that support partners in the training facilitation.

Building on the success of Tamo Junto, Aliança Empreendedora aims to bring more services online that can be accessed by anyone from anywhere in the country: their next goal will be to offer online mentoring.





4.

Toolbox for youth entrepreneurship programmes

The following section provides an overview of relevant tools developed and used by YBI member organisations as part of their youth entrepreneurship programmes. For access to the tools, please contact the respective organisation.

Tools for outreach and selection

No.	Topic	Tool	Language	Format	Organisation	Description
1	Outreach	Websites, Facebook pages and other social media channels (Twitter, Instagram, etc.)	English, Spanish, French	Online	All	Most organisations use websites, Facebook pages and other social media channels to advertise and inform interested participants about their programme.
2	Outreach	Programme presentation	Spanish	pdf	Manq'a, Bolivia	Official presentation of Manq'a and the services it offers. 24-page document with graphics that provide a good overview.
3	Outreach	Programme presentation	Portuguese	pdf	Aliança Empreendedora, Brazil	Official presentation of the Geração Empreendedora programme. 19-page document which is directed at donors.
4	Outreach/ MEL	Lista de Asistencia Conferencias (Conference participation list)	Spanish	pdf	Yo quiero Yo puedo, Mexico	1 page, registration of participants at outreach conferences.
5	Outreach/ Selection	Project service flow	English	pdf	JYBT, Jamaica	1 page visual overview of the support services, their inter-relation and the application/selection processes.
6	Outreach/ Selection	Online application form for entrepreneurs	English	Online	Futurpreneur, Canada	https://route.futurpreneur.ca/Pages/en-ca/Registration1.aspx
7	Outreach	Díptico Mentoría (mentoring flyer)	Spanish	pdf	Acción Empreendedora, Chile	2 pages flyer promoting the mentoring programme.
8	Selection	Ficha de postulación (registration form)	Spanish	Excel	Manq'a, Bolivia	Registration form with 49 questions to be filled in by the applicants.
9	Selection	Prueba de entrada (entry test)	Spanish	Word	Manq'a, Bolivia	1 page with 20 questions, to assess the knowledge of the entrepreneur about different aspects of entrepreneurship.
10	Selection	Prueba de identificación de empresarios potenciales (test for identifying entrepreneurial potential)	Spanish	Word	Manq'a, Bolivia	2 pages with questions to assess the entrepreneurial potential of a participant.

No.	Topic	Tool	Language	Format	Organisation	Description
11	Selection	Formato plan de negocio (Business plan format)	Spanish	Word	Manq'a, Bolivia	10 pages format for applicants to detail their business plan. Useful during selection process.
12	Selection	Application form to demand support services	French	Word	Enda Inter-Arabe, Tunisia	2 pages form to be filled in by the applicant and a staff member of Enda.
13	Selection	Entrepreneur evaluation sheet	French	Word	Enda Inter-Arabe, Tunisia	1 page format to be filled in and signed by Enda's selection committee to determine which support services are best for the applicant.
14	Selection	Personal Business Feasibility Checklist for the Young Entrepreneur	English	pdf	Barbados Youth Business Trust	2 pages, a simple form that is used as a self-assessment for the applicant to see if he/she is ready to be an entrepreneur.
15	Selection	Business Support Registration Form	English	pdf	JYBT, Jamaica	1 page application form to receive support services from JYBT.
16	Selection	Business Mentoring Application Form	English	pdf	JYBT, Jamaica	2 pages to be filled in by the future mentee. Useful.
17	Selection	Business Advisory/ Development Support Services Form	English	pdf	JYBT, Jamaica	1 page application form to request other BDS from the organisation.
18	Selection	Pre-Qualifying Interview Questionnaire	English	pdf	JYBT, Jamaica	4 pages with 28 questions that are asked as a pre-qualification for receiving a loan.
19	Selection	Formato de Inscripción (Registration sheet)	Spanish	pdf	Yo quiero Yo puedo, Mexico	4 page application questionnaire with 40 questions.
20	Selection	Manual Mapa de Vida (Life map manual)	Spanish	pdf	Fundación Paraguaya, Paraguay	6 pages, mostly includes a questionnaire to assess socio-economic status of participants.
21	Selection	Evaluación Plan de Negocios (Business Plan Evaluation Sheet)	Spanish	Excel	Fundación Impulsar, Argentina	This is part of the selection process for mentoring services. This excel sheet comes with two other tools: a format in pdf for entrepreneurs to detail their business plan, and a short guide for evaluators that details how to fill in this excel file.
22	Selection	Guía para el evaluador plan de negocios	Spanish	pdf	Fundación Impulsar, Argentina	3 page guide for evaluators that details how to fill in the excel file Evaluación Plan de Negocios.
23	Selection	Plan de negocio proyecto Empuje	Spanish	pdf	Fundación Impulsar, Argentina	16 page format for entrepreneurs to detail their business plan.

