

ILO/SIYB

Global Outreach Study

A study of the outreach and impact of the
Start and Improve Your Business Programme worldwide

Commissioned by: SIYB Global Coordinator, International Labour Organisation,
Geneva, 2003.

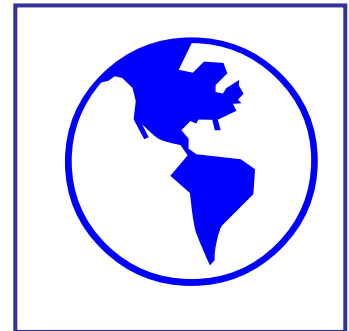


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I. Introduction

1. This study has been commissioned by the global ILO/SIYB coordinator based at the International Labour Organisation's headquarters in Geneva. The purpose of the study is to provide insight into the worldwide outreach of the Start and Improve Your Business programme, and to serve requests for this kind of information from stakeholders such as the donors, SIYB partner organisations and other international organisations. Hence, the study analyses and collates Monitoring and Evaluation (M&E) data that have been collected by the SIYB projects that are currently active. The study makes use of secondary data, which means that no data have been collected for this study as such.

2. All SIYB projects that have been involved in this study, have established systems for the routine collection of M&E information. The M&E systems are relying on reporting activities from Master Trainers and SIYB trainers in the field. They are responsible for sending information about SIYB training activities they have conducted with trainers and entrepreneurs. Data are then entered into a database by the regional project offices, which form the bases for periodic reviews of the projects. In some cases, data are also disseminated through the SIYB project's websites and newsletters. In addition to the M&E data collection, all SIYB projects conduct regular impact assessment, to evaluate the impact that the SIYB training has on the potential and existing entrepreneurs.

3. This global outreach study has used and analysed databases, reviewed and analysed evaluation reports, newsletters, websites, PowerPoint presentations and impact reports produced by the various ILO SIYB regional project offices.

Scope of the study

4. This document gives an overview of the outreach of the SIYB programme measured by 6 SIYB project offices that are currently active, serving 21 countries in their respective regions. Activities involve training of SIYB trainers, Partner Organisations and Master Trainers, development and adaptation of SIYB materials, from 1997 to date. For this study, the outreach per country has been defined as a percentage of the total labour force, to allow for some more in-depth analysis. Based on these figures, an estimation of the total global outreach of the SIYB programme has been made; this is in *all* 90 countries where SIYB has been implemented.

5. Secondly, the report describes the technical performance of the SIYB programme, in terms of numbers of SIYB seminars conducted and the development of SIYB materials. In this section, the activity rates of Master Trainers and SIYB trainers will also be discussed. The SIYB projects are pragmatic in realising that not all trainers that have been trained actually pass the programme on to entrepreneurs.

6. In the third section, the report goes deeper into the impact of the SIYB training programme at enterprise level. It uses impact data collected by the SIYB projects on a number of important indicators such as business start-up, business improvement and contribution to job creation.

7. In the last chapter, an attempt has been made to compare the global outreach and impact of the SIYB programme to other, similar business management training programmes with an international scope. The most directly related programmes probably being the GTZ/CEFE training programme, the UNCTAD/EMPRETEC and the MSI Entrepreneurship Development programme.

Limitations of the report

8. The data presented in this study have to be interpreted with care, due to a number of methodological constraints:

- The secondary data provided by the SIYB projects, have been collected mostly in-house and with a variety of methods and tools. Though most SIYB M&E systems have been standardised to a great extent, there may be disparities and inconsistencies in the reliability of the data from one project to another.

- The SIYB M&E systems rely heavily on the reporting activities of the Master Trainers and trainers in the field. In reality, not all SIYB trainers duly send reports of all their training activities to the SIYB project offices. The actual figures may therefore be higher than those presented in this study, but there is no consistent way of measuring or analysing this.
- In addition to the above, there have been a few gaps in the collection of data by the SIYB projects due to the absence or turnover of M&E staff.

Word of caution

9. This study should not be considered an evaluation of the SIYB programme. The aim is not to assess the effectiveness of the SIYB projects that are currently active, nor to compare or explain differences between them. It merely describes the outreach of the SIYB programme worldwide, and to some extent, presents data about the technical performance of the SIYB projects. Each SIYB project has its own set of indicators and desired outcomes, depending on the SED context in a particular region. Also, the cultural and socio-economic climate in the various countries varies greatly which makes comparison of outcomes inappropriate.

10. The figures presented from 21 countries that have been collected by the SIYB project offices can be considered reliable, though under-estimated (see limitations above). The worldwide figures however, are mere extrapolated estimations based on ad-hoc data collections in the remaining 70 countries where SIYB has been implemented in the past but which are currently not being served by an SIYB project office.

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II. Brief history of the ILO/SIYB programme

11. The SIYB programme has originated in a training package called “Look After Your Firm” that was developed in the 1970s by the Swedish Employers’ Federation. In 1977, the Swedish International Development Authority (Sida) funded a project for the ILO to adapt the materials to the needs of small-scale entrepreneurs in developing countries. The adapted training package was called “Improve Your Business” (IYB) programme and successively introduced in over 70 countries.

12. In the early 90s, an ILO technical cooperation project in Fiji embarked on the development of the “Start Your Business” (SYB) training package. SYB was soon adopted by ILO technical cooperation projects all over the world to complement the IYB training package and to meet the great demand from potential small-scale entrepreneurs who wanted to start their own businesses. In the late 90s, yet another training package called “Generate Your Business Idea” (GYBI) was developed by ILO to further complement the SYB training package and to assist potential small-scale entrepreneurs to generate feasible business ideas.

13. The GYBI, SYB and IYB training packages have been designed on the same conceptual platform. They are separate but inter-linked. In recognition of that effective inter-linkage, ILO markets these packages jointly under the label “SIYB programme”. Today, the SIYB programme is globally recognized as an ILO trademark.

