International Labour Organization

Gender and Entrepreneurship (GET Ahead)

A Programme Implementation Guide

(a working document*)

Women's Entrepreneurship Development Programme (ILO-WED)

ENTERPRISES Department / SME Unit

2022

* This is a working document. As such, please contact wed@ilo.org if you find typos or information that is either missing or unclear.

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This guide is a working draft document.

▶ Foreword

There have been significant advancements on gender equality in the world of work. However, the gender gap in enterprise development persists. The 2019 Global Entrepreneurship Monitor Report finds that while the global average for women's intentions to start a business in the next three years (17.6%) is similar to that of men, women's actual entrepreneurial activity rate is only 10.2%, or only three quarters of that for men. For women entrepreneurs who are successful in starting a business, only 6.2% own an established business, in contrast to 9.5% of men.

Despite the persistent gender gaps in entrepreneurial activities between women and men, women are able to start and manage successful enterprises. A World Bank (2019) study finds that despite all the difficulties women entrepreneurs experience, women's businesses can be more productive, generating the same value as men-owned businesses with less working power and limited time. Supporting women entrepreneurs to overcome systemic barriers related to gender is then an imperative for advancing gender equality.

Beyond advancing gender equality, the success of women entrepreneurs can have significant impacts on development outcomes, as women entrepreneurs tend to reinvest in their families and communities. Women entrepreneurs also contribute to creating employment opportunities for women, as women-led businesses tend to hire more women (Goldman Sachs, 2014). A study by McKinsey & Company (2015) estimated that closing gender gaps in economic participation could increase global Gross Domestic Product (GDP) by 11% by 2025.

The Gender and Entrepreneurship Together (GET Ahead) programme was originally developed by the International Labour Organisation (ILO) in 2004 to address the shortcomings of standard business skills training programmes in addressing the specific needs of women with basic levels of literacy. Innovative in its approach, the training recognises that in order to reach more women and to be effective, classic business skills training programmes should integrate peer learning exchanges, hands-on activities, and awareness raising on how gender-dynamics can influence business development and leadership.

The present (2017) version of GET Ahead is a reflection of the learnings from over a decade of implementation. It includes new content focused on soft-skills development, a stronger emphasis on developing a business plan, and a coaching component to ensure that entrepreneurs are able to receive access to post-training and individualised support. GET Ahead can now be delivered in-person and remotely using online tools and templates when in-person delivery is deemed very difficult.

With this Implementation Guide, the ILO's Women's Entrepreneurship Development (WED) Programme aims to enable ILO projects, partners and trainer networks to continue supporting women and men entrepreneurs through the GET Ahead programme.

Virginia Rose Losada

ILO-WED Coordinador

▶ Acknowledgements

This GET Ahead Implementation Guide is the result of inputs and implementation experiences from the ILO projects, partners and network of trainers who have rolled out GET Ahead trainings in support of women and men entrepreneurs. This guide was drafted by Adriana Sierra Leal with substantial inputs and contributions from the Women's Entrepreneurship Development (ILO-WED) team: Amelie Duval, Jaylan ElShazly, Charleine Mbuyi-Lusamba and Virginia Rose Losada. Special thanks are due to Jose Miguel Solana and Jose Manuel Medina for their invaluable inputs in their capacity as Enterprise Specialist, ILO DWT Cairo Office.

▶ Acronyms

BDS – Business Development Services

COVID-19 – Coronavirus 19

CRW – Competency Reinforcement Workshop

CSO – Civil Society Organisation

EEW – Exchange and Evaluation Workshop

FSP – Financial Service Provider

GET Ahead – Gender and Entrepreneurship Together Ahead

GROW – Goals, Reality, Opportunity, Will

ILO – International Labour Organisation

M&E – Monitoring and Evaluation

MFI – Microfinance Institution

MSME – Micro, Small and Medium Enterprise

SIYB – Start and Improve Your Business

SME – Small and Medium Enterprise

ToE – Training of Entrepreneurs

ToLT – Training of Lead Trainers

ToR – Terms of Reference

ToT – Training of Trainers

WED – Women's Entrepreneurship Development

▶ About this guide

This guide is intended for organisations and individuals who will be coordinating or implementing Gender and Entrepreneurship Together (GET Ahead) training activities at country level. The guide provides an overview of the steps for setting up and rolling out GET Ahead and includes guidance on adopting a gender-responsive approach to the implementation of entrepreneurship training programmes.

The guide is divided in two sections. The first section of the guide provides an introduction to GET Ahead and explains what GET Ahead is, what content is covered and which actors are involved. The second section of the guide entails an operational "how to" which provides detailed guidance on the steps for implementing GET Ahead. This "how to" section covers the following:

- Developing Trainers
- Developing Lead Trainers
- Accessing and adapting materials
- Entrepreneur-level trainings and coaching
- Monitoring and evaluation

The ILO's Women's Entrepreneurship Development (ILO-WED) Team, responsible for GET Ahead coordination globally, remains available for further information or guidance at wed@ilo.org. For specific country requests, ILO-WED invites those interested to first contact the closest ILO office and Enterprises Specialist. For a full list of specialists around the world visit www.ilo.org/enterprises.

1. What is GET Ahead?

GET Ahead is a gender-responsive entrepreneurship training programme designed to support primarily women with mixed levels of literacy and numeracy skills in starting, managing and consolidating small businesses. The training programme attempts to redress some of the gendered barriers of conventional entrepreneurship training programmes and recognises the gendered opportunities and constraints that affect women and men's abilities to acquire skills and dedicate time and resources to start and lead a successful business. Men can take part in GET Ahead though they are usually not the main target.

GET Ahead is implemented through a global network of trainers, and introduces entrepreneurs to both business management and soft skills, including communication, negotiation and decision making. GET Ahead is delivered through a combination of training workshops, post-training support, and coaching.

1.1. Objectives of GET Ahead

The overall objectives of GET Ahead are to:

- enable women, men and families to make better business decisions for increasing their income generating activities and opportunities;
- promote women's economic empowerment, particularly in communities that are marginalised;
- contribute to the social and economic development of women and men living in conditions of poverty.

Insight 1: GET Ahead or SIYB?

The ILO counts with two core entrepreneurship training programmes: **GET Ahead and Start and Improve Your Business (SIYB).** While both programmes follow a similar implementation model and are designed as tools for improving the capacities of potential and existing entrepreneurs, there are key differences in terms of target group and content covered.

- **Target group:** GET Ahead was designed for entrepreneurs with basic literacy and numeracy skills, while SIYB is well suited for women and men with higher literacy and numeracy skills. While both programmes have been implemented successfully with women and men, GET Ahead is designed with gender sensitivity at its core.
- **Content:** GET Ahead covers both business management and soft skills development. Business management content is organised around a business plan, while soft skills development covers negotiation, communication and decision-making. Soft skills development has been found as a key component to women's entrepreneurial success and opportunities. In addition, GET Ahead also incorporates post-training support in the form of coaching.

SIYB, on the other hand, focuses solely on business management. SIYB is structured into four training packages designed for different stages of enterprise development. Generate Your Business Idea (GYB) is designed for people who want to start a business and through the training are able to develop a consolidated business idea; Start Your Business (SYB) is intended for people who have a business idea and through training and post-training support are able to develop a business plan; Improve Your Business (IYB) introduces practicing entrepreneurs to the principles of good business management and Expand Your Business (EYB) is intended for entrepreneurs who want to grow their business.

Deciding on the most appropriate training package depends on the target group, and particularly their literacy and numeracy skills, as well as the objectives to be achieved through the training. GYB+ SYB and GET Ahead both aim at helping entrepreneurs in the earlier stages. In some cases, both SIYB and GET Ahead have been used within a pathway where GET Ahead is a starting point to then lead participants into specific modules of SYB or IYB.

1.2. How was GET Ahead developed?

GET Ahead was originally developed in 2004 to address the shortcomings of standard business skills training programmes in addressing the specific needs of women with basic levels of literacy. Innovative in its approach, the training recognises that in order to reach more women and to be effective, classic business skills training programmes should integrate peer learning exchanges, hands-on activities, and awareness raising on how gender dynamics can influence business development and leadership.

In 2017, GET Ahead was revised, updated and piloted in Kenya and Vietnam. The new version of GET Ahead is based on a thorough review of training results and incorporates new content focused on soft skills and is organised around developing a business plan.

In 2019, a coaching component was added to GET Ahead, in recognition that post-training support can be a key determinant of entrepreneurs' success. The coaching component delivered as part of the GET Ahead programme is based on the GROW model, and aims to guide entrepreneurs to assess their Goals, Realities, Opportunities and Will through targeted questions and individualised support.