Tools for training

No.	Topic	Tool	Language	Format	Organisation	Description
1	Training	Training Manual	English	pdf	BYBT, Barbados	88 page manual, helping young entrepreneurs get started; Trainer's Manual for the implementation of business trainings for at-risk youth.
2	Training	Módulo Cultura Emprendedora	Spanish	pdf	Manq'a, Bolivia	56 page manual for entrepreneurs on the module about entrepreneurial life skills.
3	Training	Módulo Gestión Económica Financiera y Legal	Spanish	pdf	Manq'a, Bolivia	60 page manual for entrepreneurs on the module about financial management/ financial education.
4	Training	Módulo Marketing	Spanish	pdf	Manq'a, Bolivia	72 page manual for entrepreneurs on marketing.
5	Training	Módulo Desarrollo de Planes de Negocio	Spanish	pdf	Manq'a, Bolivia	80 page manual for entrepreneurs on business plan development.
6	Training	Guia do Orientador Vai ou Racha (Facilitator Guide)	Portuguese	pdf	Aliança Empreendedora, Brazil	114 page facilitator guide for the implementation of the training which focuses on entrepreneurs that are already operating.
7	Training	Guia do Orientador Vai que Da (Facilitator Guide)	Portuguese	pdf	Aliança Empreendedora, Brazil	100 pages facilitator guide for the implementation of training for beginners.
8	Training	Manual Emprendedor	Spanish	pdf	Acción Emprendedora, Chile	69 page manual for entrepreneurs on the Ideation Course (Desarrollo de Idea).
9	Training	Plan Formativo	Spanish	pdf	Acción Emprendedora, Chile	Various 4-5 pagers outlining the sessions for different topics: digital marketing, marketing, access to finance, business planning, business canvas, pitch presentation, costs and price management, client segmentation, business management, business idea development.
10	Training	Taller de habilidades blandas – cartilla del formador (facilitator guide for soft skills workshop)	Spanish	pdf	Confecámaras, Colombia	91 page facilitator guide for the implementation of soft skills workshop.

No.	Topic	Tool	Language	Format	Organisation	Description
11	Training	Yo quiero Yo puedo ser agente de cambio emprendedor – Carpeta del participante	Spanish	pdf	Yo quiero Yo puedo, Mexico	346 page manual for training participants.
12	Training	Habilidades para la vida y el emprendimiento/ Entrepreneurship made possible through life-skills	Spanish/ English	pdf	Yo quiero Yo puedo, Mexico	3 page summary of Mexico's approach to life skills training.
13	Training	Modelo Emprendimiento	Spanish	PNG	Yo quiero Yo puedo, Mexico	1 page image that gives an overview of Mexico's training stages, including the hours assigned to different modules.
14	Training	Manual del joven emprendedor	Spanish	pdf	Fundación Paraguaya, Paraguay	68 page manual for training participants.
15	Training	Manual del joven emprendedor para capacitadores	Spanish	pdf	Fundación Paraguaya, Paraguay	88 pages facilitators guide for the entrepreneurship training.
16	Training	Training programme manual	English	pdf	YBTT, Trinidad and Tobago	43 page explaining YBTT's different training offers and some tools the organisation uses.
17	Training	Training Curriculum	English	pdf	YBTT, Trinidad and Tobago	8 page overview of the different sessions of the Get Fit for Entrepreneurship course, including duration of different modules.
18	Training	Training Preparation Checklist	English	Excel	YBTT, Trinidad and Tobago	Excel file that helps training coordinators / facilitators not to forget about any important aspects to plan and prepare for the training.
19	Training/ MEL	Post business training evaluation form	English	pdf	JYBT, Jamaica	1 page form to be filled in by participants after the training.
20	Training/ MEL	Post business impact survey	English	pdf	JYBT, Jamaica	1 page form to be filled in by entrepreneurs, to assess the evolution of business operations.
21	Training/ MEL	Lista de asistencia y directorio (Training participants list)	Spanish	pdf	Yo quiero Yo puedo, Mexico	2 page form used to capture basic information about the participation in training courses.

