

▶ **WEBINAR**

# What works for sustainability in entrepreneurship training delivery?



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1987 to 2000



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With introductions from **Fernando Martínez Cure**, SIYB Global Coordinator, ILO HQ



# The Start and Improve Your Business (SIYB) Programme

Global SIYB Team

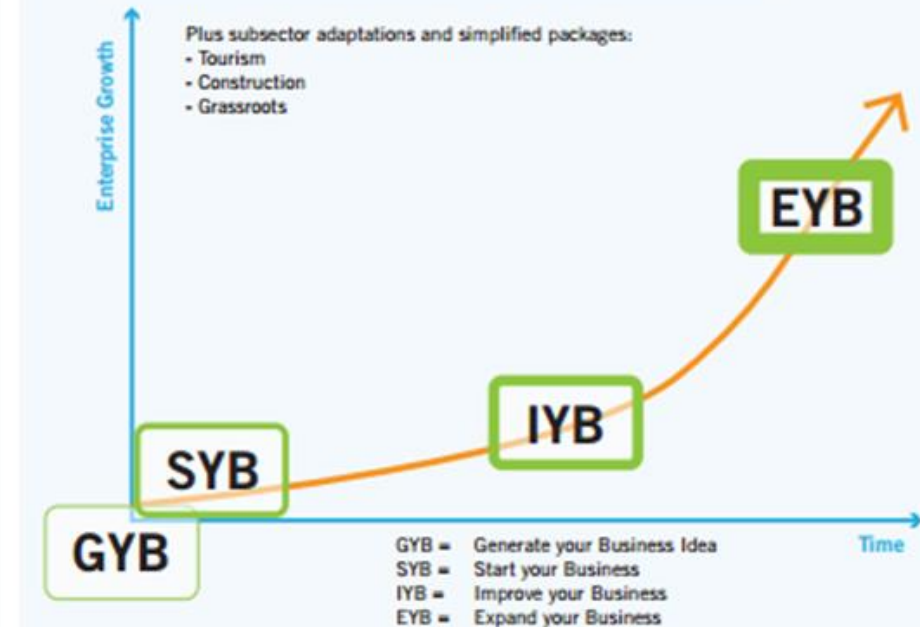
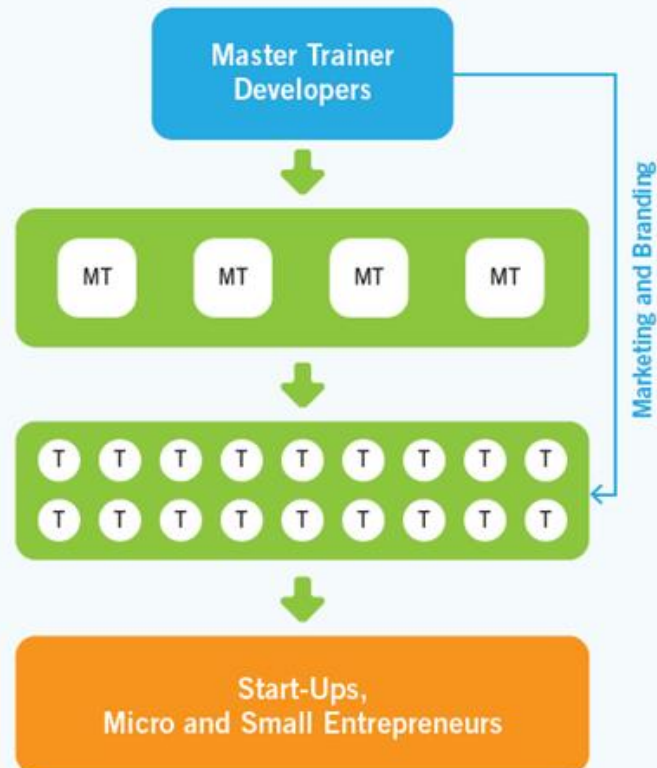
ILO – Geneva, SME Unit