Table 1. Overview of programme phases of active SIYB project countries

	Phase 1	Phase 2	Phase 3	Number of years under review
West Africa	April 1999 – mid 2002	End 2002 – 2004		4 years
Eastern and Southern Africa ¹	1994 – 1997 (no data)	Jan 98 – Dec 2000	July 2001 – June 2004	5.25 years
Vietnam	1998 - 2001	2002 – April 2004		5.25 years
Sri Lanka	Jan 2000 – Jan 2002 (pilot, 2 provinces south)	Feb 2002 – Feb 2005		3.25 years
Papua New Guinea	1997 - March 1999	Mar 2000 – Feb 2002	2003	2.25 + 3 = years = 5.25
Central Africa	Kazakhstan, 1997 - 1999	Jan 1999 - 2000 (pilot Rus, Taj, Uz, Kyr ²)	2002 – 2003 (Kyr + Taj)	3 + 2 + 1 = 6 years

14. With the exception of Eastern and Southern Africa, where IYB was started and SYB was introduced as a pilot in 1995, all currently active SIYB projects under review started in 1997 / 1998. This means that, to date, the average period under review per project is between 4.5 and 5 years.

III. Geographical coverage

15. IYB activities started in 1977 in Eastern Africa. The SYB activities, developed in the early nineties in Fiji, were introduced in Africa in 1997. The start of the SIYB programme, consisting of both packages, can be considered established from 1997 onwards.

¹ IYB has a history in Eastern and Southern Africa since 1977. SYB was piloted in 1994, which marks the beginning of SIYB phase 1.

² Russia, Tajikistan, Uzbekistan and Kyrgyzstan

16. Currently, SIYB regional project offices are established in 6 countries, actively implementing SIYB activities in 21 countries in Africa and Asia and these are described as “A-countries”. As a second category, there are so-called “B-countries” where SIYB trainers exist and SIYB training with (potential) entrepreneurs is taking place without the active support from an SIYB project office. B-countries are either former SIYB project countries or countries where other ILO offices or projects are implementing SIYB activities on a demand-driven basis.

Lastly, there are “C-countries” where SIYB has had ad hoc activities in the past. It is not always known to what extent SIYB activities are still taking place in those countries.

Table 2. Geographical coverage of active SIYB project countries

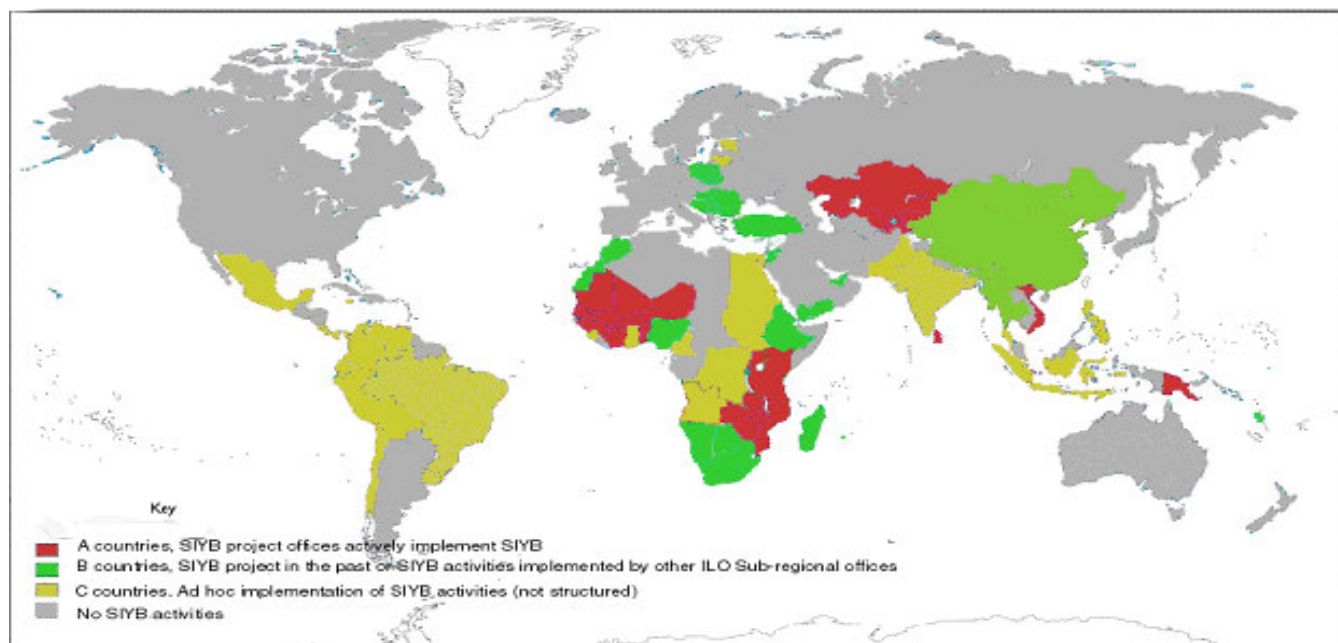
	ILO SIYB Regional Project Office base	A-countries
West Africa	Dakar, Senegal	Benin, Burkina Faso, Cote d’Ivoire, Guinea, Mali, Mauritania, Niger, Senegal, Togo
Eastern and Southern Africa	Harare, Zimbabwe	Malawi, Mozambique, Uganda, Tanzania, Zambia, Zimbabwe
South-eastern, South-central Asia and Pacific	Hanoi, Vietnam	Vietnam
	Colombo, Sri Lanka	Sri Lanka
	Port Moresby, PNG	Papua New Guinea (PNG)
Central Asia		Kazakhstan, Kyrgystan, Tajikistan, (Uzbekistan, Russian Federation)

Table 3. Geographical coverage B and C countries

	B-countries	C-countries
Africa	Angola, Botswana, Eritrea, Ethiopia, Kenya, Lesotho, Mauritius, Madagascar, Morocco, Nigeria, Namibia, Swaziland, South Africa,	D.R. Congo, Cameroon, Egypt, Ghana, Sierra Leone, Sudan, Tunisia
South-eastern and south-central Asia and Pacific	China/Mongolia, ³ Fiji, Kiribati, Marshall Islands, Solomon Islands, Niue Tokelau, Tonga, Tuvalu, Vanuatu	Bangladesh, India, Indonesia, Myanmar, Pakistan, Philippines, Thailand
Central Asia (Commonwealth of Independent States)	Ukraine, Russian Federation, Uzbekistan ⁴	
Middle East	Dubai, Gaza/West Bank, Jordan, Syria, Yemen	
Central + Latin America and Caribbean		Bolivia, Brazil, Chile, Costa Rica, Ecuador, Jamaica, Mexico, Panama, Peru, Venezuela
Eastern Europe and Baltic States	Albania, Bulgaria, Bosnia, Croatia, Slovenia, Cyprus, Hungary, Poland, Romania, Turkey, Yugoslavia	Estonia, Latvia

³ China / Mongolia are currently in a pilot phase, basic structures have been set up by ILO-PEP and the project is expected to take-off in 2004, pending donor approval

⁴ Uzbekistan and Russian Federation are covered by the Central Asia project, but activities have not yet commenced



IV. Global outreach of the SIYB programme

1. Total number of potential and existing entrepreneurs trained in SIYB

17. This section of the report presents an aggregated overview of the numbers of potential and existing entrepreneurs trained in SIYB and as a percentage of the total labour force of the individual countries. It also gives the overview of the number of trainers and partner organisations to which the SIYB programme was introduced and the number of Master Trainers.