Tools for mentoring

No.	Topic	Tool	Language	Format	Organisation	Description
1	Mentoring	Ser un buen mentor/ Being a good mentor	Spanish/ English	pdf	Fundación Impulsar, Argentina	3 page summary of what it takes to be a good mentor.
2	Mentoring	Programa de Mentoría Fundación Impulsar	Spanish	pdf	Fundación Impulsar, Argentina	26 page description of the mentoring process. Internal document.
3	Mentoring	Roles y Responsabilidades del Mentor	Spanish	pdf	Fundación Impulsar, Argentina	9 page description of the roles and responsibilities of a mentor.
4	Mentoring	Mentoria Agora Vai	Portuguese	pdf	Aliança Empreendedora, Brazil	7 page description of Aliança Empreendedora's group mentoring approach.
5	Mentoring	Cuaderno del emprendedor mentoría	Spanish	Word	Acción Empreendedora, Chile	28 page manual for entrepreneurs that participate in training for mentoring.
6	Mentoring	Cuaderno del mentor	Spanish	Word	Acción Empreendedora, Chile	47 page manual for mentors that participate in the mentoring training.
7	Mentoring	Manual del Programa de Mentoring	Spanish	pdf	YBS, Spain	43 page manual for the YBS network organisations to learn how to implement a mentoring programme.
8	Mentoring	Start of programme mentee questionnaire	English	pdf	JYBT, Jamaica	1 page form to be filled in by future mentees.
9	Mentoring	Mentee work process	English	pdf	JYBT, Jamaica	1 page visual overview about the mentoring process from the mentee's point of view.
10	Mentoring	Mentor Programme Training Process	English	pdf	JYBT, Jamaica	1 page visual overview about the mentoring process from the mentor's point of view.
11	Mentoring	Manual de Mentorías para Emprendedores	Spanish	pdf	Fundación Paraguaya, Paraguay	40 page manual for entrepreneurs that participate in training for mentoring.
12	Mentoring	Manual de Mentorías para Mentores	Spanish	pdf	Fundación Paraguaya, Paraguay	52 page manual for mentors that participate in the mentoring training.
13	Mentoring	Mentorship Programme Manual	English	pdf	YBTT, Trinidad and Tobago	67 page manual for YBTT staff that explains the mentoring process, materials and tools used by the organisation.

Tools for access to finance

No.	Topic	Tool	Language	Format	Organisation	Description
1	Access to Finance	Risk Assessment	English	Excel	BYBT, Barbados	Excel sheet for BYBT staff to assess the client vulnerability/ risk.
2	Access to Finance	Risk Analysis	English	Excel	JYBT, Jamaica	Excel sheet for JYBT staff to assess the client vulnerability/ risk.
3	Access to Finance	Funding Programme Manual	English	pdf	YBTT, Trinidad and Tobago	18 page manual for YBTT staff, detailing more about available and specific financial services – what YBTT offers, process, tools used, etc.
4	Access to Finance	Como conseguir crédito para o seu negocio	Portuguese	pdf	Aliança Empreendedora, Brazil	6 page document for entrepreneurs, explaining in a simple way how to access microcredit and other financial products.

Additional tools for monitoring, evaluation and learning (MEL)

No.	Topic	Tool	Language	Format	Organisation	Description
1	MEL	Encuesta sobre emprendimiento, migración y desarrollo personal para jóvenes 2017	Spanish	pdf	Yo quiero Yo puedo, Mexico	16 page survey used for pre and post evaluation of the entrepreneurship programme.
2	MEL	Bi-annual survey	English	pdf	YBTT, Trinidad and Tobago	6 page survey used to assess progress of the entrepreneurs and their businesses.
3	MEL	Baseline survey	English	Online	BYBT, Barbados	https://ybi.formstack.com/forms/bybt_baseline_survey
4	MEL	Follow-up survey	English	Online	BYBT, Barbados	https://ybi.formstack.com/forms/bybt_follow_up
5	MEL	YBI KPIs 2014-17 – Guide for Members	English	pdf	YBI	14 pages document explaining the YBI KPI framework.