26. May 2021

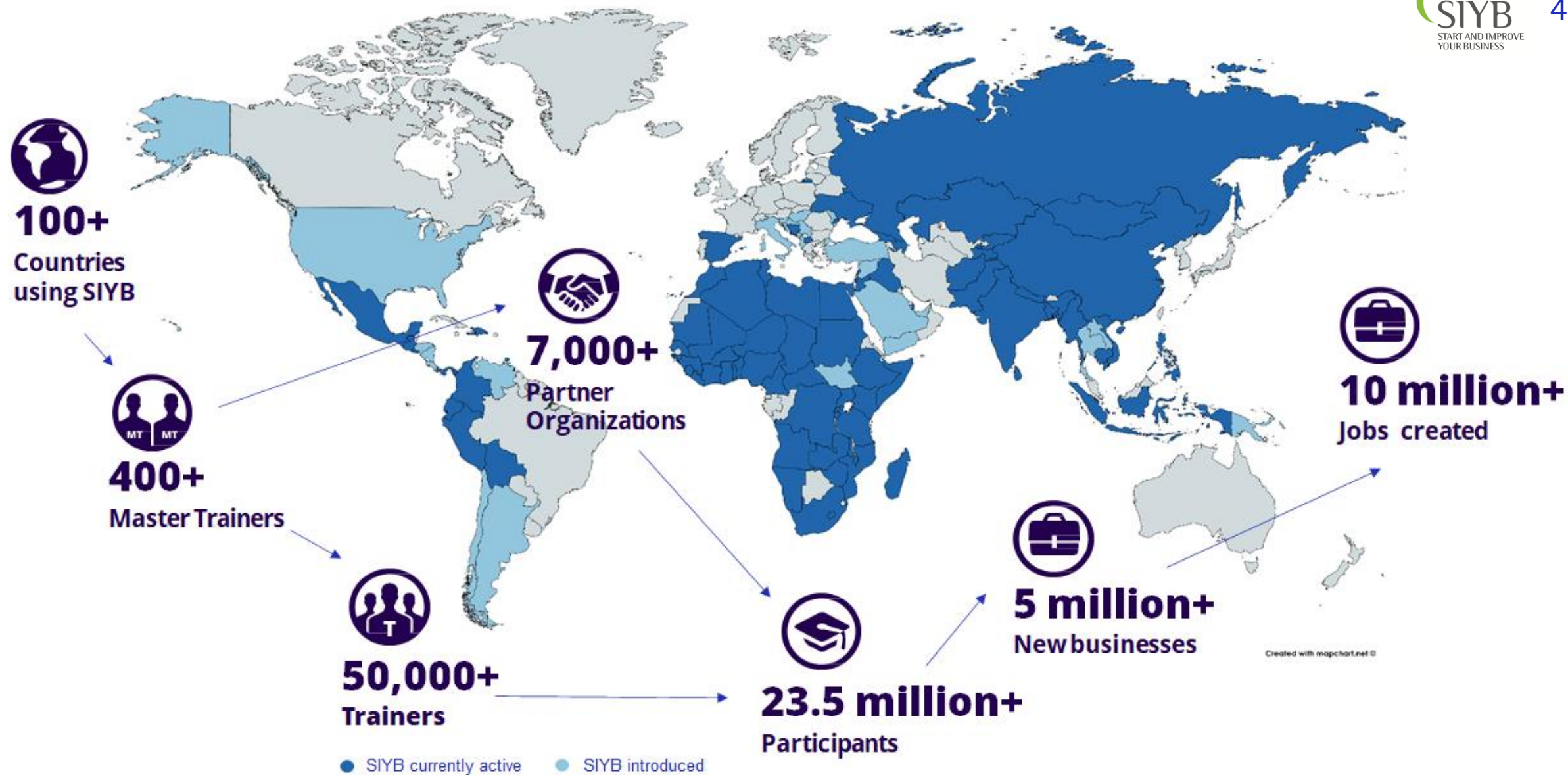
## Implementation model

SIYB trains on three levels

- 1 Master Trainer Developers train SIYB Master Trainers
- 2 Master Trainers train SIYB Trainers in BDS providers
- 3 SIYB Trainers train clients: MSEs and Start-Ups







# ▶ SIYB and Sustainability: How it all began

Martin Clemensson

SIYB Pioneer

26. May 2021



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# What works for sustainability in entrepreneurship training delivery?