Table 4. Total number of entrepreneurs reportedly trained in SIYB⁵ in active project countries

Region	SYB	%	IYB	%	Total
West Africa (since April 1999)	487	13%	3,138	87%	3,625
Eastern and Southern Africa (since Jan. 1998) ⁶	,7170	69%	3,228	31%	10,398
Vietnam (since 1998)	8,118	70%	3,713	30%	11,831
Sri Lanka (since Jan 2000)	1,239	60%	823	40%	2,062
Papua New Guinea (since 1999)	2,059	91%	204	9%	2,263 ⁷
Central Asia (since Jan 1997.(Incl. Kaz.)	2,883	97%	89	3%	2,972
Sub total (excl. PNG)	19,897	64%	10,991	35%	
Total					33,151

* this is the total including participants from awareness workshops and modular training (1 or 2 days)

⁵ This concerns 'standard' SYB or IYB seminars with a duration of at least 40 hours. SIYB awareness workshops with a duration of 1 or 2 days for large groups or modular IYB training activities have not been included in these figures

⁶ People trained in GYBI are included in the SYB figures, since GYBI is not a stand-alone package but a logical pre-requisite for SYB. GYBI is currently only being implemented by Harare and Colombo regional project offices

⁷ SYB / IYB division not known for second phase (771 people), only for the 1492 people trained in phase 1

18. It becomes clear that since the establishment of the SIYB programme, e.g. when SYB joined the already existing IYB programme that the focus lies on the Start Your Business component, with nearly two-thirds of (potential) entrepreneurs being trained in SYB. In total, at least over 33.000 people were reported to have been by SIYB trainers in the A-countries in the past 5.5 years.

Table 5. Total number of SIYB trained entrepreneurs as percentage of labour force

	Geographical outreach	Active Labour Force ⁸ (x 1000)	SIYB trainees as percentage of labour force
West Africa	Benin, Burkina Faso, Cote d'Ivoire, Guinea, Mali, Mauritania, Niger, Senegal, Togo	64,294	0.00563
Eastern and Southern Africa	Malawi, Mozambique, Uganda, Tanzania, Zambia, Zimbabwe	89,206	0.01165
Vietnam	Vietnam	64,863	0.01823
Sri Lanka	Sri Lanka	11,879	0.01735
Papua New Guinea	Papua New Guinea	3,802	0.05952
Central Asia	Kazakhstan, Kyrgystan, Tajikistan	10,987	0.02704
Total		245,031	0.0135

19. Overall, SIYB training reaches 0.0135 %, or 1.3 *promille* of the active labour force in the countries where it is currently being implemented. This figure will be used in the formula that determines the extrapolation of the SIYB outreach in B and C countries. The extrapolation is based upon the assumption that the figure of 0.0135% represents an adequate average of the outreach of various SIYB projects, which vary from country to country in terms of their durations, intensity, funding, staff and other factors that influence SIYB outputs. By calculating the number of SIYB trained entrepreneurs as an overall percentage of the labour force in a geographically wide spectrum of SIYB countries, it is assumed that a similar outreach may have been achieved in regions where SIYB projects were previously active.

20. To estimate the outreach in B-countries, the same percentage of 0.0135 is used as an indicator to calculate the total number of SIYB trained entrepreneurs. The average duration of the previous SIYB activities in B countries in Africa is comparable to the 4.6 years per project region in the A-countries. For Eastern Europe and Baltic States however, the percentage has been decreased slightly to compensate for the shorter history of the SIYB activities on average (activities started end 1999 approximately 3 years).⁹

⁸ Figures from 2000. Key Indicators of the Labour Market (KILM) 2001 – 2002. Formula: Labour force participation rate = the economically active people (the unemployed and employed) between 15 and 64 as a percentage of the total population

⁹ The promilage of 0.0135 was reached over a period of 28 project years, e.g. 4.6 years per SIYB project. With an average of 3 years project history per country in central Europe, the percentage becomes $0.0135 / 4.6 * 3 = 0.0086$

Region	B-countries	Active Labour Force (x 1000)	SIYB as % of labour force	Estimated outreach SIYB trained entrepreneurs
Africa	Angola, Botswana, Eritrea, Ethiopia, Kenya, Lesotho, Madagascar, Mauritius, Morocco, Namibia, Nigeria, Swaziland, South Africa,	234,194	0.0135	31,616
Central & Andean America ¹⁰	Bolivia, Ecuador, Peru, Central America			10,950
Central Asia	Ukraine, Russian Federation, Uzbekistan ¹¹	No significant outreach yet		
Eastern Europe and Baltic States	Albania, Bulgaria, Bosnia, Croatia, Serbia, Slovenia, Cyprus, Hungary, Poland, Romania, Turkey	106,304	0.0086	9,142
Pacific	Fiji, Kiribati, Marshall Islands, Niue, Solomon, Tonga, (Tokelau, Tuvula = no data)	1,578	0.0135	213
Middle East	Dubai, Gaza/West Bank, Jordan, Syria, Yemen	23,417	0.0135	3161
Total outreach B countries				55,082

21. For the C-countries, the output is substantially less because there has not been any structural approach for implementing SIYB activities and SIYB trainers have been trained occasionally. The percentage of SIYB trainees reached over the past 5 years, as part of the active labour force, is estimated to be significantly lower, e.g. 10% of that reached in A countries.