5.

Support Information

Under 'Implementation support', this section gives an overview of international, regional and national organisations and networks who are offering support to young entrepreneurs and providing practitioners with guidance on market insights. Resources listed under 'Further reading' summarise additional reading material on youth entrepreneurship. The list of organisations, networks and resources provided is not exhaustive, but rather provides a general overview of support that is available.

5.1 IMPLEMENTATION SUPPORT

This section includes global, regional and local organisations working in the field of youth entrepreneurship. The following organisations can provide helpful guidance regarding knowledge, support, networks, and partnerships for those who wish to deliver youth entrepreneurship support programmes.

YOUTH ENTREPRENEURSHIP SUPPORT AND NETWORK SERVICES

Aspen Network of Development Entrepreneurs (ANDE)

ANDE promotes entrepreneurship in developing countries and emerging markets. Its 280+ affiliated members provide critical financial, educational, and business support services to small and growing businesses. ANDE provides research, networking, and training and encourages partnerships and knowledge sharing among its network.

Global Entrepreneurship Network (GEN)

GEN works towards building a single global entrepreneurial ecosystem. GEN operates a platform of projects and programmes that helps entrepreneurs in 170+ countries to start and scale their businesses by fostering cross border collaboration and initiatives between entrepreneurs, investors, researchers, policymakers and entrepreneurial support organisations. GEN helps celebrate, understand, support and connect entrepreneurs and those who champion them with initiatives, such as the Global Entrepreneurship Week (GEW).

S4YE Coalition - Solutions For Youth Employment

By fostering a cross border coalition between multi-stakeholders in the entrepreneurial context, S4YE provides the means to boost programmes that can scale the numbers of active youth in productive work.

The organisation collects and analyses shared knowledge to generate and share open data, as well as insights and lessons learned regarding youth employment, while implementing action through a targeted portfolio of high-impact initiatives.

International Youth Foundation (IYF)

IYF, together with worldwide partners, invests and co-creates programmes tailored to young people's needs to develop life skills and entrepreneurship training, generate and share relevant information, adapt global knowledge to local projects and drive multi-stakeholder alliances to scale the scope of the outcomes.

DATA AND MARKET INSIGHTS ON ENTREPRENEURSHIP

Global Entrepreneurship Monitor (GEM)

GEM is a leading resource with regards to statistics on entrepreneurship on the global, regional and national level. The organisation disposes of customer data sets, comprehensive reports and other interesting stories in the area. GEM considers fostering youth entrepreneurship as a critical development strategy.

Organisation for Economic Co-operation and Development (OECD)

OECD aims to promote policies that improve the economic and social well-being of people. OECD provides key statistics and data on entrepreneurship, including a collection of indicators for measuring the state of entrepreneurship and implications on the policy level. OECD considers youth unemployment a major global issue and the promotion of youth entrepreneurship a part of the solution.

The Global Entrepreneurship and Development Institute (GEDI)

GEDI is a research organisation compiling knowledge around entrepreneurship, economic development and prosperity. Their main piece of work, the Global

Entrepreneurship Index (GEI), is widely used as a measure of quality and dynamics of entrepreneurship ecosystems around the globe.

World Bank: Doing Business Index

Doing Business Index, by the World Bank, analyses business regulations and their enforcement across 190 economies globally. To provide in-depth knowledge on newly created businesses, the index measures entrepreneurial activity, including the relationship between entrepreneurship, gender and trends in new firm creation across regions and income groups.

World Economic Forum (WEF)

The World Economic Forum, the international organisation for public-private cooperation, brings together political, business and other key stakeholders of society for knowledge sharing and discussion. The organisation has published a variety of highly interesting reports on the global, regional and national economic situation and the role of entrepreneurship in the economy. WEF founded the Global Shapers Community to empower young people to play an active role in shaping local, regional and global agendas.



MULTILATERAL ORGANISATIONS SUPPORTING YOUTH ENTREPRENEURSHIP

Development Bank of Latin America (CAF)

CAF is a development bank formed by 17 countries from Latin American and the Caribbean (LAC) as well as Portugal and Spain. It promotes sustainable development and regional integration by financing projects committed to improving the quality of life in the LAC region. Its services include loans, financial consulting, lines of credit and co-financing, technical cooperation, among others.