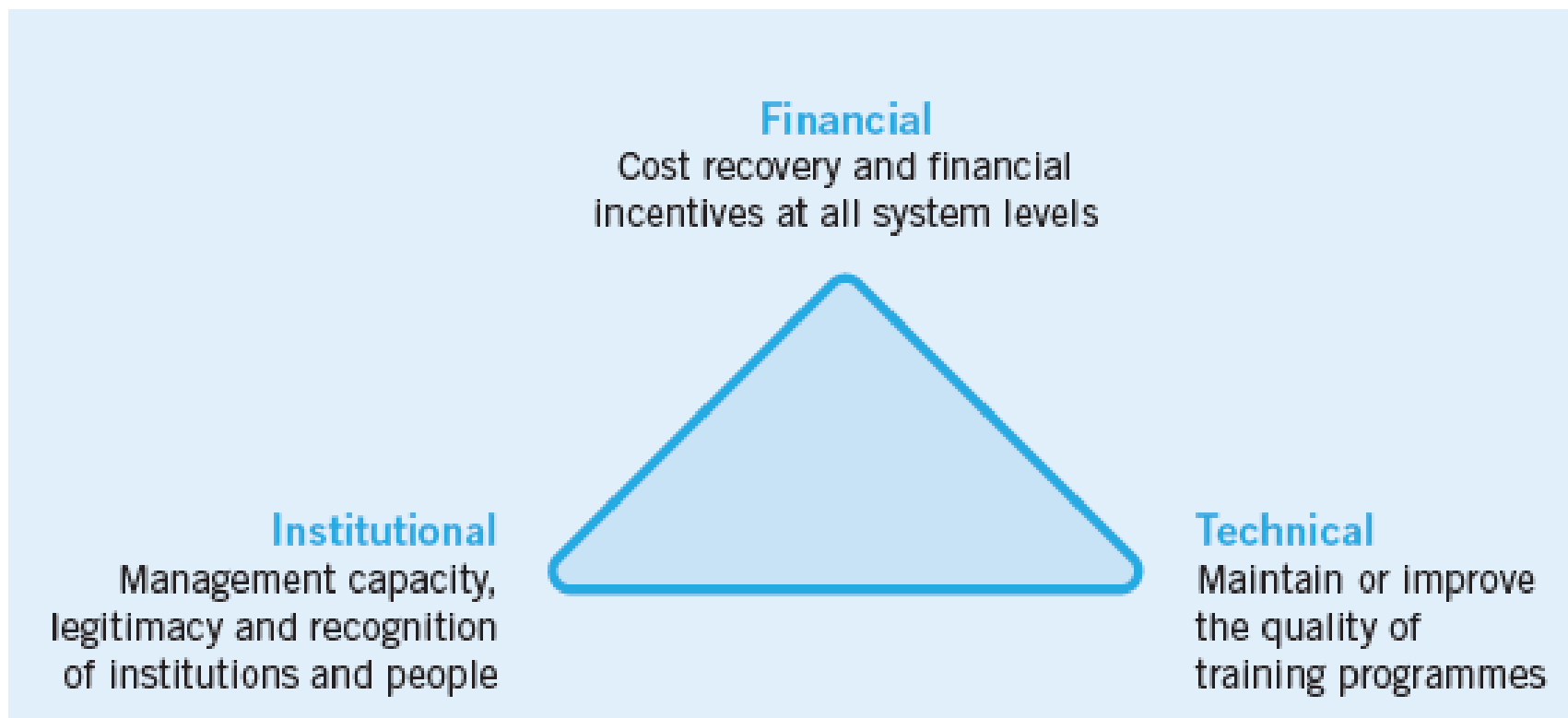
A guide for practitioners based on lessons from ILO's SIYB programme