Region	C-countries	Active Labour Force (x 1000)	SIYB as % of labour force	Estimated outreach SIYB trained entrepreneurs
Africa	D.R. Congo, Cameroon, Egypt, Ghana, Sierra Leone, Sudan, Tunisia	117,998	0.00135	1,593
Asia	Bangladesh, Indonesia, Myanmar, Pakistan, Philippines, Thailand (excl. India) ¹²	449,004	0.00135	6,006
Latin America and Caribbean	Brazil, Chile, Costa Rica, Jamaica, Mexico, Panama, Venezuela	355,354	0.00135	4,797
Total estimated outreach in C-countries				12,342

¹⁰ Results from Study: The SIYB programme in the Andean Countries and Central America, by Dora Herrera, Lima, May 2003

¹¹ Uzbekistan and Russian Federation are covered by the Central Asia project, but have not yet commenced

¹² India with its immense population sizes of more than 1 billion people have been excluded because few SIYB activities have taken place.

Table 6. Total estimated number of SIYB trained entrepreneurs in all countries

Type of SIYB country	Total number of SIYB trained entrepreneurs
A countries (21)	33,151
B countries (40)	55,082
C countries (26)	12,342
Pilot country China/Mongolia (in 2002 - 2003)	1,000
Total estimated SIYB outreach 1998 - 2003	101,575

22. In conclusion, SIYB training has reached over 100,000 potential and existing entrepreneurs worldwide over the period 1998 – mid 2003.

2. Total number of trainers trained in SIYB

22. The SIYB programme approach to reach entrepreneurs is through the training and certification of SIYB trainers. Potential trainers are selected, trained, followed-up, coached and, if successful in the implementation of SIYB seminars with entrepreneurs, they are certified. SIYB trainers can be developed by SIYB Master Trainers from partner organisations or directly by staff from the regional project offices.

Table 7. Total number of SIYB trainers in active SIYB project countries

Region	Number of SYB trainers	Number of IYB trainers	Number of trainers SIYB	Total number of trainers trained
West Africa	14	270	92	376
Eastern and Southern Africa	138	10+	177	325+
Vietnam	?	109	474	583
Sri Lanka	-	-	109	109
Papua New Guinea	-	-	116	116
Central Asia	-	-	365	365
	152	389	1433	1974

23. The majority, i.e. two-thirds of trainers trained in SIYB, have been trained in SYB and IYB. They are able to provide training services to both potential as well as existing entrepreneurs.

24. In addition to those trainers trained in SIYB project countries (A-countries), many trainers have been developed over the years in B-countries. Regional reports on for example Central America and the Andean countries, indicate 306 trainers trained in SIYB, from both governmental and non-governmental organisations. In Croatia, 40 trainers have been trained in SIYB¹³. In Eastern Africa (Kenya, Ethiopia) and Southern Africa, regular TOTs are being conducted by staff from RPO or Master Trainers. It is estimated that there are at least 800 SIYB trainers in B and C-countries.

3. Total number of SIYB partner organisations

25. SIYB trainers are usually part of organisations that have a mandate for small enterprise development in their country. The SIYB programme works together with many local partner organisations for the implementation of SIYB training. This is to ensure sustainability of the programme. Partner organisations are being selected based upon certain criteria that will have to guarantee that their organisation can independently and effectively implement SIYB training with entrepreneurs.

26. A few years ago, the SIYB programme started to focus more on working with private sector organisations, or 'for-profit-trainers'. New insights and strategic developments in the field of effective

¹³ ILO-SYB activities report. Zagreb, Geert van Boekel, 2003

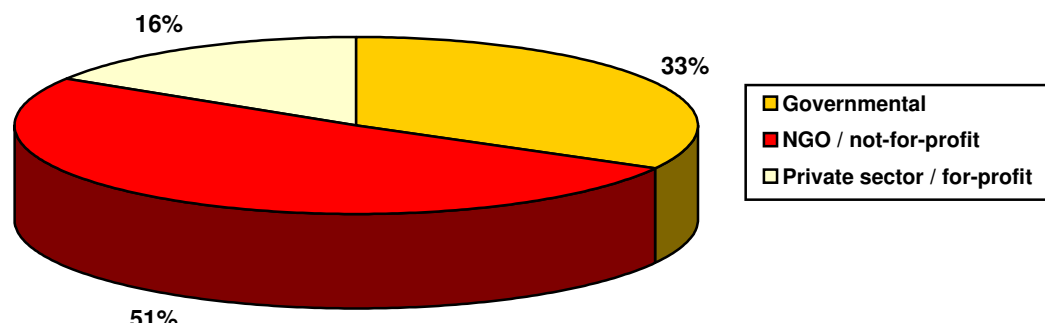
delivery of business development services (BDS) have led to this renewed focus¹⁴. Private sector trainers are believed to reach higher-level target groups and are often more successful in the recovery of the costs of SIYB training. Some SIYB evaluation studies have indeed shown that some private trainers achieve better impact results with their entrepreneurs, though the overall results are not always significantly better. In Sri Lanka for example, customer satisfaction rates were found to be higher amongst public than private sector SIYB providers. To date, 14% of SIYB partner organisations are private sector, for-profit training providers.

27. In addition to SIYB partner organisations that implement SIYB training on the ground, the SIYB programme is collaborating with many other BDS providers, in an effort to create linkages between SIYB training and other business development services that can be of use for small-scale entrepreneurs.

Table 8. Number and type of SIYB Partner Organisations in active SIYB project countries

SIYB partner organisations	Govt		NGO, not-for-profit ¹⁵		Private sector, for-profit		Total
	Count	%	Count	%	Count	%	
West Africa	31	26%	72	62%	14	12%	117
Eastern and Southern Africa	51 +				28 +		79 +
Vietnam	53	27%	132	67%	12	6%	197
Sri Lanka	6	21%	14	52%	7	26%	27
Papua New Guinea	48	60%	8	10%	24	30%	80
Central Asia	15	42%	19	53%	2	5%-	36
Total results (ex. Eastern + Southern Africa)		33%		51%		16%	536 +

Figure 1. Type of SIYB Partner Organisations in active project countries



4. Total number of SIYB Master Trainers

28. Master Trainers are the beating heart of the SIYB programme. They are charged with the continuous development of new SIYB trainers and provide new organisations with access to the SIYB programme. Only SIYB trainers with an excellent track record in training entrepreneurs can become Master Trainers.