In 2020, online tools for delivery - eGET Ahead - were introduced in response to a rapidly digitalizing world and the Coronavirus 19 (COVID-19) pandemic. eGET Ahead consists of a set of online templates, slides, facilitation notes, and revised agendas that allow both Trainers and Lead Trainers to deliver training workshops, post-training support and coaching through online platforms. eGET Ahead is not meant to replace in-person trainers, but to offer alternatives to projects and trainers when face-to-face trainings are not an option or are very challenging to deliver.

▶ **Figure 1. Timeline of GET Ahead development**



1.3. Who is GET Ahead for?

For organisations providing business support: GET Ahead is delivered to entrepreneurs by certified GET Ahead trainers who often work in organisations providing business support. GET Ahead can be integrated as a core service of organisations working to support entrepreneurs, and particularly those that aim to serve women and women and men entrepreneurs with basic literacy and numeracy skills. Organisations that aim to integrate GET Ahead as one of their core services have the option of becoming a partner organisation of the ILO-WED programme and can play a leading role in fostering national GET Ahead trainer networks and ensuring the sustainability of GET Ahead delivery. Examples of organisations providing business support that could integrate GET Ahead as a core service include business development service providers (BDSPs), financial service providers (FSPs), microfinance institutions, women's associations, government agencies and others.

For entrepreneurs looking to start and consolidate a business: GET Ahead was developed primarily for adult, semi-literate women who may be excluded or fail to benefit from conventional business skills training programmes. Despite the programme's unique focus, GET Ahead has been successfully implemented with both women and men, as well as with established and aspiring entrepreneurs. GET Ahead is also an appropriate training programme for people or groups with mixed literacy and education levels, mixed age groups, and mixed gender groups.

1.4. The GET Ahead content

Organised into ten modules, GET Ahead supports entrepreneurs to consolidate their business idea and acquire the business management and interpersonal skills to successfully run and consolidate their business. In addition, the 2017 GET Ahead programme also incorporates a coaching component to ensure that entrepreneurs receive continuous, tailored support. At the end of the GET Ahead training programme, entrepreneurs should be able to develop a simple Business Plan. The GET Ahead content is organised as follows:

- Module 1: An Introduction to the GET Ahead Training
- Module 2: An Introduction to Starting a Business: The Business Environment, Business Planning and Business Ideas
- Module 3: Business Plan Part 1 – Marketing – focuses on developing an effective marketing strategy.
- Module 4: Business Plan Part 2 – Operations
- Module 5: Business Plan Part 3 – Finance
- Module 6: Business Plan Part 4 – People
- Module 7: Business Plan Part 5 – Risks
- Module 8: Decision Making and Negotiation
- Module 9: Effective Pitching and Communications
- Module 10: Developing Network of support

Insight 2: eGET Ahead

eGET Ahead covers the same general structure and content, however, the exercises and some of the materials have been condensed and adapted to online delivery. In eGET Ahead, participants are also encouraged to undertake self-guided learning through a series of pre-readings and homework assignments that ensure that the content is being internalised.

1.5. The GET Ahead implementation model

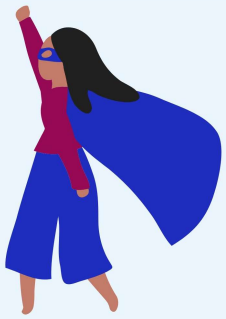
The GET Ahead training programme was designed based on a multiplier strategy, meaning that the programme relies on a network of Lead Trainers and Trainers that are able to ensure rapid roll-out that maintains a level of quality and that is rooted in local ownership. This multiplier strategy works as follows:

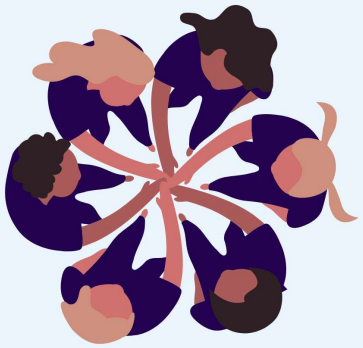
The ILO identifies, trains and certifies an international pool of Lead Trainers who support the implementation of GET Ahead in different national contexts. Through the network of Lead Trainers, the ILO builds the capacity of organisations providing business support and trainers to implement GET Ahead trainings. This is done through a process of certification outlined in the following section. GET Ahead Trainers then deliver the GET Ahead training programme to established and aspiring entrepreneurs. By using this multiplier strategy and building the capacity of local actors, the ILO aims to ensure sustainability of GET Ahead delivery.

Insight 3: The GET Ahead Multiplier Approach

Lead Trainers

Lead Trainers work closely with the ILO-WED to certify GET Ahead Trainers. A small, global network of Lead Trainers facilitates the trainer development process – in-person or remotely – and provides post-training support to Trainer Candidates.





GET Ahead Trainers

A large global network of certified GET Ahead Trainers supports the roll-out of GET Ahead at the national level. GET Ahead Trainers contribute to material adaptations and provide support to entrepreneurs through workshops and coaching, either in-person or remotely.

Entrepreneurs

Entrepreneurs actively participate in GET Ahead workshops facilitated by Trainers, where they share their knowledge and experiences and establish networks with their peers. Entrepreneurs are also able to benefit from personalised post-training support through coaching sessions facilitated by a Trainer.



1.5.1. Key Actors

The ILO's Women's Entrepreneurship Development (WED) Programme. The ILO-WED Team is responsible for the global coordination and monitoring of the GET Ahead training programme. The team is located in the SME Unit of the Enterprises Department at ILO headquarters. Its key functions include:

- Developing, certifying and re-certifying Lead Trainers in partnership with ILO field offices and projects;
- In conjunction with Lead Trainers, supporting the development of a pool of Certified Trainers and their periodic recertification, as well as of partner organisations;
- Maintaining the quality of GET Ahead materials through updates to the international versions;
- Supporting local translations and adaptations by providing guidance on elements that can be adapted and suggesting terminology used in previous translations;
- Engaging in monitoring of GET Ahead outreach, particularly in terms of Lead Trainer and Trainer activity by making tools available for proper tracking and recording of training and certification efforts,
- Promoting and giving visibility to the GET Ahead programme and its pool of Lead Trainers and Trainers both inside and outside of the ILO,
- Providing technical guidance and inputs to ILO Offices and project teams seeking to implement GET Ahead as a stand-alone activity or as part of a more holistic intervention to support women's entrepreneurship development;
- Engaging through memorandum of understandings or similar arrangements with other UN agencies or other development organizations wishing to make use of GET Ahead materials and network of trainers.

ILO Country Offices or ILO development cooperation projects are regularly the first points of entry for expressions of interest to roll out the GET Ahead training programme. These actors work in consultation with the ILO-WED team, as with the Country Office or project that handles the country coordination of GET Ahead.

GET Ahead Partner Organisations are organisations that offer GET Ahead trainings as part of their business support services. Partner organisations are identified based on the needs of the country office, project or national demand and should as a minimum have a mandate to promote entrepreneurship or support women's economic empowerment. Ideally, partner organisations implementing GET Ahead at the national level count with two Certified GET Ahead Trainers as part of their staff. Partner Organisations are key to ensuring national ownership and sustainability of GET Ahead.

GET Ahead Certified Trainers are often based in local organisations that provide business support services and lead the delivery of GET Ahead to established and aspiring entrepreneurs through ToE workshops and coaching. Certified Trainers may be responsible for supporting the local adaptation of GET Ahead materials, tailoring trainings to entrepreneurs' needs, and contributing to M&E efforts through the regular submission of training and coaching reports to the ILO-WED programme.

GET Ahead Certified Lead Trainers are generally identified and selected from amongst Certified Trainers. They are selected based on their training skills, their drive to support and promote GET Ahead, their capacity to train and follow Trainers at national level with minimal support. Given the fundamental role they play, the ILO holds the right to select those who become Lead Trainers. Lead Trainers have a key role in planning, organising and conducting Training of Trainers (ToTs), providing post-training support, and facilitating the certification process in collaboration with the WED Team through evaluation of trainers. Lead Trainers may also contribute to material adaptations and updates. Lead Trainers are able to carry out trainings to entrepreneurs . Lead trainers are expected to promote and uphold ILO values when promoting or carrying out GET Ahead activities.

Entrepreneurs, both existing and aspiring, participate in GET Ahead Training of Entrepreneurs and in the coaching process. As GET Ahead places an emphasis on peer-to-peer learning and establishing peer networks, entrepreneurs are active participants in the training and share their knowledge and experiences with their peers.