Nadja Nutz

26. May 2021

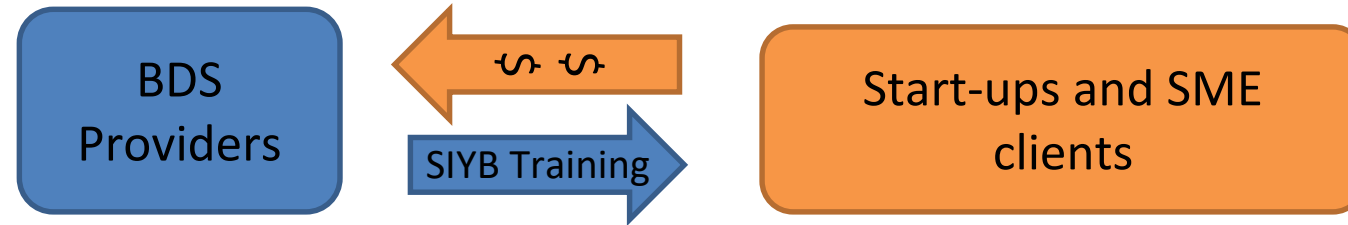


## What is sustainability?

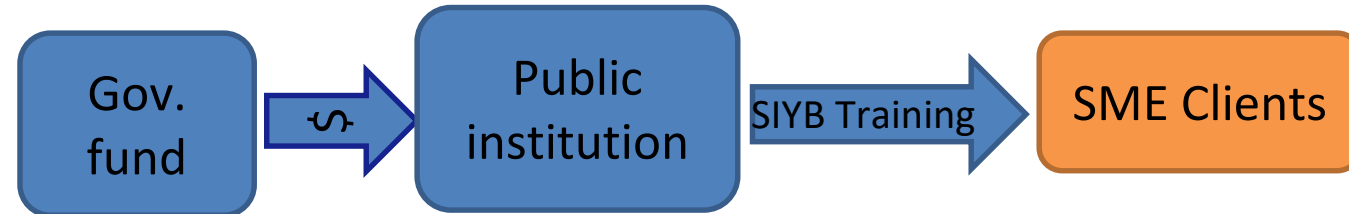


## Business models

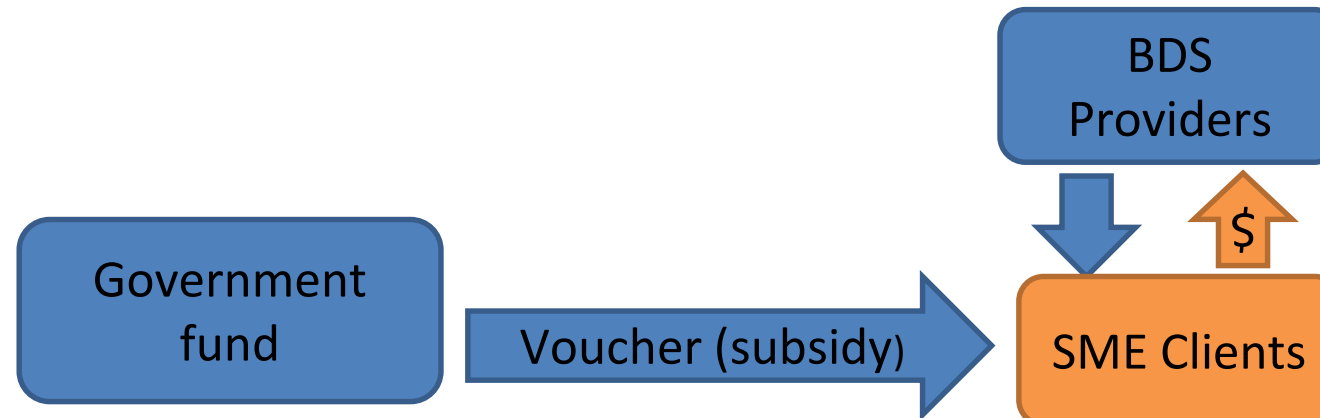
### Private:



### Public:



### Mixed:





# ► What is the optimal strategy to guarantee sustainability of entrepreneurship trainings?

1. Context

2. Target group

3. Objective

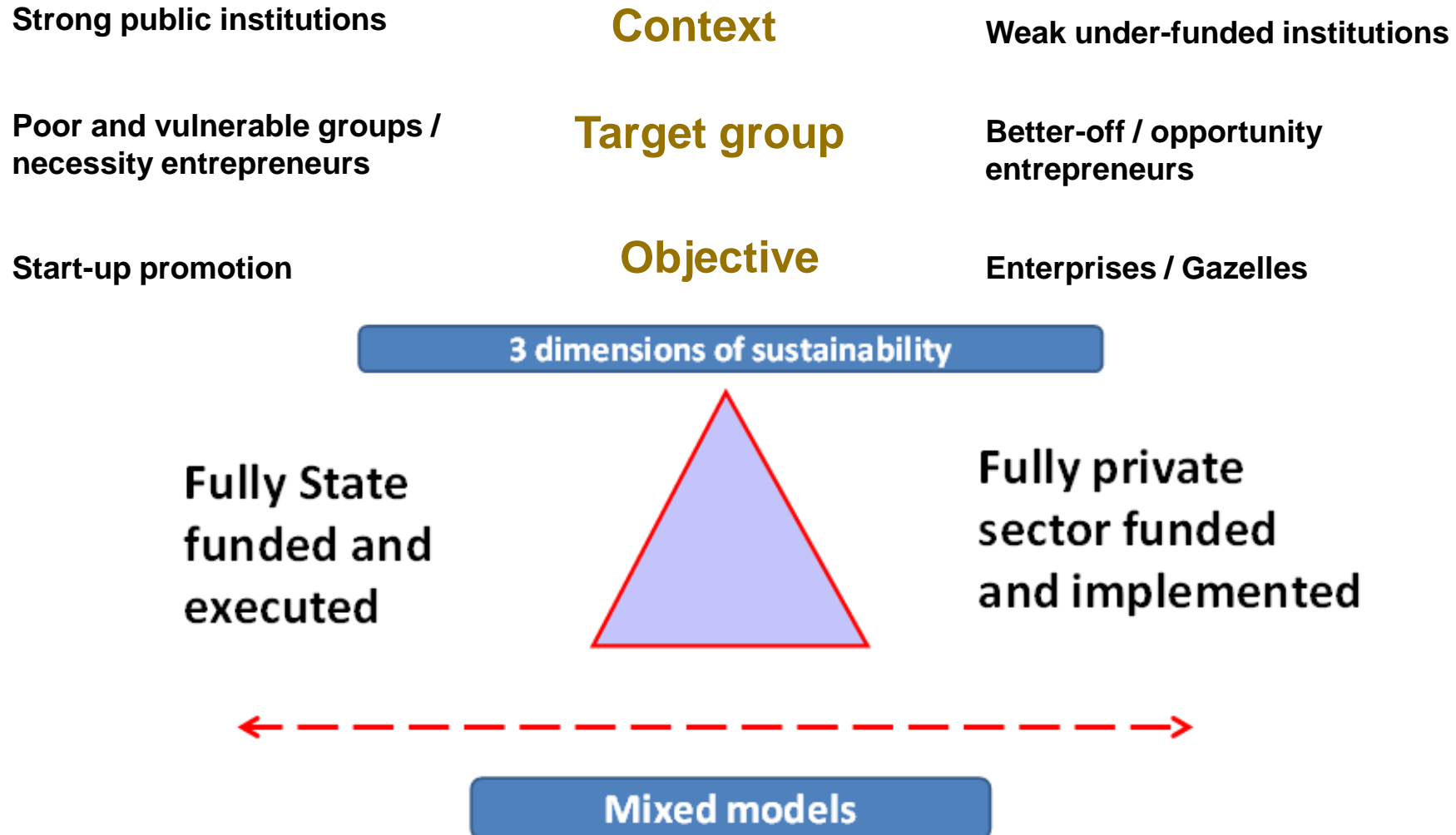
***It depends!***

## ► How do I find the best strategy?

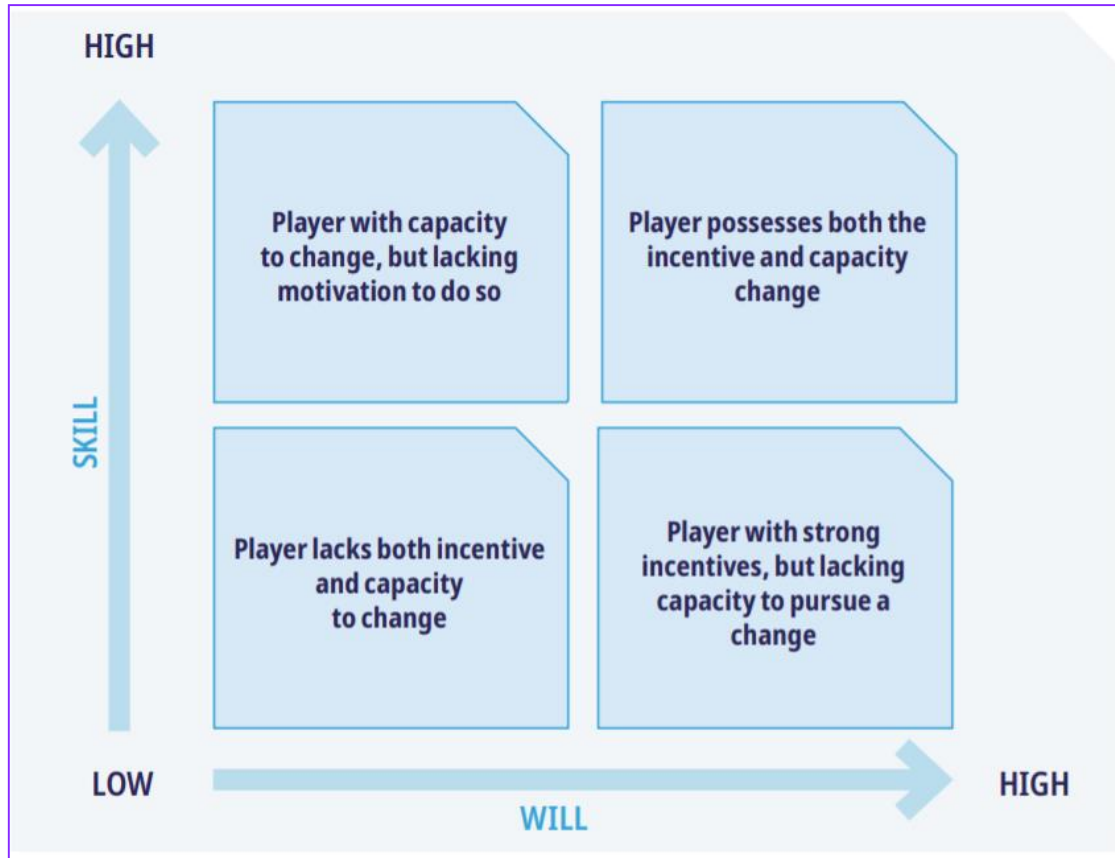
### 3 Lessons or steps to keep in mind:

- Deciding on a roll-out strategy
- Identifying the right partner institution
- Working with that institution beyond the initial ToT phase

# 1. Deciding on a roll-out strategy



## 2. Identifying the right partner institution





## 3. Working with that institution

### Reinforcing incentives

- Helping institutions realize their incentive
- Strengthen incentives through mixed models

### Building capacity to develop strategy on:

- Costing and pricing
- Marketing
- Human resources, etc.



## Public sector driven delivery

# The Case of Algeria

José Manuel Medina

26. May 2021

## Algeria – ANADE

1. SIYB- ILO- ANADE cooperation started in 2005.
2. Number of trainers- to date 111 trainers trained in different SIYB modules- 95 active trainers today in all regions
3. 2008 – ANADE clients have to undertake a SIYB training before getting access to financial services
4. 2014- First assessment - Technical update and reinforcement of trainers- mainly on GYB and SYB. 7 Master Trainers certified
5. 2019- Reinforcement and Update process for ANADE Trainers (8 senior trainers reinforced and roll out of main trainings).