¹⁴ See also: Committee of Donor Agencies for Small Enterprise Development: Developing Markets for Business Development Services, www.ilo.org/employment/sedonors and www.ilo.org/employment/bdsturin

¹⁵ This includes international NGOs and projects implemented by international organisations

Table 9. Total number of SIYB Master Trainers trained in active SIYB project countries

Region	IYB Master Trainers	SYB Master Trainers	SIYB Master Trainers	Total trained Master Trainers
West Africa	9	-	-	9
Eastern and Southern Africa			15 + 10 (+ 12 in training)	25
Vietnam	-	-	15 (+ 18 in training)	15
Sri Lanka	-	-	11	11
Papua New Guinea	-	-	15	15
Central Asia			2 (+ 6 in training)	2
Total				77

29. In total, there are 77 active Master Trainers, of which the majority has been trained in both SYB and IYB. In addition, there are currently 36 people in training to become certified Master Trainers. They have received the 'classroom-part' of the Training of Master Trainers Training. Their progress in organising a fully fledged Training of Trainers seminar, is being monitored and once they have successfully selected, trained and coached a new set of trainers, they will be certified.

V. Technical performance of the SIYB programme

1. Selected indicators

30. This section presents some of the data that are available on the technical performance of the SIYB programme in the active project countries. Rather than just presenting figures on number of trainers and master trainers trained, the report aims to also analyse how many of these trainers have actually implemented SIYB seminars. It should however be noted once again that this is not an intended programme evaluation and that it is precarious to compare SIYB countries with each other because they are all operating in different contexts and with different histories.

Table 10. Total number of SYB and IYB seminars conducted in active SIYB project countries

	Number of IYB seminars	Number of SYB seminars	Number of SIYB seminars conducted	Total SIYB seminars conducted	Average pax per seminar* ¹⁶
West Africa	48	7	62	117	31
Eastern and Southern Africa	196	381	-	577	18
Vietnam	136	295	-	431	27
Sri Lanka	80	-	55	135	15
Papua New Guinea	7	67	48	122	19
Central Asia	8	163+	-	171	18
Total	475	913	165	1553	22

¹⁶ calculated as: total number of SIYB participants / total number of SIYB seminars conducted over the indicated project phases

32. In the 21 SIYB projects, over 1,500 SIYB seminars have been conducted, reaching more than 33,000 potential and existing entrepreneurs. On average, around 18 people participate in each SIYB seminar. Relatively high averages were reported in West Africa and Vietnam.

Table 11. Sex disaggregated data on SIYB participants

Region	Master Trainers		Trainers		Entrepreneurs	
	men	women	men	women	men	women
West Africa ¹⁷			95%	5%	53%	48%
Eastern and Southern Africa	67%	33%	70%	30%	50%	50%
Vietnam	55%	45%	62%	38%	48%	52%
Sri Lanka			73%	27%	45%	55%
Papua New Guinea					77%	23%
Central Asia			70%	30%	74%	26%
Overall			73%	27%	53%	47%

33. The SIYB programmes strive for gender balance amongst their trainers and Master Trainers, who are, in turn, encouraged to make efforts to ensure a balance at entrepreneurial level too. In most regions, the percentage of female trainers reaches less than one-third of the total number of trainers. There is more gender balance at entrepreneurial level, with overall 53% men and 47% women, with the exception of Central Asia and the Pacific.

Table 12. SIYB Trainer activity rates

34. It is not realistic to assume that all trainers who have been trained during and SIYB Training of Trainers seminars will actually start implementing training at the entrepreneur level. In some cases, this points to mismatches in the selection process, in other cases this could not be foreseen due to the death or migration of some trained trainers.

Region	Number of trainers trained	Number of trainers active	Activity rate
West Africa	376	281	75%
Eastern and Southern Africa ¹⁸	235	157	67%
Vietnam	583		
Sri Lanka	109	94	86%
Papua New Guinea	116	90	77%
Central Asia ¹⁹	365	tba	tba
Total	1201	659+	75% (excl. C.asia)

35. On average, 3 out of 4, or 75% of all trained trainers, become active by passing the programme on to potential and existing entrepreneurs.

¹⁷ Data only available for phase 2 (2002 to date)

¹⁸ Data only available for phase 2 (1998 – 2000)

¹⁹ Data only available for Tajikistan and Kyrgyzstan (phase 2 and 3)

2. SIYB Material Developments

36. Quite a lot of efforts undertaken by the SIYB project offices go into the development of customised SIYB materials. In the 21 project countries under review, SYB and IYB manuals have been adapted to the official and sometimes local languages and context of the country. Currently, SIYB manuals exist in English, French, Portuguese, Spanish, Vietnamese, Sri Lankan, Papua New Guinean, Arabic, Kiswahili, Tsetswana, Russian, Kazakh and Tajiki.

37. In addition to adaptations and translations of existing SYB and IYB manuals, the SIYB project is also engaged in the development of new materials and training approaches. In Sri Lanka and Zimbabwe, a training package for entrepreneurs with growth potential is being tested and implemented at the moment (EYB, Expand Your Business). An IYB module on human resource development named People and Productivity, is being developed by the GERME project in Dakar for francophone Africa and already exists in English.

38. In Papua New Guinea the project developed SIYB for Micro-enterprise (more simplified than SIYB), SYB for the Fisheries Industry, SIYB adaptation for the agricultural / agro-forestry sector, SYB for emerging Building Contractors (also developed in South Africa under the name Improve Your Construction Firm). They also conducted SYB courses by correspondence, enabling more people in remote areas to participate in SIYB. In Vietnam, the project developed a module Applying for a small business loan, and an SIYB Radio programme, with emissions such as IYB on the Air. The Central Asia project has made the SIYB programme accessible to large groups of Russian speaking people, and to national languages spoken in Kazakhstan and Tajikistan.

VI. Impact of the SIYB programme

39. Over the years, all SIYB project offices have conducted impact assessment to evaluate the impact SIYB training has had on the entrepreneur and his or her enterprise. Methods and tools for data collection as well as sample sizes, vary, but overall the systems for Monitoring and Evaluation of impact have been standardised, which enhances comparison of results.

40. The following four important indicators will be discussed in this report: quality of SIYB training, business start-up, business improvement and contribution to job creation. The availability of data from previously conducted impact assessments is summarised in the table below.