1.6. Components for introducing and implementing GET Ahead

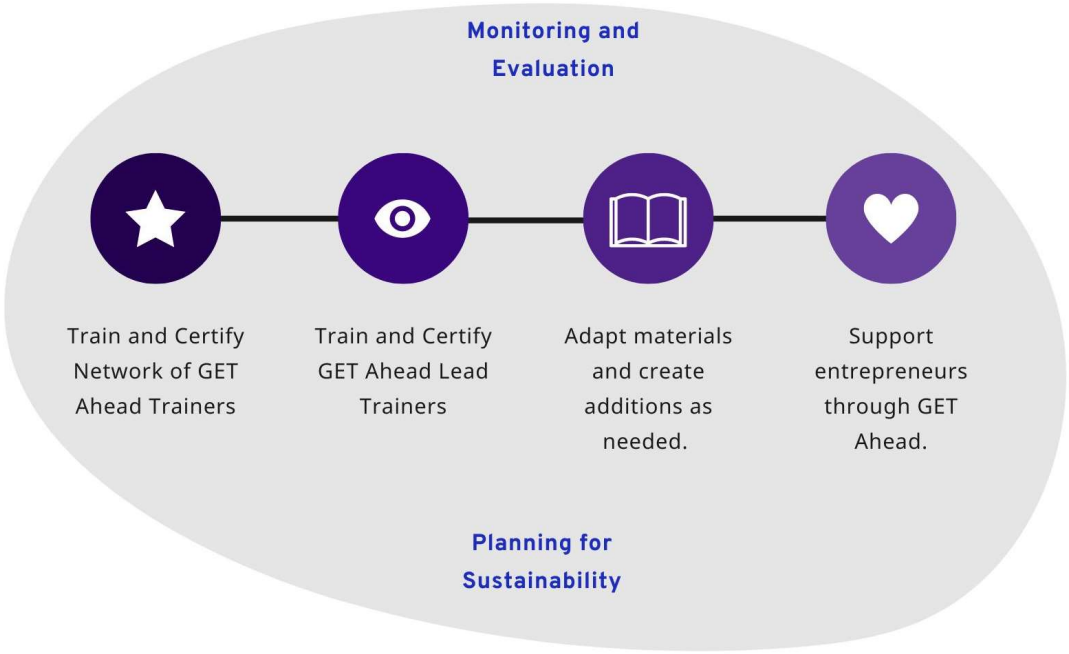
GET Ahead is often introduced in a country as part of an ILO project. However, there is an increasing demand from other actors for the implementation of GET Ahead, in particular government entities and other development partners. When an ILO project or office, national counterpart, or development actor wishes to implement GET Ahead, contact should first be made with the responsible ILO Enterprise Specialist covering the region (visit www.ilo.org/enterprises for the current list) or otherwise directly with ILO-WED programme (wed@ilo.org), which can provide guidance on the steps involved, resources required, and other operational matters.

The components of implementing GET Ahead normally consist of:

- **Developing Trainers:** GET Ahead Trainer Candidates are selected based on a set of pre-determined criteria to undergo a trainer development cycle. As part of their trainer development cycle, Trainer Candidates must take part in a formal training in a workshop setting, as well as complete a practice period during which they facilitate training workshops with entrepreneurs and engage in coaching. Once Trainer Candidates submit their training and coaching reports to the Lead Trainer and ILO-WED Team, and following an assessment and the recommendation of the Lead Trainer, they are certified as GET Ahead Trainers.
- **Developing Lead Trainers:** Lead Trainers are selected from the network of certified GET Ahead Trainers and receive additional training in the form of a Lead Trainer development cycle. While international Lead Trainers may be contracted to develop a first batch of trainers in a country, it is usually desirable to have a group of Lead Trainers in country to ensure higher level functions, including the training of further Trainers, marketing and M&E activities. The development of Lead Trainers usually takes place after a pool of Trainers has been certified and has experience in delivering GET Ahead trainings. In certain occasions, the Lead Trainer development process can happen in parallel to the introduction of GET Ahead in a country. However, a parallel process requires a more rigorous selection and training process be carried out whereby ILO is able to determine the candidates' capacity and commitment to the programme. The developing of Lead Trainers can be an initiative taken on by a project or organisation, or can also be taken by the WED programme independently.
- **Adapting and distributing materials**: Adaptations and translation of materials may be needed for meeting the needs of the target group and the objectives of the project or organisation. Adaptations are meant to make materials more relevant to the context, while maintaining the GET Ahead content intact. Adaptations usually entail changing names, currencies and products to ensure that they resonate with the local population. In cases where the additional guidance is needed, an addition can be developed to accompany the GET Ahead training materials. Whether standard global materials are used, or whether adapted materials are produced, adaptation, printing and distribution arrangements will need to be defined at the country or regional level in consultation with the ILO-WED Team. For proper storage, it is highly recommended that soft copies of final translations and adapted versions be sent to ILO-WED (wed@ilo.org) for ILO records with the ILO-WED Team. [2]
- **Training of entrepreneurs:** Once a network of Trainers had been certified and training materials are ready for use, a full-fledged roll-out at the entrepreneur level can take place. Lead Trainers and Trainers are in charge of role in marketing, preparing for, and conducting GET Ahead training workshops for aspiring and established entrepreneurs, as well as in providing follow-up support in the form of coaching and keeping records of those trained and coached. This tracking is essential especially for when trainers seek re-certification.
- **Monitoring:** Both Lead Trainers and Trainers are responsible for submitting training and coaching reports to the responsible ILO project, ILO Office and ILO-WED Team. Certification is contingent upon the submission of specific training reports. Re-certification is carried out based on proof of having continued to train in GET Ahead and a log of people trained. This is important as ILO may periodically seek to contact entrepreneurs to learn more on their path and enterprises after having gone through the programme and assess the impact the programme may have had on their development and that of their business. This evaluation helps ILO-WED determine if further changes are needed to the GET Ahead programme.

[2] Further guidance on adaptations and additions to GET Ahead can be found in Annex 1.

- **Planning for sustainability:** When GET Ahead is introduced in a country or region, it is important to start planning ways of sustaining GET Ahead activities beyond its initial introduction and beyond a more intense ILO presence and support. This will require planning and carrying out marketing and cost-recovery plans for the provision of GET Ahead trainings by Lead Trainers, Trainers and their organizations. This is also why often memorandum of understanding are signed with training providers setting out their responsibilities with regards to GET Ahead.



▶ **Figure 2. GET Ahead Model Implementation: The process follows trainer development cycles, the adaptation of materials, and support to entrepreneurs. It is underpinned by monitoring and evaluation across all stages, and a view towards sustainability.**

The order of these steps may not follow this specific sequence in all cases, and some steps may take place in parallel. Furthermore, many of these processes will also likely continue beyond the introductory phase. For instance, once a GET Ahead Trainer network has been established in a country, it will most likely continue to train new Trainers, scale up activities or develop Lead Trainers to enhance the quality and to promote and expand the programme.

2. Step-by step guidance in introducing and implementing GET Ahead

The implementation of GET Ahead is based on a multiplier approach, which entails training a network of Lead and Certified Trainers who can continue to grow the network and provide support to entrepreneurs. GET Ahead Certified Trainers and Lead Trainers must undergo a trainer development cycle that includes both training workshops, as well as practical experience implementing GET Ahead. This section covers the GET Ahead implementation model in detail and outlines the certification process of GET Ahead Trainers and Lead Trainers.

2.1. Trainer Development

GET Ahead Trainers play a central role in the implementation of GET Ahead. Trainers are considered strong allies of entrepreneurs, and are responsible for rolling out GET Ahead at the entrepreneur level. This includes marketing the training, assessing the profile and needs of entrepreneurs, developing a tailored training plan and adapting materials as needed, and delivering support in the form of a ToE workshop and coaching, in line with the GET Ahead quality standards. The GET Ahead Trainer development cycle aims to equip Trainers with the required competencies to support aspiring and established entrepreneurs. The process of Trainer development and certification is outlined below.

2.2.1 Trainer Development Cycle – Training of Trainers (TOT)

Step 1. Selection of candidates to become GET Ahead Trainers:

The selection of trainer candidates is key to ensuring success of GET Ahead trainings at the national and local levels. GET Ahead Trainer Candidates can be selected from organisations providing business development services (BDS) to entrepreneurs. Individual consultants or one-person companies operating as trainers may also apply to become GET Ahead trainers. Trainer candidates are selected based on the information provided in Trainer Entry Forms, a set of pre-established criteria, and the specific project objectives. The selection of trainer candidates is done with the support of the Lead Trainer.

Ideally, trainer candidates should have experience with entrepreneurship and MSME development, and should have prior experience with adult learning and facilitation, particularly with mixed literacy groups. Trainer candidates should demonstrate a commitment to advancing gender equality and transforming gender roles and norms, should have access to the target group, and should have a clear idea as to how they could use the knowledge acquired from the trainer development process to support entrepreneurs. GET Ahead ToTs should be delivered to between 15 and 20 trainer candidates.

▶ Step 1 - Tips for eGET Ahead

If face-to-face ToTs are not an option and TOTs will be carried out using eGET Ahead, trainer candidates should make sure they have stable and secure internet access and be comfortable with online tools to ensure that they are able to fully participate in the training. Lead Trainers carrying out online ToTs should also consider adding some initial sessions to familiarize the trainer candidates with the specific platform. They should also consider adding sessions or discussions on how trainer candidates should carry out the trainings in a face-to-face environment.