Carte de l'Afrique (Source: Wikipedia).

## ▶ Advantages and challenges of this model

- Institutional support- Entrepreneurship support programmes reach desired targets group (sometimes even free of charge or at reduced prices).
- SIYB material can be adapted and developed to fit the needs of the organization (additional modules, specific sectors, etc).
- Impact assessment centralized- (easy access and collection of data)

### Challenges

- Institutionally driven model: Trainers do not have control on the selection of participants, training contents, duration,
- Financial and technical sustainability (ressources and updates of trainers and programmes)





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How to deliver management training to (potential) entrepreneurs without any external financial support?

# The Myanmar approach

Michel Jamar

26. May 2021



## ► Approach

- The usual project approach (Indicators to be achieved and budget to be spent) do not really match a private sector approach.
- The approach should be initiated from day 1, not start thinking of sustainability at the end of the project.
- Accept that the start will be slow and will grow exponentially
- The project or programme should be an investment to develop a process, not to finance running cost
- (no trainers fee or ToE cost but marketing tools, product development, set up of the M&E system as a selling point).

## ▶ The key element: the ToT has to be adapted

- **Trainers are (potential) entrepreneurs and selected based on their:**
  - Capacity to mobilise MSMEs
  - Business background
  - Willingness to make a biz out of the training services
  - Availability
  - Proximity of their targeted entrepreneurs
- **During the TOT:**
  - The trainers are also considered as entrepreneurs marketing their training services (marketing and sales topics, costs and breakeven)
  - Deliver the ToTs in ToEs conditions (No expensive hotel, proximity of the clients, adapted equipments)
- **During the ToEs:**
  - Keep existing clients and keep proposing them new training (or other) services based on their changing needs.
  - Find new clients via existing ones
  - Initiate PS activities (fair, VCA, Biz start up campaign,..) to liaise with SMEs

## Challenges

- “Traditional” approach to deliver SIYB ToT
- The private trainers are marketing the SIYB products, not ILO
- Approach within the same programme
- Development Aid environment and approached used by other programmes
- Competition between trainers
- What about the micro entrepreneurs who cannot afford to pay for training services?





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# SIYB SUSTAINABILITY: OWN EXPERIENCE IMPLEMENTING THE PROGRAMME

Sibongile Sibanda

SIYB Master Trainer and Small Enterprise Development Consultant

26. May 2021



# Public sector and Private sector are key to SIYB sustainability

## The African region has interesting examples that validate the report findings

**1. Government Departments/Ministries** have institutionalised the SIYB programme e.g National Your Development Agency, the Department for Public works in South Africa, The Ministry of Women Affairs, Community, Small and Medium Enterprises in Zimbabwe

**2. Private Sector consultants** are offering SIYB training directly to potential and existing entrepreneurs who pay the full cost of the service

**3. Chambers of Commerce:** A few Chambers of Commerce in Africa have institutionalised the SIYB programme making the training available for their SME members while in other cases building capacity for the SMEs to facilitate growth and Chamber membership

## SIYB Programme Design is key to sustainability

- **Design SIYB delivery to align with ability to pay for the segment that is targeted just like any business would do.**
- **Package and design for the target group and not for donor budgets.**
- **Understand the market segment**
- **Opportunity entrepreneurs-** can afford but often unwilling to meet the cost of training but pay for other BDS
- **Necessity enterprises-** may not afford and often unwilling to meet the cost of BDS often accessing free services
- Consider local trainers, local free venues reduces the cost of training and make the training affordable for the entrepreneurs.
- Better in-country coordination is important to ensure that the market is not distorted. Consider vouchers so the participants place value on the training

## ► Innovative Designs

### Virtual sessions:

**We are currently running a series of GYB and SYB training using podcasts and WhatsApp groups**

**Has enabled us to reach remote areas with vital business training and information.**



# Questions?

# Thank you :)

## ilo.org/SIYB