Region	Dates impact assessments	Sample size	Methods / Tools
West Africa	July 2001	322, 6 countries	Self-assessment, individual interviews with questionnaires, IYB only
Eastern and Southern Africa	August 1999 & September 2000	1242, 6 countries	including follow-up interviews to assess impact over time
	September 2003	867, 3 countries	Self-assessment, including 280 interviews impact over time
Vietnam	November 2001	964, 1 country	Self-assessment, individual interviews with questionnaires,
Sri Lanka	December 2002	731, 1 country	Quasi-experimental, start-up rates compared to control group
	July 2003		Self-assessment, individual interviews, organised by Master Trainers
Papua New Guinea	May 2001	429, 1 country	Self-assessment, comparison to control group
Central Asia	Took place first quarter of 2003, overall results expected		

1. Quality of SIYB training

41. In all surveyed countries, SIYB participants appear highly satisfied with the training they attended. In PNG 86% of SYB participants and 82% of IYB participants assessed the training to be “good to excellent”. In Vietnam, the figures found are 71% and 52% respectively. In both West and Eastern and Southern Africa and in Sri Lanka, 90% of entrepreneurs indicated to be highly satisfied with the quality of SIYB training. Across the globe, 90% of SYB and IYB participants would recommend the training to their friends and other entrepreneurs.

42. SIYB materials are found to be easy to understand and relevant in most regions. The vast majority of interviewed entrepreneurs assessed the manuals to be useful and easy to implement (89% on average). Materials that have been translated into local languages also appear to be highly appreciated, 95% of SIYB trainees in Sri Lanka rate the manuals in Tamil and Sinhala as “excellent”. The IYB modules on Marketing, Record Keeping and Costing are amongst the most useful in all SIYB project countries.

43. Consistently, approximately 10% of people find the training and the materials (very) difficult to implement.

44. The majority of SYB and IYB participants do not receive any type follow-up or after training assistance, despite the fact that follow-up is an integrated part of the SIYB programme. The percentages of people who did not receive any after training assistance range from 54% (West Africa), 55% (Eastern and Southern Africa), 56% (Sri Lanka), 70% (PNG) and 84% in Vietnam. Private sector or for-profit-trainers more often provide follow-up (around 70%).

45. SIYB training is given at no costs to large groups of people. In PNG, up to 95% of trainees did not pay for training they received from mostly governmental institutions. In Vietnam, 40% of SYB and 56% of IYB participants paid for training, on average 19 USD and 23 USD for SYB and IYB respectively. In Sri Lanka and in West Africa, the cost recovery rate of most partner organisations is around 30%, that is the percentage of direct training costs²⁰ that is recovered through the participants' contributions while quite a substantial number of for-profit trainers recover 100% of their costs. In Eastern and Southern Africa, 57% of trainees trained by Governmental organisations paid nothing and 58% of participants trained by private sector trainers paid between 6 and 15 USD for training. In Sri Lanka, a cost recovery rate of 36% was found.

2. Business start-up

46. Business start-up figures vary to quite a large extent. In Papua New Guinea (PNG), a start-up figure of 25% was found, in Sri Lanka 39%, in Vietnam 14% (with another 34% indicating the intention to start in the near future), in West Africa 40% and in Eastern and Southern Africa 55%. Overall, between 14% and 54% of SYB participants *who were not yet in business at the time of the training*, had started a business after training. The discrepancy is probably caused by the time factor (not enough time had elapsed in Vietnam). In PNG, many SIYB trained people indicated a lack of start-up funds to start their business.

47. In absolute terms, in the regions where impact assessment were carried out, 63+ 47 + 146+ 191 = 447 new business were reportedly started by 2924 surveyed SYB participants, that is 15% of *all* SYB trained people started their small enterprise. When calculated as a percentage of *all* SYB trainees, in stead of as a percentage of those not yet in business before SYB training, the start-up figure decreases to 15%. The fact that in many regions, two-thirds of those who participate in SYB are already undertaking some kind of business activities at the time of the training, negatively impacts on the overall start-up rate, because those people did not start a *new* business after training. With 64% of the estimated total SIYB trained population of 101,575 being SYB participants, the number of newly started businesses is estimated to be around 9,750 in total.

²⁰ Direct training costs include all major costs to organise an SIYB seminar (materials, venue, trainers' fees, lunch/refreshments etc.) and they excluding the overhead costs of the organisation.

3. Business improvement

48. During the impact assessment surveys, SIYB participants were asked if they felt that SIYB training has contributed to the improvement of their business performance. In West Africa, 26% indicated to have expanded or diversified their products and services, resulting in higher turnover and 39% indicated an improved quality of products and services. In PNG, 69% indicated an increase in sales or profits and 65% mentioned an improved productivity. In Vietnam, the percentage of people who stated to have experienced increases in sales and profits is respectively 45% and 40%, and 50% mentioned improved productivity. In Sri Lanka, 50% perceived improvements in sales / turnover. In Eastern and Southern Africa, 62% of the surveyed population mentioned an increased awareness about costing and other business topics, and 28% stated an improvement in their sales.

49. Again, figures vary quite substantially in SIYB countries across the globe, but at least a quarter of all SIYB participants have experienced concrete improvements in their enterprise after participating in SIYB training.

4. Contribution to job creation²¹

50. None of the methods applied to assess the impact of SIYB training allows for appropriate attribution of job or employment results to the training per se. In the case of impact in terms of employment, or jobs created – which is one of the most important indicators for the International Labour Organisation –, care must be taken in stating that SIYB has *generated* or *created* jobs since no causal relationship between the training and the results could be established. However, comparison of employment per business before and after the SIYB training, and the self-assessment of the entrepreneur about the impact of SIYB training gives a good indication that SIYB contributes to employment creation.

51. In Eastern and Southern Africa, on average 2.45 jobs were created in each new business started. In Vietnam 3.4 on average and in PNG 2.4 jobs per newly started business after SYB training. With an absolute total of 672 new jobs started in 256 new businesses, e.g. 2.62 jobs per business started after SYB training and with roughly 9,750 newly started businesses worldwide, we can estimate 25,000 new jobs. This is including the job of the business owner him or herself.

52. In addition to new jobs in new businesses, there are also employment impacts in existing businesses that have improved after SIYB training, as a result of improved quality of products or productivity they have experienced increase in sales and profits. Overall, approximately 15% to 30% of IYB participants indicated an increase in jobs after training. This can be an increase of one or more jobs. In Southern and Eastern Africa, 117 new jobs were reported at the time of the impact survey, in Vietnam 179, and 61 in PNG = 357 jobs by 578 surveyed IYB participants = 0.6 job per IYB participant.