If there will be at least two trainers from a same organisation being trained and followed to certification, it is a good practice to formalize the engagement through the signing of a Memorandum of Understanding (MoU) whereby the organization commits to providing the trainers with the resources to market, use and track GET Ahead trainings as part of the organisation's service provision. In this case, the organisation would become a Partner Organisation.

Insight 4: Gender responsive measures for trainer candidate selection

- **Develop inclusive messaging:** Use inclusive messaging in the calls for expression of interest to encourage women, men and gender diverse trainer candidates, as well as trainer candidates from underrepresented and marginalised groups, to apply and ensure more diversity and representation. BDS provision is a male-dominated space in many contexts, so inclusive messaging can be key to ensuring that diverse groups are also encouraged and able to apply. Inclusive messaging can be as simple as including photos of women and diverse groups in advertising material and incorporating inclusive language in the calls for expression of interest.

- **Spread the word effectively:** When spreading the word about the call for expression of interest, look beyond traditional BDS providers and make sure you are using a diversity of communication channels. While business development and financial service providers are a good place to start, in many cases, representatives from women's business associations, sectoral associations, women's groups, Civil Society Organizations (CSOs) and other such local organisations may be good Trainer Candidates, as these organisations are likely to have access to small-scale women entrepreneurs who make up the primary target group for GET Ahead. Furthermore, when spreading the word about the call for expression of interest, use context- and gender-sensitive communication channels. For example, GET Ahead ToTs have been promoted successfully with community and religious groups, as well as through word of mouth and radio, depending on the context.

- **Be mindful of gender and diversity:** Consider selecting trainer candidates with due consideration of gender and diversity. This decision will be made depending on the objectives of the project and the gender norms in the specific context. Ideally, Trainer Candidates should comprise a diverse group in terms of age, gender and background. Consider establishing a quota or a target gender balance, in line with the objectives of the project and the profile and needs of the target group.

Step 2. GET Ahead ToT Workshop:

One or ideally two Lead Trainers deliver the ToT workshop to between 12 and 20 trainer candidates. The ToT Workshop is generally delivered during five consecutive full days. If the training is online using the eGET Ahead, the candidate trainers are invited to 5 half-day online sessions and are expected to carry out individual work in between the online sessions equivalent to another 5 half-days. During the ToT, Trainer Candidates receive trainings on adult learning, business management skills, the links between gender and entrepreneurship and coaching.

The workshop is carried out in a way that Trainer Candidates practice delivering modules through peer group presentations and discussions. During the workshop trainer candidates are also introduced to coaching and undertake practice sessions based on the training materials. Candidates who successfully complete the ToT Workshop receive a Certificate of Attendance. The Certificate of Attendance confirms the Trainer Candidate has attended the ToT Workshop and is allowed by the ILO to carry out two training of entrepreneurs within a process of certification. The certificate of attendance is **not** the equivalent of a final Trainer Certificate. If trainer candidates do not fulfil all requirements for their certification they do not receive a final certificate nor are they included in the list of officially recognized trainers by ILO.

▶ Step 2 – Tips for eGET Ahead

For ToT Workshops that are organised using eGET Ahead, the duration of face-to-face interactions online are five half-days. Trainer candidates are expected to complete homework and familiarize themselves with pre-readings and the GET Ahead materials. The level of effort for this self-guided learning is the equivalent to another 5 half-days. If possible, having the group of trainer candidates gather in person to collectively attend the online workshops can be a good practice. This helps address connectivity issues, contributes to building peer-to-peer networks, and makes the ToTs more engaging. In these cases, it is advisable to have an external person (preferably from ILO) provide support for facilitation and technical troubleshooting.

Insight 5: Gender responsive measures for the ToT workshop

- **Facilitate access:** Take active measures to ensure that Trainer Candidates, and especially women and gender diverse candidates who are more likely to encounter barriers and restrictions to their mobility, are easily able to access the training venue. Consider hosting the ToT in a central, well connected and well-lit location that Trainer Candidates can easily access. If this is not an option, consider offering transportation to and from the venue.

- **Ensure adequate and accessible facilities:** Ensure that the venue has adequate facilities to accommodate diverse needs. Where possible, training venues should be accessible to people with disabilities and have adequate sanitary facilities (e.g. separate restrooms for women and men, and gender-inclusive restrooms).

- **Consider childcare responsibilities:** Provide options for Trainer Candidates who have childcare responsibilities to be able to attend the workshop. This can take the form of subsidies for childcare, designated childcare areas staffed by qualified personnel, flexible training arrangements, and separate breastfeeding rooms. The availability of childcare options can be a key determinant of women's ability to participate in the ToT and hence become GET Ahead trainers, as women bear the brunt of the responsibility for care work, including childcare. Bear in mind that in some contexts, women GET Ahead Trainers may actually be more suitable than their male counterparts given certain contextual sensitivities.

- **Schedule for safety:** Schedule the ToT workshop so that there is still at least an hour of daylight before and after the workshop. This measure can contribute to the security of Trainer Candidates. Where this option is not available, host the ToT in a central and well-lit location or providing transportation for participants.

- **Schedule flexibly:** Trainers Candidates, and particularly women, may experience time constraints related to income-generation and family responsibilities. Consider providing options for flexible scheduling so that Trainer Candidates are able to fully participate in the training workshop.

Step 3. Facilitation of two Training of Entrepreneurs (ToE) workshops:

In order to become Certified Trainers, trainer candidates must facilitate two Training of Entrepreneurs (ToE) workshops, of which at least one should be in person and each training should have at least 12 participants and no more than 20. Delivering a ToE successfully requires prior preparatory work including marketing the GET Ahead programme, selecting participants and assessing their needs, developing a tailored training plan, and facilitating a 5-day training workshops. Trainers conduct their first ToE cycle under the supervision and support of Lead Trainers as a measure of quality control. In some exceptional cases, the supervision prior and during the workshop may be done using online tools. The organisation of the ToEs for the purpose of certification depends on the ILO project or third party organization having asked for the development of trainers and covering the expenses. TOEs can either be organised with the support of the ILO, by the trainer candidates, by partner organisations themselves or other third party organizations.[3]

Step 4. Coaching of entrepreneurs:

In addition to facilitating two ToE workshops, Trainer Candidates must provide additional support to entrepreneurs in the form of coaching, either in-person or online.[4] GET Ahead Trainers are strong allies of entrepreneurs, and through coaching, they offer additional follow up support that is tailored to the needs of each individual entrepreneur. The coaching support offered as part of the GET Ahead programme is structured around the GROW Model, which is built around appropriate questioning techniques across four key areas: goals, reality, options and will.

While Trainer Candidates should offer coaching services to all interested entrepreneurs, for the purpose of getting certified they must provide coaching to at least three entrepreneurs per ToE over a three-month period after each ToE and each entrepreneur should receive at least three coaching sessions. This means at least 6 entrepreneurs should be coached prior to certification and each one of them will receive three coaching sessions. During the time coaching is carried out, the Trainer Candidate should fill in and keep a simple log of meetings held and main items covered per participant coached. In total, 18 coaching logs should be submitted for certification.

Step 5. Certification:

Once Trainer Candidates have completed their ToT workshop, facilitated two ToEs, coached at least six entrepreneurs (three per ToE) over a three-month period, and have received a positive evaluation by a Lead Trainer after reviewing the ToE workshop reports and the coaching logs, they are eligible to become Certified GET Ahead Trainers.

Certificates are issued and signed by a representative from the ILO-WED programme and the Lead trainer. The certificate remains valid for up to three years during which Certified Trainers will be able to facilitate trainings using the GET Ahead brand and training materials. Every three years, Certified Trainers will need to undergo a process of recertification to retain their status as Certified Trainers by submitting proof of training to their Lead Trainer or ILO-WED.

During the certification process, **Training Reports** are submitted for every complete ToE workshop facilitated by the Trainer Candidate. Training Report templates can be accessed through the ILO-WED programme (wed@ilo.org). They should be no longer than 5 pages excluding annexes and include the following information:

- Training agenda
- Sex-disaggregated participant list
- Trainer evaluations filled out by participants
- The Trainer Candidate's personal reflections on the overall workshop and by module.
- Recommendations and lessons learned for future training sessions

In addition to the training reports, trainer candidates must submit Coaching Reports for every coaching cycle, which has a duration of three months. Coaching Report templates can be accessed through the ILO-WED

[3] Detailed guidelines on organising the ToEs can be found in the GET Ahead Trainer Guide.