Competency based Economies through Formation of between (CEFE)

Developed as part of a German technical cooperation, CEFE is a comprehensive set of training instruments using an action-oriented approach and experiential learning methods to develop and enhance the business management and personal competencies of a wide range of target groups, mostly in the context of income and employment generation and economic development. It represents an accumulation of instruments for entrepreneurship training combined with an active and dynamic approach and methods of empirical learning to develop and improve managerial and individual skills.

United Nations Conference on Trade and Development - Empretec

Empretec is an integrated capacity-building programme of UNCTAD that promotes the creation of sustainable support structures that help promising entrepreneurs build innovative and internationally competitive small and medium-sized enterprises (SMEs), thereby contributing to the development of a dynamic private sector. Since its inception in 1988, Empretec programmes have been initiated in 26 countries, assisting more than 70,000 entrepreneurs through local market-driven business support centres.

European Commission

Youth employment and entrepreneurship are some of the key priorities of the Employment, Social Affairs and Inclusion Department of the European Commission. Relevant activities carried out are: the European platform against poverty and social exclusion fostering programmes, such as between(EaSI) and the Microfinance and Social Entrepreneurship axis which facilitates access to microcredit and microloans for vulnerable groups, micro-enterprises and social entrepreneurship; the European Knowledge Centre for Youth Policy providing focus on youth

work public policies; the Erasmus+ Programme aspiring to improve youth employability and well-being.

Inter-American Development Bank (IDB)

The IDB is one of the main means of financing and technical support for organisations in Latin America and the Caribbean (LAC) to cope with development challenges. Their Youth Development and Outreach Program (IDB Youth) focuses on entrepreneurship, leadership and social participation. The programme provides social entrepreneurs with loans, grants, and technical assistance. The IDB Group works with the private-sector through two members entities: The Inter-American Investment Corporation (IDB Invest) and the Multilateral Investment Fund (now known as IDB Lab).

International Labour Organisations - Start and Improve Your Business Programme (ILO - SIYB)

SIYB is a global business management training programme with a focus on starting and improving businesses as a strategy for creating more and better employment for women and men. It

supports the sustainable development goals by promoting, a) Business development policies that support decent job creation, entrepreneurship and encourage the growth of micro, small and medium enterprises, and b) Productive employment and decent work for all, including the youth and people with disabilities.

International Finance Corporation - Business Edge

Launched for Africa, the website is a management training tool backed by IFC for supporting growth of smaller businesses across the continent. It is a training system that strengthens the management skills of owners, managers, and staff of small and medium-sized enterprises (SMEs.) It was developed in Vietnam and has been successfully deployed in China and the Middle East. The website is targeted at training firms and trainers as well as corporations and banks that might be considering Business Edge for their SME capacity building needs.

Overseas Development Institute (ODI)

ODI is an independent think tank on international development and humanitarian issues. It provides

applied research and practical advice on youth entrepreneurship. ODI was commissioned by Youth Business International (YBI), Restless Development and War Child to conduct evidence on 'Maximising the impact of youth entrepreneurship support in different contexts'.

The United Nations (UN)

The UN is an international organisation founded in 1945 made up of 193 Member States. The mission and work of the UN are guided by the main issues facing humanity in the 21st century. Within the UN, several agencies, such as UNDP, UNCDF and ILO aim to foster youth entrepreneurship and implement a variety of successful initiatives (see Youth Co:Lab, The Global Initiative on Decent Jobs for Youth and Secretary-General's Envoy on Youth)

The World Bank Group (WBG)

WBG is a global financial partnership working towards sustainable solutions that reduce poverty and build prosperity in developing countries. WBG finances youth development projects and empowers young people to become workers, entrepreneurs or business leaders.

5.2 FURTHER READING

The following publications can provide readers with a greater understanding of youth entrepreneurship and youth entrepreneurship support programmes. The compilation provides general studies as well as research and practical pieces with a focus on specific parts of youth entrepreneurship support programmes and/or regions.

GENERAL

International Youth Foundation.

Supporting Young Entrepreneurs: A Practical Guide to Quality Programming.