53. With 36% of total SIYB population worldwide being IYB trained, it can be estimated that the IYB training contributed to 19,360 new jobs in expanded businesses.

VII. ILO/SIYB programme results compared to other training programmes

54. In an effort to position the results of this study into a wider context, the consultant has attempted to obtain statistical and other data from similar business management training programmes that have a global outreach. Three programmes were studied: the GTZ / CEFE, UNCTAD / EMPRETEC and the Washington based MSI Entrepreneurial Development programme. It proved to be difficult to acquire

²¹ The concept of 'job' has been standardised in SIYB impact assessments. It includes all employment of 15 hours or more per week paid in cash or kind, including the working owner, apprentices and family members

up-to-date information on the outreach and impact of these programmes, despite repeated requests for sharing of information. All data used were found in evaluation reports and on websites²².

55. Each of the above-mentioned programmes has its own specific history and characteristics, which makes comparison to the SIYB programme sometimes inadequate. Data have been collected with disparate methods, and time periods for which data are presented differ from programme to programme. The positioning of SIYB should not be seen as a judgment on which programme is bigger or best, but more an effort to share and exchange information and establish benchmarks.

1. *GTZ/CEFE: Competency based Economics through Formation of Enterprise*



56. The CEFE training programme is similar to the SIYB in terms of its target-groups, with the majority of entrepreneurs reached being in the micro enterprise sector, employing 1-2 employees. Its implementation strategy is comparable; collaborating with local partner organisations, training and following up on CEFE trained trainers who implement the programme at entrepreneurial level. Like SIYB, CEFE is adaptable and modular, and can be used with a variety of target groups. Perhaps the main difference lies in the approach of training entrepreneurs. CEFE attempts to stimulate enterprising behaviour and competences, and as such is more focused on attitude change than on transfer of business management knowledge and skills. CEFE has been introduced in 130 countries during the last ten years. Some information on the impact of CEFE was found, but data are lacking on how, where and over what time frame data were collected.

2. *THE UNCTAD/ EMPRETEC programme*



57. The UNCTAD/EMPRETEC programme provides developing countries with training in entrepreneurship. Through the creation of EMPRETEC centres, the programme delivers motivational and technical seminars (called Entrepreneurial Development Programmes, EDP) and advisory services to entrepreneurs. In addition, the EMPRETEC programme aims to create national and international networks serving the needs of entrepreneurs (named: Empretecocos). The programme was established in 1988 and started in Argentina, and programme management was originally New York-based until they moved to Geneva in 1994. UNCTAD regularly conducts evaluation and impact assessments of the EMPRETEC programme.

3. *Management Systems International*



58. MSI was founded in 1981 to improve public sector governance and foster entrepreneurship in the USA and abroad. MSI has installed entrepreneurship development programmes in 15 countries, which involves building capacities in existing organisations or creating new institutions that can conduct entrepreneurship development training. MSI's target groups include existing and potential entrepreneurs and professionals in the public sector who are expected to behave in an entrepreneurial manner. Information on impact was not found. MSI training methods are also used by EMPRETEC.

²² <http://cefe.gtz.de>, www.msiworldwide.com, www.empretec.net

Table 13. Global outreach of various entrepreneurial training programmes compared

	Coverage	Partner Organisations	Trainers	Entrepreneurs trained	materials
GTZ/CEFE²³	131 countries in West and Eastern Europe, Latin America, Asia and Africa	1,681 CEFE partner organisations worldwide	3,099 CEFE experts worldwide	No info	English, Portuguese, French, Spanish, Russian
EMPRETEC²⁴	EMPRETEC centres in 21 countries in Central and Latin America, Africa and Middle East		No info	4700 in 4 focus countries	English, French, Spanish, Portuguese
MSI	16 countries in Asia, Africa and Latin America	No info	100 certified trainers worldwide to date	Approx. 75,000 entrepreneurs trained (since?) up to last quarter of 2002	English, French, Spanish, Portuguese
ILO/SIYB	90 countries. Currently 21 countries where SIYB activities are actively implemented	522 SIYB partner organisations in 21 project countries	1,974 trainers and 77 Master Trainers in 21 countries. At least 800 more worldwide (2,500 total)	At least 101,575 worldwide (reportedly) in past 5.25 years	Adapted in more than 15 languages

Table 14. Selected impact indicators compared

	Satisfaction	Business Creation rate	Contribution to job creation	Business Improvement	Gender division
GTZ/CEFE	93 % find CEFE useful or very useful for their personal development; 86% find it useful for the development of their business	45%	4 new jobs created per participant ²⁵		"Women share in CEFE circles around 38%"
EMPRETEC		Between 9 and 33% of empretecocos trained started new businesses	Between 5% and 25% of existing businesses report increase in number of employees	After 3 years, empretecocos report increase in sales by 10% to 80%	10 to 30% female empretecocos
MSI	No impact data found				
ILO/SIYB	83% of SYB and 75% of IYB participants find the training useful or very useful. 90% of SIYB participants would recommend SIYB to friends and other entrepreneurs	12% of <i>all</i> SYB trainees started new business. Between 14% - 54% of SYB trainees not yet in business	2.62 new jobs per new business started after SYB training and 0.6 jobs per IYB participant. Total 45,000 jobs or 0.4 per SIYB trained person.	Between 28% - 68% of participants report increase in sales (not quantified)	Entrepreneurs: 53% men and 47% women Trainers: 73% men and 27% women

²³ CEFE International Project brief. June 2003²⁴ Evaluation of the UNCTAD EMPRETEC Programme. UNCTAD, Geneva, July 2000²⁵ Unsubstantiated figure, e.g. information on how it was required was not available

Summary and Conclusions

56. The ILO/SIYB training programme has significant global outreach. With previous and present activities in 90 countries, focussing on 21 project countries at the moment with 77 active Master Trainers, about 2,000 trainers trained of which approximately 75% are active, the programme reached at least 101,575 people worldwide over the past 5.5 years. With these figures, the ILO/SIYB programme is clearly among the programmes with the largest outreach worldwide.

57. From this review of available impact data of internationally available entrepreneurial training programmes, it may be clear that ILO/SIYB is more involved in assessing impact and providing statistical and evaluative information of their SIYB programme than other programmes.