[4] Detailed guidelines on coaching can be found in the GET Ahead Coaching Guide.

programme. For the certification process, trainer candidates must show proof of having coached at least three entrepreneurs and submit a single coaching report. The Coaching Report should be between 1-5 pages and include the following information in table form:

- The Trainer Candidate's reflections on lessons learned for future coaching sessions
- Sex disaggregated participant list
- Main objectives of participants
- Date, time and duration of each meeting
- Main objectives and achievements of each coaching meeting

Step 6. Reporting for Monitoring and Evaluation:

Once Trainers have been certified, they are expected to continue submitting information on ToE and coaching cycles facilitated with potential and existing entrepreneurs to the ILO-WED programme. This information ensures they continue to be re-certified after 3 years and provides the ILO-WED programme with information on outreach and scale of the GET Ahead programme. Reporting serves as a basis for any future evaluation or study on the impact of GET Ahead and promotional efforts. Reporting requirements for trainers once certified are less demanding than those during certification. Reporting templates can be accessed through the ILO-WED Team.

Insight 6: Respecting privacy and the importance of consent

The privacy of participants, whether they are trainer candidates or entrepreneurs, should be a priority for those delivering GET Ahead. While reporting requires participant lists and in pictures, trainer candidates, Trainers and Lead Trainers must first and foremost ensure consent of participants prior to including their names and photographs in reports. Consent can be as simple as asking whether participants would feel comfortable if their name were to be included in training reports, and whether they agree to their picture being taken and shared in training reports and GET Ahead promotional materials. When participants do not give consent, trainers should respect those wishes by not disclosing the real names or identifiers of the participants in their reports, and by refraining from taking and sharing pictures.

Step 7. Recertification:

GET Ahead Trainer and Lead Trainer Certificates are valid for a three-year period, after which all Certified Trainers must undergo the process of recertification. The recertification process takes place in the first quarter of every year during which Certified Trainers must show proof to the ILO-WED programme of having facilitated ToEs within the three year period since being certified. If Certified Trainers have been active and submitted Training Reports during this three year period, they will be automatically recertified and emailed their certificate. Certified Trainers who have not submitted Training Reports during this time will be asked by the ILO-WED programme to fill out a form asking for details on their latest certification or recertification and to upload the following documents:

- Participant lists for GET Ahead ToEs facilitated in the previous years;
- Pictures of ToEs held in the previous years;
- Training reports for ToEs held in the previous years. At this level, reports should at least include logs of where trainings took place and sex-disaggregated number of participants. Lists of names and contact details of those trained would be ideal though not always possible ;
- Brief summary of all coaching cycles held in the previous years.

The recertification certificate is valid for a three year period, after which Certified Trainers must undergo the process of recertification again. The recertification process is key to keeping track of active trainers and maintaining an updated database.

2.1.1. Duration

The length of a Trainer development cycle, starting from the identification of trainer candidates to their final certification, takes normally between 5 and 8 months. In planning for a Trainer development process, it is important to keep in mind that it involves not only the organisation of a ToT workshop, but also follow-up support and the execution of two full ToE workshops and coaching cycles by the trainer candidates.

2.1.2. Costs of Trainer Development

The costs of the Trainer Development process vary by country and context. Usually, the following should be budgeted for a GET Ahead Trainer development cycle:

- The consultancy fees and travel costs (where applicable) of the Lead Trainers (ideally two) for delivering the initial ToT workshop and coaching Trainer Candidates during the practice phase.
- The logistics costs of the initial ToT workshop.
- The logistics costs of Trainer Candidates delivering ToE cycles during the practice phase under the guidance of the Lead Trainer(s).

The full ToT cycle costs usually vary in the range of USD 40,000 to 60,000.

The costs are often covered by the implementing organisation (whether an ILO project or another organisation). In line with established good practice, fees are often requested from and paid by Trainer Candidates, which may cover either the full cost or partial cost of training. This decision is specific to every project.

Insight 7: Reinforcing capacity through Competency Reinforcement Workshops and Exchange and Evaluation Workshops

In some cases, **a Competency Reinforcement Workshop (CRW)** can be organised as a form of additional support and as a measure of quality assurance with GET Ahead Trainer Candidates and/or Certified Trainers. CRWs can be useful when a group of Trainer Candidates require additional support to strengthen their capacities and familiarity with the GET Ahead materials and facilitation techniques, as well as a refresher workshop when some time has passed since Trainers attended a ToT Workshop or delivered a ToE process. CRWs can also be useful to introduce Trainers to GET Ahead adaptations, new and updates materials, and new facilitation and coaching techniques. CRWs should be tailored to meet the specific needs of trainers, and the objectives of the workshop. As with the ToT workshops, CRWs should be facilitated by a Lead Trainer.

In other cases, **an Exchange and Evaluation Workshop (EEW)** can be organised to gauge trainer candidates' grasp of the GET Ahead materials and their facilitation skills. EEWs are often two day workshops where Lead Trainers randomly distribute parts of GET Ahead modules to trainer candidates and ask them to facilitate the training for the respective modules. These workshops can also bring together trainer candidates, Trainers and Lead Trainers to share their experiences in delivering GET Ahead and exchange tips.

Insight 8: What support can the ILO-WED programme provide?

The WED Team can provide technical support and guidance with the following:

- Recommend Lead Trainers and provide their contact details for executing ToT processes. Lead Trainers have been capacitated to deliver high quality GET Ahead ToT processes from start to finish and are equipped with necessary materials. The ILO-WED Team also collaborates with Lead Trainers to facilitate the certification process.
- Share examples of Terms of Reference (ToR) for contracting Lead Trainers and support the development of ToRs.
- Provide technical support and advice for implementation of GET Ahead.

2.2. Lead Trainer Development

Lead Trainers are the backbone to sustaining GET Ahead training at country level. Lead Trainers ensure GET Ahead capacity continues to exist and grow at country or regional level and also ensure quality. Lead Trainers are in charge of training trainers, providing post-training support to trainer candidates, submitting evaluations of candidate trainers to the ILO [5]and certifying them with ILO's approval .

2.2.1. Lead Trainer Development Cycle – Training of Lead Trainers (ToLT)

GET Ahead Lead Trainer Candidates are often selected from the network of Certified GET Ahead Trainers. Lead Trainer Candidates must demonstrate prior knowledge and experience conducting GET Ahead ToEs, and should also have strong facilitation skills and knowledge about gender dynamics in entrepreneurship and MSME development. In some cases, ILO-WED may organize an international Training of Lead Trainers' Cycle. To take part, candidates will have to submit all the required documentation, proof of ties with training institutions and trainers at country level and sign an agreement that she or he will comply with the monitoring and reporting requirements.

The Lead Trainer development cycle is coordinated by the ILO-WED programme and includes a period of additional training, as well as a practice period in which candidates lead the delivery of Trainer development cycles.

2.2.2. Duration

The time required to complete a Lead Trainer development cycle is dependent on whether the country or project context first requires a Trainer development cycle or directly seeks to develop a pool of Lead Trainers. ILO-WED recommends to start by building a network of national Certified Trainers from where to select Lead Trainers. However, this may not always be possible. Overall, to complete all steps of a Lead Trainer Development Cycle it can take on average a year (conservative estimate). If all conditions exist, two cycles of Trainer development can take place within that period. These trainer development cycles are where a candidate Lead Trainer (or several) in partnership with an existing Lead Trainer train, follow, evaluate and certify a group of Trainer Candidates. In parallel, once this is done, the Certified Lead Trainer with ILO-WED's validation, can certify the Lead Trainer candidates.

2.2.3. Cost of Lead Trainer Development

Determining the cost of a Lead Trainer Development cycle for an ILO project or office depends on various factors including whether:

- a pool of certified trainers exist;
- national counterparts are willing to cover certain costs;
- the trainer development cycles attached to the certification of a Lead Trainer are covered and;
- whether candidate Lead Trainers are willing to contribute to their own professional development by paying for training.

In broad terms, the cost associated with certifying one or two Lead Trainers would include the cost of two Trainer development cycle (see previous section for more details), the costs of a 3-4 day training workshop facilitated by a Certified Lead Trainer on the roles and responsibilities of being a Lead Trainer and techniques on how to best train, coach and follow trainers, and an additional 5 to 10 day post training support to candidate Lead Trainers as they carry out their Trainer Development Cycles. This post training support would include co-facilitating part of a ToT and days of coaching and debriefing pre and post training. Usually a certified Lead Trainer's daily fee is between 300 USD and 450 USD. The number of days a Certified Lead Trainer needs, would be around 10 to 15 days to support

[5] ILO in this context refers to the ILO Office, ILO project and/or ILO-WED team. ILO-WED team is ultimately responsible but may arrive at an arrangement with ILO projects and ILO office for that responsibility to be delegated as a means of shortening times and procedures. The ILO Office or Project are still expected to submit final lists of trainers certified to ILO-WED.

two Candidate Lead Trainers. This does not include costs related to renting training spaces, covering any costs during training etc.