Available at: <https://www.iyfnet.org/sites/default/files/library/GPYE-EntreprGuide.pdf>

ODI (2015). Building paths for youth entrepreneurship.

Available at: <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9950.pdf>

OECD (2014). Supporting Youth in Entrepreneurship.

Available at: <https://www.oecd.org/cfe/leed/SummaryReportSeminarYouthEntrepreneurshipRev.pdf>

OECD (2017). Unlocking the Potential of Youth Entrepreneurship in Developing Countries:

From Subsistence to Performance. Development Centre Studies, OECD Publishing, Paris.

Available at: <http://www.oecd-ilibrary.org/docserver/download/4117161e.pdf?expires=1516038566&id=id&accname=guest&checksum=F545231BF5C04AFC4AAEE457FAFCC59F>

UNCTAD (2017). Policy Guide on Youth Entrepreneurship.

Available at: http://unctad.org/en/PublicationsLibrary/webdiaeed2015d1_en.pdf

YBI & EY (2016). Supporting Young Entrepreneurs: What Works?

Available at: <https://www.youthbusiness.org/wp-content/uploads/2016/12/YBI-Learning-Review-web-version.pdf>

TRENDS AND MARKET INSIGHTS

Global

Global Entrepreneurship Monitor (2017). Global Report 2017/2018.

Available at: <http://www.gemconsortium.org/report>

Global Entrepreneurship Monitor (2015). Future Potential: A GEM perspective on youth entrepreneurship 2015.

Available at: <https://youtheconomicopportunities.org/sites/default/files/uploads/resource/gem-2015-youth-report-1436523546.pdf>

ILO (2017). Global Employment Trends for Youth 2017: Path to a better working future.

Available at: http://www.ilo.org/wcmsp5/groups/public/---dgreports/---dcomm/---publ/documents/publication/wcms_598669.pdf

World Bank Group (2017). Doing Business 2017: Equal opportunity for all.

Available at: <http://www.doingbusiness.org/~media/WBG/DoingBusiness/Documents/Annual-Reports/English/DB17-Report.pdf>

Latin America & Caribbean

OECD (2017). Latin American Economic Outlook 2017: Youth, Skills and Entrepreneurship.

Available at: http://www.oecd.org/dev/americas/E-Book_LEO2017.pdf

World Bank Group (2017). Doing Business 2017: Equal opportunity for all – Latin America and Caribbean.

Available at: <http://www.doingbusiness.org/reports/~media/WBG/DoingBusiness/Documents/Profiles/Regional/DB2017/LAC.pdf>

OUTREACH & ENTREPRENEUR SELECTION

Ashoka. Defining characteristics of a leading social entrepreneur.

Available at: <https://www.ashoka.org/sites/ashoka/files/Criteria%20and%20selection%20guide.pdf>

Santos, S.C. & Caetano, A. (2014). Entrepreneur Selection Methodology for Entrepreneurship Promotion Programmes. In: The Journal of Entrepreneurship. Vol 23, Issue 2.

Available at: <http://journals.sagepub.com/doi/abs/10.1177/0971355714535306>

TRAINING & SKILLS DEVELOPMENT

European Commission (2017). Taking the future into their own hands - Youth work and entrepreneurial learning (Final Report).

Available at: <https://publications.europa.eu/fr/publication-detail/-/publication/8f5910d8-6b64-11e7-b2f2-01aa75ed71a1/language-en/format-PDF/source-36638558>

Darisi, T. & Watson, L. (2017). Strengthening Youth Entrepreneurship Education: An Evaluation and Best Practices Report.

Available at: <http://changeopenly.com/wp-content/uploads/2017/09/Openly-Strengthening-Youth-Entrepreneurship-Education.pdf>

Valerio, A., Parton, B. & Robb, A. (2014). Entrepreneurship Education and Training Programs around the World: Dimensions for Success. In: Directions in Development. The World Bank Group.