58. Both the training and the SYB and IYB manuals are found to be relevant and easy to understand and implement by the large majority of SIYB participants. The SIYB manuals are the most translated and adapted to local contexts from all reviewed programmes. At least one quarter of all trainees have experienced positive changes in their business performance, such as increased sales and profits.

59. With figures derived from impact assessment in the 21 project countries, it was estimated that SIYB contributed to the creation of over 9,750 new businesses and approximately 45,000 new jobs worldwide over the past 5.5 years.

60. The impact of the SIYB programme may rise if better follow-up services are provided by SIYB trainers, and if SYB targets more actual business starters (people who are not yet in business at the time of the training) and if IYB is provided for existing entrepreneurs. In practice, the SYB is found to be used with existing entrepreneurs and IYB with business starters. This seems to negatively affect satisfaction levels and performance indicators.

ANNEX 1: Calculation of Active Labour Force in all SIYB countries

Eastern and Southern Africa A countries	Total population in 2000 (x 1000)	Labour force participation rate	Economically active labour force (employed and unemployed)
Malawi	11,040	83.2	9,185
Mozambique	17,581	87.5	15,383
Tanzania	33,696	86.2	29,045
Uganda	22,063	87	19,194
Zambia	10,090	76.8	7,749
Zimbabwe	12,112	71.4	8,647
Total	10,6582		89,203

West Africa A countries	Total population in 2000 (x 1000)	Labour force part. rate	Economically active labour force (x 1000)
Benin	6,284	80.7	5,071
Burkina Faso	11,274	85	9,583
Cote d'Ivoire	14,919	67.3	12,681
Guinea	7,415	84.3	6,250
Mali	11,236	82.3	9,247
Mauritania	2,670	76.8	2,050
Niger	10,850	82.4	8,940
Senegal	9,530	75.1	7,157
Togo	4,670	71	3,315
Total	78,848		64,294

SIYB project countries South-eastern and South-central East Asia A countries	Total population in 2000 (x 1000)	Labour force part. rate	Economically active labour force (x 1000)
Sri Lanka	19,191	61.9	11,879
Vietnam	78,527	82.6	64,863
Papua New Guinea	4,807	79.1	3,802

Central Asia	Total population in 2000 (x 1000)	Labour force participation rate	Economically active labour force (employed and unemployed) (x 1000)
Kazakhstan	4,131	74.7	3,085
Kyrgystan	4,790	72.4	3,467
Tajikistan	6,335	68.6	4,345
Sub-total	11,125		10,987
Russia	146,116	68.9	100,673
Uzbekistan	24,909	72.2	17,984
Total	182,150		129,644

Africa B countries	Total population in 2000 (x 1000)	Labour force part. rate	Economically active labour force (x 1000)
Angola	12,717	82.9	10,542
Botswana	1,603	55.3	588
Eritrea	4,097	82.2	3,367
Ethiopia	64,298	83	53,367
Kenya	30,625	83	25,418
Lesotho	2,154	63.3	1,363
Madagascar	15,523	80.2	12,449
Mauritius	1,179	63.5	749
Morocco	28,727	57.3	16,460
Namibia	1,738	55.8	970
Nigeria	126,910	67.8	86,045
South Africa	42,801	53.2	22,238
Swaziland	1,043	61.2	638
Total	333,415		234,194

Middle East B countries	Total population in 2000 (x 1000)	Labour force part. rate	Economically active labour force (x 1000)
Jordan	4,826	39.7	1,916
Syria	16,021	51.2	8,202
United Arab Emirates	2,906	73.3	2,130
West Bank / Gaza	2,944	41.1	1,209
Yemen	17,507	56.9	9,961
Total	44,204		23,417

Eastern Europe B countries	Total population in 2000 (x 1000)	Labour force par. rate	Economically active labour force (x 1000)
Albania	3,410	75.6	2,577
Bosnia	3,923	63.7	2,498
Bulgaria	8,176	74.1	6,058
Croatia	4,469	55.6	2,484
Cyprus	767	71.5	548
Hungary	10,028	59.9	6,006
Poland	38,734	65.9	25,525
Romania	22,413	69	15,464
Slovenia	1,980	68	1,346
Turkey	65,371	56.2	36,738
Yugoslavia	10,616	66.5	7,059
Total	169,887		106,304

Pacific B countries	Total population in 2000 (x 1000)	Labour force part. rate	Economically active labour force (x 1000)
Fiji	810	58.9	477
Kiribati	91	76	70
Marshall Islands	56	64.1	36
Nuie	442	87.1	385
Solomon Islands	101	60.4	610
(Tonga, Tokela & Tuvula no data available)			
Total	1,,500		1,578

Asia C countries	Total population in 2000 (x 1000)	Labour force part. rate	Economically active labour force (x 1000)
Bangladesh	129,752	73.7	95,627
Indonesia	210,422	69.6	146,453
Mongolia	2,660	62	1,649
Myanmar	45,611	78.9	35,988
Pakistan	138,079	50.8	70,144
Philippines	78,314	67.9	53,175
Thailand	62,083	76.7	47,617
Total	666,921		449,004

Africa C countries	Total population in 2000 (x 1000)	Labour force part. rate	Economically active labour force (x 1000)
D.R Congo	51,390	74.4	38,236
Cameroon	15,085	68.1	10,272
Egypt	63,437	47.4	30,069
Ghana	19,450	82.4	16,026
Sierra Leone	5,031	64.2	3,229
Sudan	29,677	51.4	15,253
Tunisia	9,578	51.3	4,913
Total	193,648		117,998

Latin America + Caribbean C countries	Total population in 2000 (x 1000)	Labour force part. rate	Economically active labour force (x 1000)
Bolivia	8,392	72.1	6,050
Brazil	170,265	70.9	120,717
Chile	15,210	59.9	9,110
Colombia	42,299	71.8	30,370
Costa Rica	3,650	63.1	2,303
Ecuador	12,644	69.3	87,622
Jamaica	2,618	69.3	1,814
Mexico	99,030	62.5	61,893
Panama	2,851	65.9	1,878
Peru	25,667	71.3	18,300
Venezuela	24,170	63.3	15,299
Total	406,806		355,354

Baltic states C countries	Total population in 2000 (x 1000)	Labour force part. rate	Economically active labour force (x 1000)
Estonia	1,436	72.1	1,035
Latvia	2,411	68.7	1,656
Total	3,847		2,691