2.3. Materials access, adaptation and translation

The basic GET Ahead training materials include the GET Ahead Trainer Guide and GET Ahead Participant Workbook from 2017. The **GET Ahead Trainer Guide** is meant for the use of Certified GET Ahead Trainers. It contains guidance on facilitating GET Ahead ToE cycles. The **GET Ahead Participant Workbook** is meant for the use of entrepreneurs during the ToE cycle. **For eGET Ahead**, an additional set of facilitation guides, slides, and resources for online training delivery are available through the WED Team. ILO-WED is also in the process of putting together a GET Ahead M&E Kit consolidating the various templates, forms and questionnaires used during ToTs and ToEs.

In addition to these core materials, Trainers and Lead Trainers can also have access to a GET Ahead Coaching Guide, and additional guidance notes related to reporting, facilitating online trainings, and preventing Gender-Based Violence. For a full list of these materials, organisations and trainers can reach out to the ILO-WED Team.

Both the GET Ahead Trainer Guide and GET Ahead Participant Workbook are needed for the ToT and ToE cycles. For the ToT cycle, each Trainer Candidate should receive a copy of the GET Ahead Trainer Guide and the GET Ahead Participant Workbook. For the ToE cycle, the Trainer(s) facilitating the training should have a GET Ahead Trainer Guide and each participant should receive a GET Ahead Participant Workbook. (Please see below for exceptions to using the GET Ahead Participant Workbook).

Usually, training materials are printed by projects or organisations implementing GET Ahead. Print versions exist of both the GET Ahead Trainer Guide and the GET Ahead Participant Workbook and can be printed and bound locally, or can be purchased from the ILO's Documents and Publications Production, Printing and Distribution Unit through the ILO-WED programme.

2.3.1. Accessing materials

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

GET Ahead training materials can be obtained through a request to the ILO-WED programme (wed@ilo.org).

Materials obtained in electronic format can be printed and bound by local printing service providers.

It should be noted that GET Ahead materials can only be used for GET Ahead training delivery by Certified GET Ahead Trainers or Lead Trainers.

2.3.2. Adaptation and translation

GET Ahead materials draw from experiences across several continents and years. The structure and examples have been developed so that they are as relatable as possible to any country context. Still, there may be exceptional cases where additional adaptation or additions may be needed to better align with a specific target group, economic sector or socio-economic context.

2017 GET Ahead is available in the ILO's core languages English, Spanish and French. Materials available in other languages can be provided by the ILO-WED programme. If materials are needed in other languages for training target groups, the materials may be translated. While ILO-WED may not be able to support all translations, it is advisable to liaise with ILO-WED as there are previous versions of GET Ahead in local languages that may help in determining terminology or concepts. It is also requested that a soft-copy of the translated materials be shared with ILO-WED for record keeping.

Insight 9: Alternative materials

In some cases and depending on the context, dissemination and therefore translation of the GET Ahead Participant Workbook may not be required. Should this be the case, posters and diagrams may replace the GET Ahead Participant Workbook. The use of these alternatives to the GET Ahead Participant Workbook should only be done in the following situations:

- Participants lack basic literacy skills and would not find the participant workbook useful.
- The language spoken by participants is not a written language.

2.4. Training of Entrepreneurs (ToE)

The training of aspiring and established entrepreneurs is the responsibility of Certified GET Ahead Trainers and, in some cases, Lead Trainers. Trainers are responsible for all steps laid out below- from the sensitization phase all the way to the follow up and monitoring of entrepreneurs. The below provides an overview of the steps in organising a ToE cycle from a logistics perspective. Information on how to facilitate a ToE workshop and how to conduct coaching sessions can be found in the GET Ahead Trainer Guide and Coaching Manual, respectively.

2.4.1. The Training of Entrepreneurs (ToE) cycle

Step 1. Sensitization and Outreach:

The first step in organising a ToE is sensitizing potential entrepreneurs on the upcoming training. This initial outreach stage can take different forms depending on the target group and context. However, organisations and networks working with entrepreneurs can be effective avenues to identify potential participants. Partner organisations, community-based organisations, women's networks, microfinance institutions and savings groups can be good avenues to reach entrepreneurs and potential entrepreneurs who may be interested in and benefit from the training. Depending on the project or organisation, sensitization and outreach can be carried out by the Trainer, the implementing organisation, or both. The Trainer is however responsible for ensuring key messages on the GET Ahead programme are communicated in the sensitization sessions or materials.

Insight 10: Gender responsive measures for sensitization and outreach

- **Raise awareness on entrepreneurship:** Perceptions around what entrepreneurship is, who should be an entrepreneur, and whether entrepreneurship is a viable means to secure a livelihood or not vary significantly by context and individual. In some cases, women who operate a micro enterprise don't necessarily perceive themselves as an entrepreneur. In other contexts, entrepreneurship is not seen as a desirable means to secure a livelihood, and in others, entrepreneurship is not considered an activity that women typically engage in. For these reasons, a first step in sensitization and outreach might be raising awareness on what entrepreneurship is, what we mean when we use the word entrepreneur, and what the benefits of engaging in entrepreneurship can be with the specific target group and community.

- **Develop inclusive messaging:** When conducting outreach to encourage aspiring and established entrepreneurs to participate in GET Ahead trainings, inclusive messaging is key. BDS provision is a male-dominated space in many contexts, so inclusive messaging can be key to ensuring that gender diverse groups are also encouraged and able to apply. Inclusive messaging can be as simple as including photos of women and diverse groups in advertising material and incorporating inclusive language in the promotional materials.

- **Use relevant communication channels:** When establishing communication channels through which outreach and sensitization activities will take place, it is important to keep in mind how the target group accesses information. It might be effective to promote trainings through community or religious organisations, savings groups, CSOs, women's associations, radio and word of mouth, depending on what is most relevant to the target group.

- **Address common gendered concerns:** In some cases, women, men and gender diverse persons may not apply or access entrepreneurship trainings because their specific gendered concerns are not addressed in outreach and sensitization activities. For example, participants, and particularly women with care responsibilities, may not express their interest because they experience time constraints related to running their business and household. In other cases, gender diverse persons or persons with disabilities may not apply because they are unsure if they are included in the target group or if adequate facilities will be provided. In these cases, communicating aspects of the training that address specific gendered concerns (e.g. non-consecutive training days, flexible schedules, childcare options, disability access, gender-neutral facilities etc.) might encourage typically excluded participants to apply.

Step 2. Participant Selection:

The selection of training participants is dependent on the objectives of the project or organisation. Ideally, trainings of entrepreneurs should be limited to between 15 and 20 participants. If the training is not solely for women, it is advised that men do not make up over one third of the group, as experience has shown women will be more likely to share and participate in all-women groups, or in groups where women are the significant majority. At this stage, Trainers should seek to understand the literacy skills, age, and gender identity of the participants, as well as their business needs and experience. While there are no set guidelines for selecting participants, as these are often context and project specific, aspiring entrepreneurs should be motivated and available to start a business, and established entrepreneurs should have a business and aim to improve their management practices and skills.

Insight 11: Gender responsive measures for participant selection

- **Make the application process accessible:** As GET Ahead is often targeted to entrepreneurs with basic levels of literacy, traditional applications and entry forms may not be the most accessible method through which participants express an interest in attending a training. Depending on the context and target group, consider different methods through which participants can apply to attend the ToE. Consider hosting open days where participants can learn about GET Ahead and register their interest, or partnering with local and community organisations who can support the application process.

- **Be mindful of gender and diversity:** Consider selecting participants with due consideration of gender and diversity. This decision will be made depending on the target group of the project and the gender norms in the specific context. Ideally, participants should comprise a diverse group in terms of age, gender and background. Consider establishing a quota or a target gender balance, in line with the objectives of the project and the profile and needs of the target group. If women are the target group, it is recommended that men make up no more than one third of the total group.

Step 3. Preparation and Design:

This step involves making all practical arrangements, including booking a venue, inviting participants, preparing materials and equipment, and any other logistical arrangements for carrying out the training. In this stage, the Trainer should also design the workshop programme based on the participants' needs and profile. More comprehensive guidance for preparations and delivering gender-sensitive workshops and coaching sessions is included in the GET Ahead Trainer Guide and the Coaching Guide.

Step 4. Implementation – The ToE workshop:

The core element of the ToE cycle is the ToE workshop, which takes place over five full days, or 2-3 hour sessions in the case of eGET Ahead. It is strongly recommended that the training days be spaced over time and not offered consecutively. This is done to give participants time to reflect and the homework assignments to help complement the learning done during the training. GET Ahead ToE Workshops are unique, in that they rely heavily on knowledge co-creation, where participants are encouraged to share their own experiences with their peers and engage in mutual learning. These peer-to-peer exchanges and support networks are a core component of GET Ahead.