Available at: <https://openknowledge.worldbank.org/bitstream/handle/10986/18031/9781464802027.pdf>

MENTORING

Making Cents & YBI (2017). The role of Volunteer Business Mentoring in supporting youth entrepreneurship: A global perspective. Available at: <https://youtheconomicopportunities.org/sites/default/files/uploads/resource/Role%20of%20Volunteer%20Business%20Mentoring.pdf>

Memon, J. et al. (2015). Mentoring an Entrepreneur: Guide for a Mentor. SAGE Open January-March 2015: 1–10. Available at: <http://journals.sagepub.com/doi/pdf/10.1177/2158244015569666>

Shittu, A. I. (2017). Promoting Youth Entrepreneurship: The Role of Mentoring. In: IDS Bulletin, Vol 48, No 3 (2017). Available at: <http://bulletin.ids.ac.uk/idsbo/article/view/2875/ONLINE%20ARTICLE>

ACCESS TO FINANCE

European Commission & OECD (2017). Policy Brief on Access to Business Start-up Finance for Inclusive Entrepreneurship.

Available at: <https://www.oecd.org/cfe/leed/Financing%20inclusive%20entrepreneurship%20policy%20brief%20EN.pdf>

Rutten, L. & Fanou, F.S. (2015). Innovative and Inclusive Finance for Youth in Agriculture. In: Africa Agriculture Status Report 2015, chapter 4.

Available at: https://ypard.net/sites/default/files/legacy_files/finance%20agriyouth.pdf

UNCDF (2016). Recommended Practices and Lessons Learned in Providing of Financial and Non-Financial Services on Youth: Insights from the YouthStart Programme.

Available at: <http://www.uncdf.org/article/2253/recommended-practices-and-lessons-learned-in-providing-financial-and-non-financial-services-to-youth>

COMMUNITY DEVELOPMENT, NETWORKING & ENTREPRENEURIAL ECOSYSTEM

Community development, networking & entrepreneurial ecosystem

Ernst & Young (2013). It's who you know Women entrepreneurs and the impact of networks. Available at: [http://www.ey.com/Publication/vwLUAssets/EY_Its_who_you_know_Women_entrepreneurs_and_the_impact_of_networks/\\$FILE/EY-Its-who-you-know-Women-entrepreneurs.pdf](http://www.ey.com/Publication/vwLUAssets/EY_Its_who_you_know_Women_entrepreneurs_and_the_impact_of_networks/$FILE/EY-Its-who-you-know-Women-entrepreneurs.pdf)

Galkina (2013). Entrepreneurial networks: Intended and unintended processes. Hanken School of Economics, Nr. 253. Available at: https://helda.helsinki.fi/bitstream/handle/10138/39351/253_978-952-232-190-9.pdf?jsessionid=FAD0D164DB9BB20F7A4A3F4221531D7F?sequence=1

Gruidl, J., Stout, B. & Markley, D. (2015). Entrepreneurship as a Community Development Strategy. Available at: http://s3-euw1-ap-pe-ws4-cws-documents.ri-prod.s3.amazonaws.com/9780415703550/Corrected_Chapter_17.pdf

OECD. Expanding the networks of disadvantaged entrepreneurs. Available at: <https://www.oecd.org/cfe/leed/Expanding%20the%20networks%20of%20disadvantaged%20entrepreneurs.pdf>

OECD. Entrepreneurial Ecosystems and Growth Oriented Entrepreneurship. Available at: <https://www.oecd.org/cfe/leed/Entrepreneurial-ecosystems.pdf>

MONITORING AND EVALUATION

European Commission & OECD (2013). Policy Brief on Evaluation of Inclusive Entrepreneurship Programmes Entrepreneurial Activities in Europe.

Available at: http://www.igfse.pt/upload/docs/2014/Policy_brief_evaluation_inclusive_entrep.pdf

ILO. Making Learning Count: Effective Monitoring and Evaluation of Youth Employment Programs in the Arab World.

Available at: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/documents/publication/wcms_372803.pdf

Overseas Development Institute (2011). Maximising impact of youth entrepreneurship support in different contexts.

Available at: <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/7728.pdf>

Bell-Masterson, J. & Stangler, D. (2015). Measuring an Entrepreneurial Ecosystem. In: Kauffman Foundation Research Series on City, Metro, and Regional Entrepreneurship.

Available at: <http://www.kauffman.org/what-we-do/research/2015/03/measuring-an-entrepreneurial-ecosystem>

Aspen Network of Development Entrepreneurs (2013). Entrepreneurial Ecosystem Diagnostic Toolkit.

Available at: https://assets.aspeninstitute.org/content/uploads/files/content/docs/pubs/FINAL%20Ecosystem%20Toolkit%20Draft_print%20version.pdf



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