Insight 12: Reminder of gender responsive measures for workshops

- **Adopt flexible scheduling practices:** It is recommended that GET Ahead ToE workshops are scheduled across five non-consecutive days to accommodate the busy schedules and time constraints that most entrepreneurs, especially women, face. Coaching sessions should similarly be scheduled when it is most convenient for entrepreneurs.

- **Facilitate access to the training venue:** Take active measures to ensure that participants and especially women and gender diverse candidates who are more likely to encounter barriers and restrictions to their mobility, are easily able to access the training venue.

- **Ensure adequate and accessible facilities:** Ensure that the venue has adequate facilities to accommodate diverse needs. Where possible, training venues should be accessible to persons with disabilities and have adequate sanitary facilities (e.g. separate restrooms for women and men, and gender-inclusive restrooms).

- **Consider childcare responsibilities:** Provide options for participants who have childcare responsibilities to be able to attend the workshop.

- **Schedule for safety:** Schedule the ToE workshop so that there is still at least an hour of daylight before and after the workshop. Where this option is not available, consider hosting the ToE in a central and well-lit location or providing transportation for participants.

- **Facilitate access to online trainings (eGET Ahead):** In cases where the ToE cycle is being conducted using eGET Ahead, it is important to address challenges related to internet access, know-how in terms of using digital technologies and potential high-costs of connectivity. It is likely that by using eGET Ahead, participants with lower literacy skills or lower economic capacities will be excluded from the training. Gathering participants to attend a training facilitated online, using unconventional communication channels such as WhatsApp, replacing readings with voice notes or videos, and subsidizing internet can help address some of the accessibility challenges related to implementing eGET Ahead at the entrepreneur level.

Step 5. Implementation – Coaching and post-training support:

Between training days and after the completion of the ToE workshop, participants have the option of engaging in individual coaching sessions facilitated by the Trainer. The coaching sessions are based on the GROW methodology, which focuses on a set of targeted questions to help entrepreneurs assess their goals, reality, opportunities and will in relation to their business.

Individual coaching sessions tend to have a duration of one hour and are scheduled based on the frequency previously agreed upon between the trainer and the participant.

Step 6. Monitoring and evaluation:

To enable trainers to improve their facilitation techniques and training delivery, participants to the ToE workshop and coaching sessions are required to fill out feedback forms outlining their level of satisfaction with the trainings and sharing what they found useful and not useful. These feedback forms are shared by the Trainer with participants at the end of the ToE cycle. In case the trainer would like to get feedback at an earlier point to make adjustments to the training, feedback forms can also be distributed at any point during the training.

2.4.2. Duration

The duration of a full ToE cycle is highly dependent on the context and availability of entrepreneurs. When the full ToE cycle is conducted, including the coaching component, the ToE cycle has an approximate duration of 3-5 months, as coaching is recommended to take place over at least 3 months.

2.4.3. Costs of ToE implementation

The cost of GET Ahead ToE cycles vary widely by country and region. When starting to offer GET Ahead training services, organisations, projects, Trainers and BDS providers will need to decide whether charging fees is possible and how much should be charged. In general, costs involved in a GET Ahead ToE cycle include:

- Sensitization and outreach costs. This might include visits to communities, communication materials, radio communications and other related costs.
- Human resource costs, in particular Trainers' fees for facilitating the workshop and coaching sessions, as well as the time spent in preparing the logistics of a workshop and conducting communication and outreach.
- Infrastructure costs, particularly the premises and equipment needed to conduct the training.
- Training materials and stationary, including the GET Ahead participant workbooks. A detailed list of other training materials required and stationary can be found in the GET Ahead Trainer Guide.
- Transport, accommodation, food and childcare costs if these will be provided.

Once costs of the training have been calculated, the price of the trainings and the decision to charge fees to entrepreneurs can be made. In general, Trainers and organisations providing GET Ahead trainings to entrepreneurs can choose different options for setting a price:

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

Charging a full fee, or asking for partial cash or in-kind contributions has generally proven to be a helpful mechanism for selecting participants with a genuine willingness to take the training. However, it is important to keep in mind that the target group for GET Ahead often operates micro enterprises primarily in the informal economy and might have limited sources of income to cover the full cost of the training. In such cases, their willingness to take part may come from taking the time to come to the training each day and covering on their own their transportation costs and food.

Furthermore, projects, Trainers and organisations should also take into account other market actors offering entrepreneurship trainings in order to set competitive prices.

Insight 13. What support can the ILO-WED team provide?

The WED Team primarily supports Lead Trainer development Cycles and Trainer Development cycles. At the level of training of entrepreneurs, ILO-WED's involvement is usually minimal.

However, the WED Team can support ToE cycles by:

- Recommending Trainers and Lead Trainers.
- Sharing sample ToRs for contracting Trainers.
- Providing general technical guidance on ToE processes
- Provide technical support and advice for implementation of GET Ahead.

2.5. Monitoring and evaluation

M&E refers to the process of collecting and analysing information in order to check on progress in implementing GET Ahead activities, and to assess to what extent the established objectives are being achieved. M&E is important, as it provides a picture of the current situation and allows for improvements to be made where necessary. M&E can also be an important tool for marketing among potential participants and for resource mobilisation efforts, where positive results can help garner interest and support for GET Ahead activities.

2.5.1. Measuring results

For projects and organisations implementing GET Ahead, the first step in establishing a monitoring and evaluation system is deciding what should be measured based on the changes expected from the implementation of GET Ahead. This is usually done through a set of sex-disaggregated indicators that are SMART – Specific, Measurable, Achievable, Relevant and Timebound. Projects and organisations may also want to further disaggregate indicators by other relevant dimensions, including gender identify, race, immigration status, ability, age and others, depending on the objectives and target group.

The following table outlines a sample intervention model for GET Ahead's implementation, from its inputs, to its impact.

▶ **Table 1: Sample GET Ahead Intervention Model**

Implementation			Results	
Inputs	**Activities**	**Outputs**	**Outcomes**	**Impacts**
• Budget • Staff • Trainers • Facilities • Supplies • Technical expertise • Training tools and materials	• Conduct sensitization and outreach activities • Adapt or translate materials • Organise ToTs • Provide follow-up support • Advise local organisations and government on roll-out strategy and sustainability • Roll out ToEs • Carry out M&E	• Adapted materials available • Trainers trained • Training providers advised on how to deliver gender-responsive services • Trainers certified • Gender-responsive training services delivered • Entrepreneurs trained and coached • M&E system established • Quality standards set	• Individual/ Enterprise Level • Additional skills acquired • Higher number of improved business plans • High participant satisfaction • New start-ups established • Better business practices • Improved performance of enterprises • Trainers and BDS providers • Improved capacity to deliver trainings • Society • Increased acceptance of entrepreneurship as a career option	• Additional income • Additional jobs created • Quality of jobs improved • Degree of formalization increased • Poverty reduction • Improvement in self-sufficiency • Increased satisfaction with own working situation

2.5.2. Measuring progress and ensuring quality

For all actors engaged in the implementation of GET Ahead, it is also important to measure progress and ensure quality when implementing GET Ahead in order to identify key areas for improvements and meet the expected results and impacts. This is usually done through a set of tools and reports that allow for assessment of participants, as well as compilation of upward feedback.

Different actors play different, yet important roles in GET Ahead's M&E system. The table below outlines the role of each actor in M&E, as well as the most commonly used tools for measuring progress and checking for quality.

▶ **Table 2: GET Ahead Monitoring and Evaluation Actors and Tools**

Actor	What is monitored and evaluated?	M&E Tools
Entrepreneurs	During GET Ahead ToE workshops and subsequent coaching sessions, entrepreneurs are able to provide feedback to trainers on their performance and the training process to enable trainers to improve and better target their facilitation and training design. Entrepreneurs monitor: • Trainers' performance • Relevance of the ToE workshop • Relevance of the coaching sessions	Feedback Forms
Trainers	Following each ToE cycle, Trainers are responsible for reporting their activities to the WED Team as a component of M&E and as a requirement for their re-certification. Trainers monitor: • Reflection on their own performance • Entrepreneurs trained • Effectiveness of GET Ahead training workshops and coaching sessions • Lessons learned from GET Ahead implementation	Training Reports Coaching Reports
Lead Trainers	Lead Trainers play a central role in GET Ahead's M&E, as they work with the WED Team to maintain updated databases of GET Ahead Trainers and support material adaptations, additions and updates when needed and based on lessons learned from implementation. Lead Trainers monitor: • Trainers' performance and certification • Lessons learned from GET Ahead implementation	Training Reports

WED Team	The WED Team is responsible for compiling the M&E information produced by entrepreneurs, Trainers and Lead Trainers in order maintain updated databases of Trainers and Lead Trainers and identify lessons learned from the implementation of GET Ahead in order to make improvements as needed. The WED Team monitors: • Lead Trainers' performance • Database of Trainers and Lead Trainers • Lessons learned from GET Ahead implementation	GET Ahead Trainer and Lead Trainer Database

▶ Annex 1. GET Ahead Adaptation and Translation Guidelines

The Gender and Entrepreneurship Together (GET Ahead) programme is a gender-sensitive entrepreneurship training designed for mixed groups and particular for women and men with basic literacy and numeracy skills. While a variety of GET Ahead materials already exist, in some instances, the GET Ahead materials may need to be adapted to a specific geographic or thematic context, of for specific target groups, or be supplemented with additions to the core materials.

The purpose of this document is to provide guidance for adapting or developing additions to the GET Ahead materials.

Adaptation or addition?

To adapt a training material is to change the material in some areas, but to keep the content and the message the same. The intention is to deliver the same knowledge in a more targeted presentation for the participants.

There are two available approaches to package adaptations.

1. Incorporate changes and additions to the existing text and reproduce the material as **an adaptation** or;
2. Keep the original material as it is and complement it with a supplementary book, booklet or guidance note as **an addition**.

It is important to note that the less that needs to be changed or adapted, the less financial and time resources will be required.

Adaptation

Types of Adaptation:

Adaptations can be made to the GET Ahead materials for a variety of reasons. The main types of adaptations include:

- **Sectoral adaptation:** In a sectoral adaptation, changes are made to make existing GET Ahead materials more relevant to a specific sector or value chain. For example, GET Ahead materials can be adapted to reflect the agribusiness or renewable energy sectors by modifying the case studies so that they more accurately reflect the costs, products and dynamics in these specific sectors.
- **Target group adaptation**: Training material might be available for the relevant context, but not for the right target group. GET Ahead materials can be adapted to fit the needs and reflect the realities of diverse target groups. For example, when the target group lacks basic literacy skills or speak primarily in dialect, GET Ahead materials can be adapted so that they rely more on visual aids and simpler language.
- **Geographical adaptation**: While standard GET Ahead materials can be implemented in most contexts, they can be adapted to be more suited for specific geographies. For example, case studies and templates may be adapted to reflect local currencies, display products that are relevant to the specific location, and portray names that are more common.

Changes in adaptations:

The areas to be adapted mainly include examples and cases studies where **names**, **currencies**, and **products** will change to reflect the target sector, group or geographical location. When adapting GET Ahead materials, it is important to keep the main message of the case studies and examples, being mindful to not perpetuate gender stereotypes or reinforce negative gender dynamics.

Do's	Don'ts
• Change names, currencies and products • Match the target sector, group or geographical location	• Change the main messages of case studies • Make changes that can perpetuate gender stereotypes or reinforce negative gender dynamics

The adaptation process:

1. **Define adaptation objectives – Why will GET Ahead materials be adapted?**: Before beginning an adaptation, it is important to define the objectives for adapting GET Ahead Materials. For this, it will be key to identify the target group and understand their specific needs in terms of entrepreneurship trainings. It is also important to refer to the types of adaptation to understand what adaptation, or combination of adaptations, should be made. When it comes to identifying the needs of the target group, the following questions can help determine the adaptations that may be required:
    - (a) What level of literacy does my target group have?
    - (b) What level of numeracy abilities does my target group have?
    - (c) What is my target group's socio-economic background?
    - (d) Does my target group live primarily in rural or urban settings?
    - (e) What is the age group that best describes my target group?
    - (f) Are there specific cultural or contextual sensitivities that I should take into account?
2. **Identify who will conduct the adaptation – Who will conduct and contribute to the adaptation?:** When adapting GET Ahead materials, a small working group can be established to support the adaptation and provide informed opinions on the process and proposed changes, and review the final materials. This working group may include Lead Trainers, Certified GET Ahead Trainers, relevant ILO staff, and other key stakeholders.
3. **Review GET Ahead Materials – What materials and sections will be adapted?**: GET Ahead core materials include the GET Ahead Trainers Manual, the GET Ahead Participant Workbook, and the eGET Ahead slide deck for online trainings. In addition, GET Ahead also includes a series of monitoring and evaluation forms, a coaching guide, and additional guidance notes. Depending on the objectives, target group and delivery method, the working group can decide which materials to adapt. The working group will also identify the specific sections to adapt, noting that the purpose of an adaptation is to retain the main content and message.
4. **List key words and concepts – How will the materials and sections change?:** Writing a list of proposed key words and concepts that will be used in the adaptation can serve to identify what changes will take place, and how the text will change. The list should be consulted with the working group for validation. Having a well-tested list will save challenges in the future and ensure that the proposed changes are meeting the adaptation objectives.
5. **Draft adaptations:** Once the above steps are fulfilled, the GET Ahead materials and sections can be adapted using the agreed upon key words and concepts.
6. **Feedback and test draft adaptations:** GET Ahead materials go through a rigorous review process and a testing phase before being finalised. A similar process should take place when undertaking adaptations in order to ensure that the objectives are met. The working group should review the draft adaptations and validate them. Ideally, the adapted materials should also be tested with a small group to make adjustments and improvements as needed.
7. **Final product:** The final adapted GET Ahead materials integrate the inputs from the working group and from the testing phase. A copy of this final product should be made available to the Women's Entrepreneurship Development Programme (wed@ilo.org) for global coordination of the GET Ahead programme.

Additions

An addition to the GET Ahead materials entails a guidance note, book or booklet that supplements the original GET Ahead materials. GET Ahead materials are already supplemented by a set of guidance notes and booklets on the topics of coaching, preventing gender-based violence, tips for online facilitation and others.

Types of additions:

- **Thematic guidance for Trainers and Lead Trainers:** Additions can be useful to provide supplementary guidance to Trainers and Lead Trainers for implementing GET Ahead with specific target groups or in specific sectors and contexts. For example, a thematic addition may be one that provides guidance to Trainers and Lead Trainers for implementing GET Ahead in forced displacement settings, or that provides guidance on preventing gender based violence in the context of trainings.
- **Technical guidance for Trainers and Lead Trainers:** Additions can also be useful to provide supplementary guidance to Trainers and Lead Trainers in terms of skills and technical competencies. For example, a thematic addition may be one that provides tips for online facilitation, or that provides guidance on coaching.
- **Supplementary materials for entrepreneurs:** Additions can also target entrepreneurs and be useful to expand on a subject that is covered in the GET Ahead materials, or to provide additional guidance on a subject that is not covered in the GET Ahead materials. For example, an addition for entrepreneurs may be one that provides additional guidance on risk management in the context of COVID-19, or that provides guidance on a key technical skill in case entrepreneurs are concentrated in a specific sector.

The addition process:

1. **Define addition objectives – Why will an addition to GET Ahead be developed?**: Before beginning an addition, it is important to define the objectives for developing an addition and the audience that the addition will target (Trainers, Lead Trainers, or entrepreneurs). Depending on the focus area of the addition, it will be key to identify the audience, target group, sector, or geographical location in order to define what type of supplementary information needs to be included in the addition.
2. **Establish working group – Who will conduct and contribute to the addition?:** When developing additions to GET Ahead materials, it is recommended to establish a working group who will support content development and provide informed opinions on the process, and review the final materials. This working group can be composed of Lead Trainers, Certified GET Ahead Trainers, relevant ILO staff, and other key stakeholders and experts on the topic. It is recommended that the working group be comprised of between three and five people.
3. **Review GET Ahead Materials – What additional information needs to be provided?**: GET Ahead core materials include the GET Ahead Trainers Manual, the GET Ahead Participant Workbook, and the eGET Ahead slide deck for online trainings. In addition, GET Ahead also includes a series of monitoring and evaluation forms, a coaching guide, and additional guidance notes. The working group should identify gaps in the current GET Ahead materials that the addition will fill. It is important to remember that the addition should supplement existing materials, and should not duplicate information that is already contained in existing GET Ahead materials and additions.
4. **List key words and concepts and develop an outline – How will the addition present information?:** Writing a list of proposed key words and concepts that will be used in the addition can serve to further define the content and structure. The list should be consulted with the working group for validation. Having a well-tested list will save challenges in the future and ensure that the proposed changes are meeting the adaptation objectives.
5. **Draft addition:** Once the above steps are fulfilled, the addition is drafted based on the key words and concepts, and keeping the objectives and target audience in mind.
6. **Feedback and test draft adaptations:** GET Ahead materials go through a rigorous review process and a testing phase before being finalised. A similar process should take place when developing additions in order to ensure that the objectives are met. The working group should review the draft additions and validate them.

Ideally, the adapted materials should also be tested with a small group to make adjustments and improvements as needed.

7. **Final product:** The final addition integrates the inputs from the working group and from the testing phase. A copy of this final product should be made available to the Women's Entrepreneurship Development Programme (wed@ilo.org) for global coordination of the GET Ahead programme.